

**INFLUENCE OF E-SELECTION ON PERFORMANCE OF EVALUATION
COMMITTEE IN COUNTY GOVERNMENT OF TURKANA**

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Abstract

The evaluation committee has played a significant role in various Counties in the evaluation of submitted bids for the award of tenders. The committee has successfully worked as a team bringing together all the departments of the County to get the best out of Awarded tenders. However, with the introduction of e-selection, despite the key role of the committee, the procurement process in the Counties has been facing challenges that do not effectively lead to successful procurement of goods and services. This study determined the influence of e-selection on evaluation committee performance in the County Government of Turkana. This study was based on the theory of reasoned action. Explanatory research design was used. The study targeted 70 members of the evaluation committees in 14 departments of the Turkana County Government. A census survey was conducted. Primary data were collected using structured questionnaires. Both descriptive and inferential statistics were employed in the data analysis. Descriptive statistic tools included frequencies, percentages, means and standard deviations. Inferential statistics involved correlation and multiple regression analysis. Findings were presented in tables. The study results revealed that E-selections has a positive and significant influence on performance of evaluation committee in the County Government of Turkana ($\beta=0.255$, $p=0.029$). The study concluded that E-selection influence on performance of evaluation committee in County Government of Turkana. The organization engages all relevant stakeholders through e-interviews in e-selection process for candidates. The County should always use electronic information in order to ease County activities and improve communication process positively.

Keywords; E-Selection, Evaluation, Committee Performance, County Government

INTRODUCTION

E-selection is an advanced software application that would be enforced on applicants' data collected or a form of electronic contact between employers and potential candidates (Baert, De Pauw & Deschacht, 2016). In an organization, the committee should identify the strategic products for the selection process and the potential suppliers of these products, who are then regarded as the alternatives to be considered in the decision model (Igarashi, de Boer & Michelsen, 2015). The model was used separately to identify the suppliers of each item to be purchased. Suppliers were screened and evaluated in the multicriteria decision aid model. The committee should analyse which candidates meet the levels stipulated as acceptable in the pre-selection criteria. Only the suppliers with higher-than-satisfactory levels continue with the process (Chai & Ngai, 2015).

Adoption of e-tendering system in Sweden was related to transactional benefits. E-tendering simplifies transactional process (Abdullahi, Ibrahim, Ibrahim & Bala, 2019). E-payment systems support the general process of tendering as from raising of requisition to payment online. Processing of tendering activities electronically has resulted to saving of time, enhanced effectiveness and efficiency as a result of electronic enabled relationship with the suppliers, removal of trivial activities, correctness of data, and improved supplier performance (Mbaka & Namada, 2019). The performance of the entity procuring is enhanced by the adoption of an effective public e-tendering likewise at the national level in the united states.

In Egypt, electronic procurement is an ever-growing means of conducting business in many industries, around the world and is projected to reach \$ 3trillion in transaction this year, up from \$75 billion in 2002 (Mutangili, 2014). The benefits of e-procurement optimization are, increased efficiency, improved transparency, enhanced risk management, higher levels of integrity, greater and better access to government procurement for small and medium size enterprises, corruption avoidance and cost reductions as compared to traditional manual procurement (Chen, Bretschneider, Stritch, Darnall & Hsueh, 2021). While there are various forms of e-Procurement that concentrate on one or many stages of the procurement process such as e-Tendering, e-Marketplace, eAuction/Reverse Auction, and e-Catalogue/Purchasing, e-Procurement can be viewed more broadly as an end-to-end solution that integrates and streamlines many procurement processes throughout the organization (Nyangaresi, 2016).

In Kenya the shift from manual to E-Tendering was launched in 2018 in a bid enhance transparency and credibility in the management of public finances and tendering process through the Integrated Financial Management Information System (Hazarika & Jena, 2017). Procurement of goods and services constitute about 50 percent of the government's annual budget and the E-procurement platform 1 will save substantial financial resources and help in instilling confidence among taxpayers that they are getting value for their money. The system will strengthen the government-supplier relationship by providing easy access to information and documentation, simplify the bidding process and ensure cost saving for the Government and taxpayers (Biwott, 2015).

Although public procurement is perceived as a primary function of government, and although governmental entities, policymakers, and public