

## THE RELATIONSHIP BETWEEN COMPETITIVE TENDERING METHODS AND QUALITY OF SERVICE DELIVERY IN WAKISO DISTRICT: A CORRELATIONAL STUDY.

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### ABSTRACT.

#### Background:

The study aims to assess the relationship between competitive tendering methods and the quality of service delivery in Wakiso District.

#### Methodology:

This study was guided by a cross-sectional correlational research design. Triangulation of research methods was adopted in this study. 68 participants formed the sampling framework and 65 of them were determined as the sample. The sample was reached using simple random sampling techniques and purposive sampling techniques. With the quantitative data, analysis was done using frequencies, percentages, means, and Pearson correlation matrix. On the side of qualitative data, was analyzed using Content analysis.

#### Result:

Most of the participants were males (54%), between the ages of 40-49 years (58.8%), with an educational level of a Bachelor's degree (58.8%), and having worked in Wakiso district user departments for 4-6years (44.1%). It was established that competitive tendering was significantly related to the quality of service delivery in Wakiso District. This is based on the Pearson value which was established at  $r=0.700$  which was significant  $P=0.019$ . This was measured at less than 0.05 (level of significance). This meant that the higher the practice of competitive tendering, the higher the improvement in the quality of service delivery in Wakiso District.

#### Conclusion:

Quality of service delivery is highly determined by the proper application of competitive tendering methods in Wakiso District.

#### Recommendation:

National suppliers or service providers must be given a chance to undertake procurement opportunities. This can be done by ensuring that local companies that have acquired some expertise are considered without being compared to international companies.

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### INTRODUCTION.

In ascertaining the relationship between competitive tendering methods and the quality of service delivery, Buuri (2013) argues that competitive tendering methods have a direct relationship with the quality of service delivery. This is because it allows open participation of all service providers on equal terms. The allowance of participation on equal terms gives leeway to acquiring competent service providers who can do or provide

service in time, quality, and cost. Kenyana et al., (2010) ascertain that most of the public organizations which utilize the usage of open participation of all service providers on equal terms have had their service provision improve. In Kenya, Kenyana et al., (2010) gave an example of the Kenya Revenue Authority which found itself fell short of its objectives because it did not choose to use open tendering or competitive tendering. Kenya Revenue Authority thus decided to start utilizing competitive tendering processes that had its services

improve. Kumar et al., (2005) further ascertain that competitive tendering gives a chance for an organization to make adverts in public Media that allow competent suppliers to apply and be given a chance according to their abilities.

Buuri (2013) further argues that competitive tendering opens up maximum possible competition among service providers which helps competent service providers to be identified. If there is no competition among service providers, the quality of service provided lowers. If there is high competition, there is high quality of services. Nyeko (2004) gave an illustration of government departments. In local governments, most of them do not use competitive tendering processes and this defines the reasons why service quality has remained poor. The open tendering process has often been opposed since it allows longer periods and increases the bureaucracy of the timeline to screen the best candidates and this elongates the provision of service delivery. This process enables the selection of candidates based on their earlier performance. This method defines clear technical specifications required but very much criticized because of suppressing innovation (Kumar et al., 2005). Kenya et al., (2010) argue that open tendering is the best-preferred method of procurement that opens up a longer process of obtaining value for money, and effective acquisition of goods and services and it is only recommended in organizations that are highly rooted and accountable to people or Parliament (Kenya et al., 2010).

Ngari (2012) further ascertains that there is a prospect of requesting proposals from the public while being guided by a clear process of allowing all prospective bidders to engage in the process of tendering and if one of the steps jumped, the hiring organization is liable for a litigation. The technical specification clearly defines the work scope, quality, plans, goals to be achieved, the cost, and the timeframe. This becomes the basis of ensuring that the quality of service delivery is realized in the public sector. All prospective service providers are asked to submit their financial and technical proposals and these are weighed towards the quality of services required by the contracting authorities and usually the best candidate is chosen to implement service delivery (Nyeko, 2004). The underlying disadvantage of competitive tendering lies in changes of prices or price escalation which may affect the

quality of services since the contracted organizations can fail to obtain the goods and services at the price that had earlier indicated in the procurement dossier. It is upon this background that this study was undertaken to assess whether the usage of the competitive tendering process has had an improvement in the quality of service delivery. The study aimed to assess the relationship between competitive tendering methods and quality of service delivery in Wakiso District.

## **METHODOLOGY.**

### **Research Design.**

This study adopted a cross-sectional research design (Saris & Revilla, 2015). This was preferred since this was an academic study that did not require a lot of time to be conducted (Sekaran, 2003). This type of research design was selected as ideal for this research because the study intends to identify predictive relationships by using correlations. A mixed method was preferred for this study. The quantitative was adopted because the study seeks to examine the procurement methods and quality of service delivery in Wakiso District. A qualitative approach helped capture data that were left out by the quantitative approach as well as capture in-depth information on this study.

### **Study Population.**

This study was conducted in Wakiso District. Wakiso District was selected because it has had several cases related to poor quality of service delivery linked to procurement methods used. The study population consisted of 95 respondents (Wakiso District Human Resource Manual, 2022).

The 95 respondents consisted of 5 Executive Members, 10 Wakiso District Senior Management, 10 members in the Procurement Unit, 20 members of the Finance Committee, 10 members of the Contracts Committee, and 40 members of the Service Providers.

### **Determination of the Sample Size.**

Determining sample size called for the use of the Morgan and Krejcie (1970) table. This is practically indicated in Appendix IV (Amin, 2005). Table 1 has more details on the sample size and techniques.

**Table 1: Sample Size determination.**

Category of Population	Population Size	Sample Size	Sampling Technique
Executive Members	5	4	Purposive sampling
Senior Management	10	8	Purposive Sampling
Wakiso District Procurement Unit	10	8	Purposive Sampling
Finance Committee	20	16	Simple Random sampling
Contracts Committee	10	8	Purposive Sampling
Service Providers	40	32	Simple Random sampling
Total	95	76	

Source: population adopted from Wakiso District Human Resource Manual, 2022

### Sampling techniques and procedure.

Both probability and non-probability sampling techniques were used. This method was chosen since it gives an equal chance to respondents to participate and is cheaper. The study respondents were divided into categories as described in Table 1. There were four categories of participants, i.e., Executive Members, Wakiso District senior management, service providers, Wakiso District contract committee members, procurement committee members, finance committee and contracts committee members. The study used a simple sampling technique to select Wakiso District, Finance Committee, and Service Providers Members. This was adopted since it barely reduces on chances of being biased when selecting respondents in large numbers (Mugenda & Mugenda, 2003). On the other hand, purposive sampling was adopted for this study in choosing executive members, procurement, senior management, and Wakiso District Contracted Committee Members. This technique was chosen to be employed by such officials since it is favorable in selecting knowledgeable respondents and informative (Sekaran, 2003).

### Data Collection Methods.

Primary and secondary sources were used in collecting data which were both qualitative and quantitative. Primary data was sourced using questionnaires and interviews and secondary data was sourced using documents such as journals, reports, planning documents, memos, and files. The data was collected from Wakiso District with assistance for convenience and speed.

### Questionnaire Method.

This referred to a method of collecting data which consists of asking people a series or number of questions and providing prompt answers in the shortest time (Amin, 2005). This collected primary data from procurement unit staff, and, it involved the use of a close-ended questionnaire which allowed easy correlation and regression of the respondent's attitudinal disposition on the independent and dependent variables (Amin, 2005). The usage of a questionnaire was because the number of questionnaire respondents was very many and these

required to provide information in the shortest period, hence saving time. Another issue was issues of convenience since respondents found it easy to fill them at their own time of convenience (Oso and Onen, 2008).

### Interview Method.

The study employed an interview method. This method was imperative since it facilitated asking alternating questions in the best way. Secondly, the issue of probing and promoting became very easy for certainty (Sekaran, 2003). The interview method was used to collect primary data from Executives, Contracts Committee, and Procurement Committee Members.

### Documentary Review Method.

The study here collected secondary data guided by the documentary review checklist. Time was made to review documents & ensure that certain information was obtained. This method conveniently enables access to particular information that was hard to obtain using other methods (Oso& Onen, 2008).

### Data Collection Instruments.

These are the tools for data collection (Mugenda and Mugenda, 2003). In this study, these include a questionnaire and Interview guide. These were used because it is important to implement the data collection methods mentioned.

### Interview Guide.

The study employed a key informant interview guide. This method was imperative since it facilitated asking alternating questions in the best way. Secondly, the issue of probing and promoting became very easy for certainty (Sekaran, 2003). The interview guide was used to collect primary data from politicians, technocrats, and service providers.

### Documentary Review Checklist.

It provided time to review the documents, to ensure that certain information was obtained.

### Quality Control.

Quality control is done to meet the standards of replicability and consistency in the tools to be used. Therefore, this was accomplished using validity and reliability;

For purposes of ensuring that the tools measure what they were anticipated to measure, a validity test was undertaken. Here, expert judgments were reached and all items had a content validity index of above 0.7 as recommended by Oso and Onen (2008). Table 2 has details;

### Validity.

**Table 2: Content Validity Indices for the Questionnaire.**

Variable	Description	No. of Items	Content validity index
Independent	Competitive tendering	9	0.898
	Restricted tendering	7	0.861
	Single source procurement	9	0.78
Dependent	Quality of service delivery	9	0.843

Source: Primary data, 2023

### Reliability.

To ensure that the tools would demonstrate a high level of consistency if they were used elsewhere, the tools were pilot-tested to establish the Cronbach Alpha Coefficients.

Pilot testing was done in a synonymous organization and that was NIRA. In this case, as recommended by Mugenda and Mugenda (2003), all items used in the study were found to have Cronbach Alpha Coefficients of above 0.7 as indicated in Table 3.3;

**Table 3: Reliability indices for the respective sections of the questionnaire.**

Variable	Description	No. of Items	Cronbach alpha
Independent	Competitive tendering	9	.831
	Restricted tendering	7	.767
	Single source procurement	9	.861
Dependent	Quality of service delivery	9	.867

Source: primary data

### Data Collection Procedures.

A letter of introduction right from Team University was acquired. This was obtained after when they approved the proposal and the tools to be used. These tools were tested for validity and reliability. Then the questionnaire was piloted on a sample of ten respondents and the interview guide on two respondents. Comments from these respondents were used to improve the questionnaire and interview guide. At this point, research assistants were recruited, and trained on the ethical considerations. A contract was made with the human resource office and directors to come up with an agreeable schedule so that work was not affected. The data collection was carried out for one week. In the event of any incompleteness of the data-collecting exercise; appointments were rescheduled in consultation with the respondents. After data collection, data analysis was done and a report was made, which marked the final activity of the research process.

### Data Analysis.

Kothari (2004) ascertains that there are both qualitative and quantitative analysis tools

### Quantitative Data Analysis.

Sekaran (2003) argues that analyzing data quantitatively calls for the use of different statistical methods. In this study, means and percentages were chosen to represent central tendencies and dispersion. On the other hand, inferential statistics called for the use of correlations (Pearson Rank Correlations) and regressions (linear regressions). In this case, a Pearson correlation was adopted to assess the relationship between two variables and in this case the three dimensions and their independent relationship with service quality. The regression helped in ascertaining the extent to which the two variables were related.

### Qualitative Data Analysis.

In analyzing qualitative data, Mugenda and Mugenda (2003) support using thematic and content analysis tools. Thematically, different opinions and voices from several key informants were obtained. The content analysis was further used to ensure that these themes were interpreted to make meaning out of them. This was done by ensuring that similarities and differences or contradictions are established within different verbatims and reports are

drafted into short and meaningful statements for easy reporting in the analysis.

### Measurement of Variables.

In measuring variables, the Likert Scale Typing was used to ensure that independent and dependent variables were associated with different units for easy analysis. For instance, procurement methods were measured using the five scales of Likert, and the quality of service delivery was measured using the five scales of Likert starting from Strongly Agree, Agree, Neutral, Disagree to strongly Disagree. This was preferred since it was easy to weigh some statements and establish a certain perception from respondents for easy reaching of conclusions.

### Ethical Considerations.

For purposes of guarding against privacy, all respondents were primarily informed that they should reserve their names and feel free to share any kind of information required from them. Further, privacy was guarded through voluntary participation. Moreover, free to leave any question they find insecure to answer.

For issues of ensuring confidentiality, the respondents were periodically informed that everything they shared was meant for study purposes and no information would be given or publicly disseminated. All private matters were confidentially reserved for purposes of confidentiality (Amin, 2005).

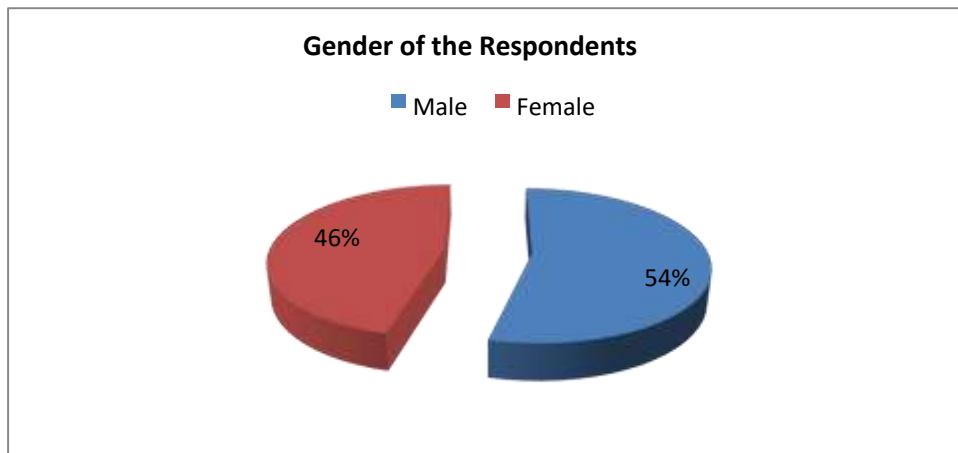
On informed consent, the study ensured that respondents were given a voluntary participation ethic.

This meant that respondents participated in the study of their free will without being forced.

## RESULTS.

### Background of the Respondents.

This consists of the respondent's, age, education levels, the period respondents had spent working with procurement and in the user department in Wakiso District, and terms of employment.

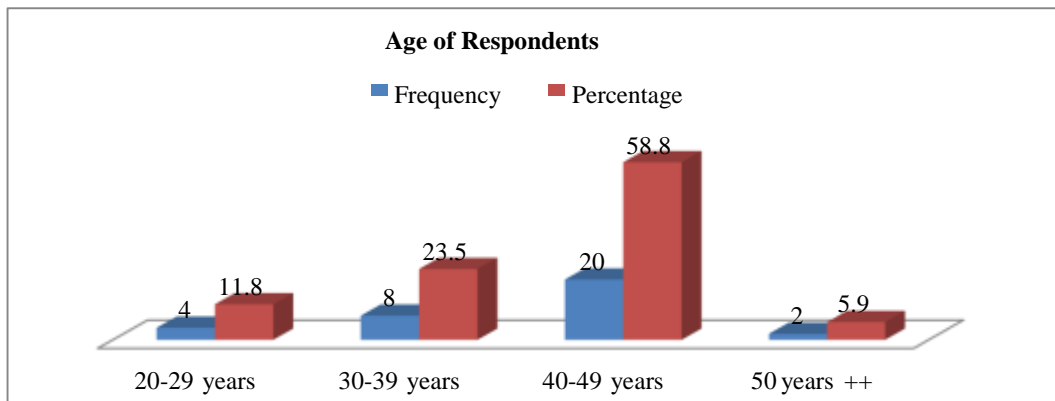


**Figure 1: Gender of the Respondents.**

Source: primary data, 2023

The highest number of respondents was males (54%) and females only (46%). This directly indicated that, even though males took the highest percentage, the study managed to cover all genders which makes the study gender sensitive.

**Age.**



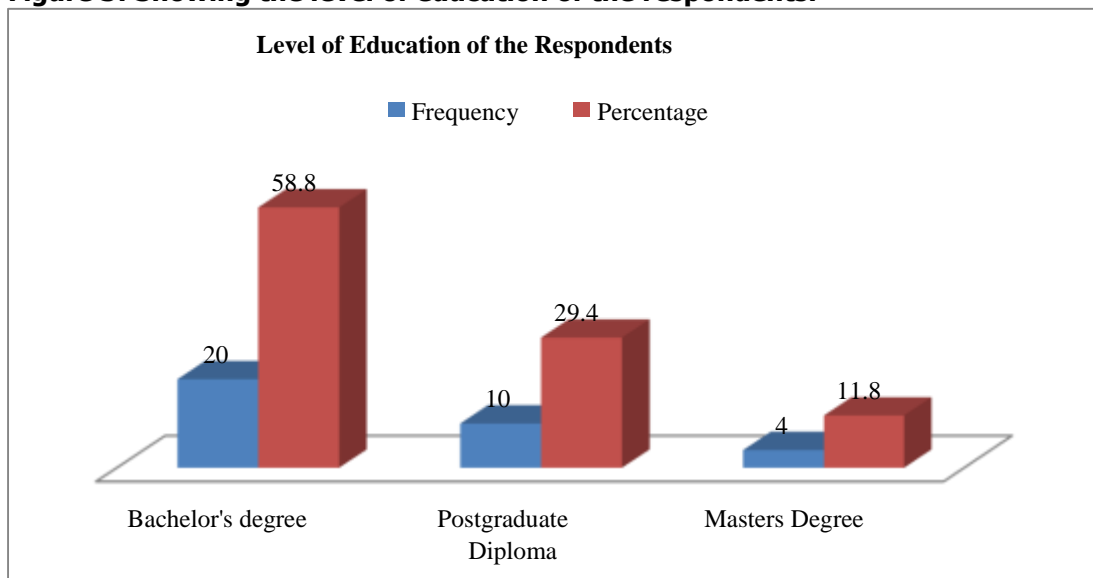
**Figure 2: Showing age of the respondents.**

Source: Primary Data, 2023

The majority of respondents were between 40-49years (58.8%). 30-39 was represented by 23.5% and 20-29 years (11.8%). The last category of 50 years and above had 5.9% of the representation. Thus, this implied that the study was relatively done among mature respondents who based on their experience answered the questions put before them.

**Respondent's Education Level.**

**Figure 3: Showing the level of education of the respondents.**

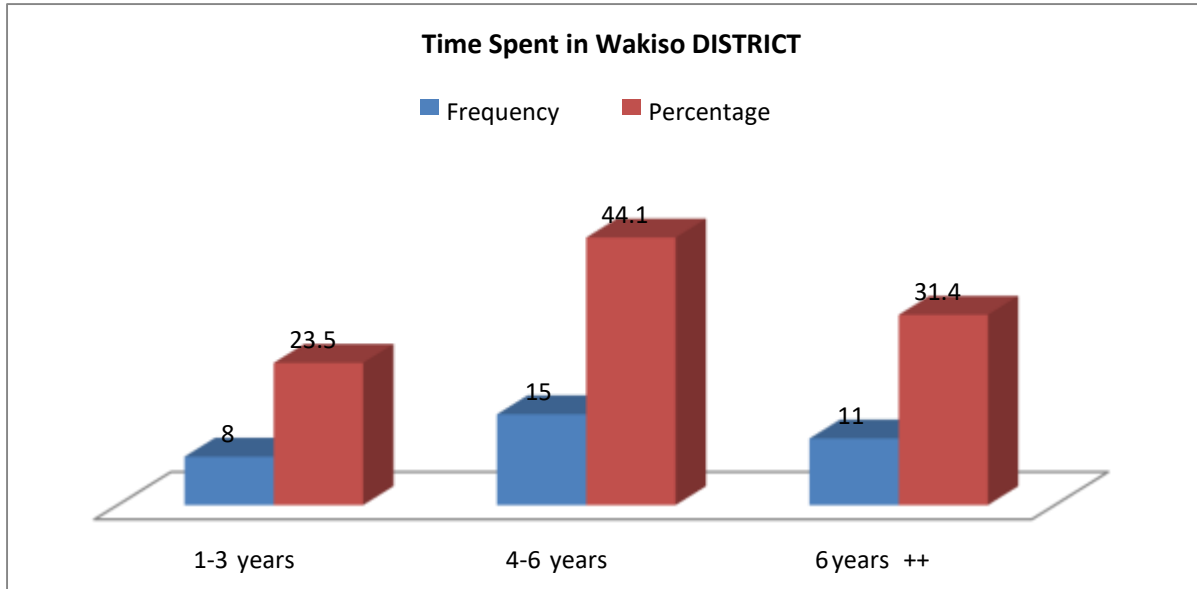


Source: Primary Data, 2023

The majority of respondents were educated, owning a bachelor's degree (58.8%). The post-graduate diploma was represented by 29.4% and 11.8% of the respondents had a Master's degree. These findings meant that the study was done among people who could easily understand and tell what was required for the study.

**Time spent working with Wakiso District user departments.**

**Figure 5: Showing the time spent working with Wakiso District user departments.**



Source: Primary Data, 2023

Most numbers had been in Wakiso District between 4-6 years and these took 44.1%, 31.4% were in Wakiso District for 6 years and above. This can be interpreted to mean that respondents had the required internal memory as far as procurement methods and quality of service

delivery in Wakiso District were concerned because most of them had spent beyond 4years in Wakiso District.

**Response Rate.**

**Table 4: Showing the Response Rate.**

Respondents	Sample size	Frequency	Percentage
Executive Members	4	4	100%
Senior Management	8	7	88%
Wakiso District Procurement Unit	8	6	75%
Finance Committee	16	14	86%
Contracts Committee	8	7	88%
Service Providers	32	30	94%
Total	76	68	89%

Source: Primary Data, 2023

The analysis was done on 89% of the respondents who managed to respond to the study. For instance, of 76 respondents that were targeted as the sample, 68 responded, leaving a difference of 8 respondents not responding simply because they were out of place for data collection during the process of collecting data.

**Findings on perceived quality of service delivery in Wakiso District.**

To understand how respondents perceived the quality of service delivery in Wakiso District, Table 5 has more details:



**Table 5: Descriptive Statistics on quality of service delivery in Wakiso District.**

Items	1	2	3	4	5	Mean
Every Staff in Wakiso District endeavors to optimally use resources on time in the attainment of the district's Objectives.	61.8%	31.5%	1.3%	1.3%	3.9%	1.03
There is prompt service delivery in Wakiso District	25%	61.8%	0%	3.9%	9.2%	2.09
Our supplies in Wakiso District are done within the set time	34.2%	53.9%	3.9%	2.6%	6.5%	2.11
Wakiso District has been able to achieve its intended objectives	35.5%	42%	5.2%	5.2%	11.8%	2.18
Wakiso District's performance is still hampered by corruption	2.6%	3.9%	7.8%	59%	26.3%	4.21
There are a lot of complaints about the quality of supplies in Wakiso District	9%	6%	10.5%	45%	28.5%	4.30
Wakiso District generates cost savings on most of its procurements. That is, it does less with fewer resources.	0%	10.5%	25.5%	36%	27%	4.31
We have had delays in our procurement process in Wakiso District	3%	3%	22.5%	40.5%	30%	4.37
Customers complain about the delays in service delays in Wakiso District	3%	4.5%	13.5%	43.5%	34.5%	4.45

Source: Primary Data, 2023

The results in Table 5 revealed customers complain about service delays in Wakiso District (4.45). This was agreed on by most of the respondents (43.5%) and implies several customers are complaining about service delays and this is an indication of malfeasance in customer satisfaction which is an indication of a lack of required quality in service delivery.

We have had delays in our procurement process in Wakiso District (4.37). This further confirms what the previous statement indicated. This item was also agreed on by most of the respondents (40.5%). There are a lot of complaints about the quality of supplies in Wakiso District (4.30). This was also agreed on by most of the respondents (45%). These suggest that the procurement process of Wakiso District is paddled with several delays which is presumed to have the quality of service delays since timeliness is a big factor in measuring the quality.

Wakiso District generates cost savings on most of its procurements. That is, it does less with fewer resources (4:31). Most of the respondents (36%) agreed with this item. This means that on the good side, Wakiso District can save on some costs it would incur in its procurement process. This is a measure of the prevalence of quality of service delivery.

Wakiso District's performance is still hampered by corruption (4.21). This was agreed on by 59% of the respondents implying that corruption is still part and parcel of the process of procurement in Wakiso District. This is an indication of poor quality of service delivery. This is because it was confirmed by most of the respondents that service delivery was still hampered by corruption. This is presumed to be caused by unethical

conduct among procurement officials in the Wakiso District. 42% of the respondents further disagreed that Wakiso District has been able to achieve its intended objectives (2.18). This item came with a negative connotation suggesting that targets are not accomplished as planned and this can affect the quality of service delivery. Further, majority of the respondents (53.9%) also disagreed that:

*"Our supplies in Wakiso District are done within the set time" (2.11).*

This is an indication of late delivery of services. This was further supported by the response that:

*"There is prompt service delivery in Wakiso District (2.09)".*

Lastly, it was also established that

*"Every Staff in Wakiso District endeavors to optimally use resources on time in the attainment of the Council's Objectives" (1.03).*

This was strongly disagreed on by the majority of the respondents. This can be interpreted to mean that the objectives of Wakiso District are not yet accomplished and resources are not equally utilized very well. These are signs of inadequate quality of service delivery.

The findings seemed incongruent with what the majority of the interviewees indicated in interviews conducted with key informants. The biggest number of key informants seemed to believe that the quality of services being delivered at Wakiso District was good. They opinioned that since Wakiso District was rebranded, much emphasis



has been put on cutting the costs of service delivery, timely service provision, and serving the interests of the masses. They added that Wakiso District is now engaged in many projects including constructing roads, renovation of Wakiso District hospitals and schools, drainage construction, and traffic regulation. They opined that since Wakiso District took power a lot of roads and bridges have been constructed in Wakiso District and they gave examples to do with Wakiso market, Nansana, and many others. 46% of the interviewees additionally indicated that this Wakiso District Is very much committed to timeliness and about 86% of the roads that were set to be constructed in the last 5 years since it has been operational have been put in place. 38% of the key informants admitted that Wakiso District has had some delays like in constructing the Lubigi Drainage system but it has had many achievements in other areas. One of the senior management officials had these to say:

*“This Wakiso District has made a lot of successes and perhaps these can be observed around the District one of our main achievements as far as service delivery is concerned is that we do this kind of work in time set*

Another official in senior management added:

*“I admit we do have some delays somewhere but one thing I am very sure of is that Wakiso District has had much improvement in service efficiency in Wakiso District we have no complaints with our suppliers because they supply on time and the best measure of quality....”*

The findings suggest that the quality of service delivery under Wakiso District has been improving especially when it comes to timeliness in delivering services, reduced service delivery, and customer satisfaction. This position of interviewees and Wakiso District user department members seemed to deviate from what most of the documents reviewed indicated. For instance, ACODE’s (2012) report indicated that the issue to do with delivery of services has failed to be achieved in Uganda’s local governments including Wakiso District, and this was attributed to malfeasances in procurement and sourcing of suppliers and contractors. Many roads that were constructed in 2011 do not meet the quality anticipated and a lot of money is used to undertake this activity.

The next sections or themes therefore focused on assessing whether the quality of service delivery in Wakiso District is related to the way they source contractors in the form of competitive tendering, single sourcing, and restricted tendering.

### **Findings on adherence to the competitive tendering of public procurement reforms by Wakiso District.**

To understand whether Wakiso District adhered to the competitive tendering in its procurement process. Perceptions established from the questionnaire respondents were shown using means and percentages:

**Table 6: Descriptive statistics on adherence to competitive tendering in Wakiso District.**

Items	1	2	3	4	5	Mean
We allow national suppliers to undertake the contract when they show interest and ability	7.2%	28.3%	15.1%	33.2%	25%	3.48
Bids are modified when contractors targeted have not applied	9.2%	26.3%	17.1%	34.2%	21%	3.50
Wakiso District undertakes supplier pre-qualification	13%	5.2%	22.3%	47.3%	11.8%	3.52
We have an independent department that awards contracts	7.8%	13%	27.6%	38%	13%	3.58
Bids are withdrawn based on incompetency	22.3%	2.6%	25%	42%	7.8%	3.72
Bids are opened publicly	10.5%	0%	22.3%	51.3%	15.7%	3.88
We have an independent department that evaluates bids	21%	3.9%	26.3%	35.5%	5.2%	4.18
The process of inviting bid notices is well followed-in Wakiso District	6.5%	11.8%	30.2%	34.2%	14.4%	4.24
Bids are opened internationally	14.4%	9.2%	36.8%	28.9%	7.8%	4.44

Source: Primary Data, 2023

The results from Table 6, it is evident that Wakiso District adhered to competitive tendering in its procurement process. This is exemplified in many responses which seemed to fall in the category of agreeing with higher means. These included: Bids are opened internationally (4.44); The process of inviting bids notice is well followed in Wakiso District (4.24); We have an independent department that evaluates bids(4.18); Bids are opened publicly (3.88); Bids are withdrawn on basis of

incompetency (3.72); Wakiso District can now procure goods using the request for quotations method with a threshold of below one billion shillings (3.58); Wakiso District undertakes supplier pre-qualification (3.52); Bids are modified when contractors targeted have not applied (3.50); We allow national suppliers to undertake the contract when they show interest and ability (3.48).

These implied that Wakiso District adheres to open international bidding; open domestic bidding which is conducted using public advertisement, employs direct procurement methods after displaying the best-evaluated bidder notice which is 5 working days and restricted bidding is used only when procurements are within five hundred million shillings. These are enough indicators to imply adherence to competitive tendering as stipulated in the public procurement reforms in Uganda. They reported that if Wakiso District is to procure supplies, it follows open international bidding, and such decisions on when to procure the goods and services are taken by the procurement committee.

The findings from the questionnaire seemed synonymous with what was found out in the interviews conducted. The majority of interviewees further indicated that Wakiso District adheres to the bidding process as stipulated in the law and this is anticipated to be the reason for timely and quality deliveries in Wakiso District. Key informants further pointed out that Wakiso District allows open participation of all bidders or service providers on equal terms and it always takes those who are well assessed by the contracting committees as possessing the best terms as far as time, cost, and quality are concerned. They opined that competitive tendering has allowed on the bringing of all suppliers on board and best selections are always made. One of the Executive Members was quoted saying:

*“We target maximum and possible competition because many service providers both prequalified and non-prequalified apply and we choose the best option compared to the targets Wakiso District wants I think this has been the reason why you see that our projects have had many successes in Wakiso District an example is the construction of Wakiso Market and the installation of solar traffic lights on Wakiso roads...both these service*

*providers were selected out of a competitive sourcing and those that emerged best were selected and their work is not disappointing as the citizens in Wakiso have always told us...”* The Chairperson Finance Committee added:

*“...adhering to the competitive tendering of the reforms is a must and I think it became part of major procurement methods since they were recommended...many people tend to think that Wakiso District gives tenders and contracts to contractors without following the competitive tendering but we have had no cases registered on abuse this framework...and I think you should proceed to check with our procurement departments because I am sure information here is for public consumptions....they will show you our contract plans and contracts signed...”*

He added:

*“Bidding is done as it is supposed to be done and if you have been very observant...you can always see our adverts in newspapers calling for such applications and we usually follow such orders till when the tender or contract is awarded...”*

The interviews suggest that Wakiso District adheres to competitive tendering processes and it has a factor in improving the quality of service delivery. The views expressed in the questionnaire and interviews were qualified or tallied exactly with what the documents reviewed indicated.

**Correlation results for competitive tendering and quality of service delivery in Wakiso District.**

The first hypothesis stated, “There is a significant relationship between competitive tendering methods and quality of service delivery in Wakiso District.” A Pearson correlation coefficient (r) was used to test the hypothesis.

**Table 7: Correlation results.**

		Competitive tendering	Quality of delivery Service
Competitive tendering	Correlation Coefficient	1.000	.700**
	Sig. (2-tailed)	.	.019
	N	34	34
Quality of service delivery	Correlation Coefficient	.700**	1.000
	Sig. (2-tailed)	.019	.
	N	34	34

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

Source: Primary Data, 2023

Findings show that there was a significant positive correlation ( $r = .700$ ) between competitive tendering and

quality of service delivery in Wakiso District. These findings were subjected to a test of significance (p) and it

is shown that the significance of the correlation ( $p = .019$ ) is less than the recommended critical significance at 0.05. Thus, the relationship was significant. Because of this, the hypothesis "There is a significant relationship between competitive tendering methods and the quality of service delivery in Wakiso District" was accepted. The findings implied that competitive tendering had simplified and improved on quality of service delivery in Wakiso District. The positive effect implies that a change in competitive tendering relates to a significant change in the quality of service delivery in Wakiso District. The positive nature of the correlation implied that the

competitive tendering must be adhered to if quality of service delivery in Wakiso District is to be achieved.

### Regression results in competitive tendering and quality of service delivery.

A further analysis was conducted using regression to determine the extent to which competitive tendering predicted the quality of service delivery in Wakiso District. Findings are presented in Table 8, accompanied by analysis and interpretation.

**Table 8: Regression analysis.**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.102	.170	.500	6.467	.000
	Competitive tendering	.706	.054		5.693	.000
Dependent variable: quality of service delivery						
	R square	.446 <sup>a</sup>			F-statistics	33.333
	Adjusted R Square	.437			Sig.	0.01

Source: Primary Data, 2023

Findings in Table 8 show a strong linear relationship (Multiple R = .446) between competitive tendering and quality of service delivery. The adjusted R Square shows that Competitive tendering accounts for a 43.7% change in quality of service delivery in Wakiso District. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .000) of the Fishers ratio (F = 33.333) was greater than the critical significance at .05. Hence, the findings were accepted. Interview findings supported the findings obtained from questionnaires.

### DISCUSSION.

The first hypothesis stated, "There is a significant relationship between competitive tendering methods and quality of service delivery in Wakiso District." The inferential statistics indicated that adherence to the procedure of competitive tendering contributes to the quality of service delivery in Wakiso District. This finding is in line with the literature of Buuri (2013) argues that competitive tendering methods have a direct relationship with the quality of service delivery. This is because it allows open participation of all service providers on equal terms. The allowance of participation on equal terms gives leeway to acquiring competent service providers who can do or provide service in time, quality, and cost. Kenya et al., (2010) ascertain that most of the public organizations which utilize the usage of open participation of all service providers on equal terms have had their service provision improve. In Kenya, Kenya et al.,

(2010) gave an example of the Kenya Revenue Authority which found it 'self-achieving short of its objectives because it did not choose to use open tendering or competitive tendering. Kenya Revenue Authority thus decided to start utilizing competitive tendering processes that had its services improve. Kumar et al., (2005) further ascertain that competitive tendering gives a chance for an organization to make adverts in public Media that allow competent suppliers to apply and be given a chance according to their abilities.

Buuri (2013) further argues that competitive tendering opens up maximum possible competition among service providers which helps competent service providers to be identified. If there is no competition among service providers, the quality of service provided lowers. If there is high competition, there is high quality of services. Nyeko (2004) gave an illustration of government departments. In local governments, most of them do not use competitive tendering processes and this defines the reasons why service quality has remained poor. The open tendering process has often been opposed since it allows longer periods and increases the bureaucracy of the timeline to screen the best candidates and this elongates the provision of service delivery. This process enables the selection of candidates based on their earlier performance. This method defines clear technical specifications required but very much criticized because of suppressing innovation (Kumar et al., 2005). Kenya et al., (2010) argue that open tendering is the best-preferred method of

procurement that opens up a longer process of obtaining value for money, and effective acquisition of goods and services and it is only recommended in organizations that are highly rooted and accountable to people or Parliament (Kenyanya et al., 2010).

Ngari (2012) further ascertains that there is a prospect of requesting proposals from the public while being guided by a clear process of allowing all prospective bidders to engage in the process of tendering and if one of the steps jumped, the hiring organization is liable for a litigation. The technical specification clearly defines the work scope, quality, plans, goals to be achieved, the cost, and the timeframe. This becomes the basis of ensuring that the quality of service delivery is realized in the public sector. All prospective service providers are asked to submit their financial and technical proposals and these are weighed towards the quality of services required by the contracting authorities and usually the best candidate is chosen to implement service delivery (Nyeko, 2004).

### CONCLUSION.

Based on the study findings, it has been derived that open to participation on equal terms by all providers and meeting maximum targets that allow possible competition can be a good source of contractors and this can viably have a relationship with the quality of service delivery in public sector organizations like Wakiso District. The findings of this study showed that there is a positive significant relationship between competitive tendering and quality of service delivery in Wakiso District. This is an indication that the quality of service delivery is highly determined by the proper application of competitive tendering methods in Wakiso District.

### RECOMMENDATIONS.

Based on the study findings, it was found that most competitive tenders or contracts are awarded to international service providers. It is thus important that national suppliers or service providers are given a chance to undertake procurement opportunities because it becomes very important to develop local contractors and suppliers for reduced cost of service delivery. This can be done by ensuring that local companies that have acquired some expertise are considered without being compared to international companies.

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### CONFLICT OF INTEREST.

No conflict of interest

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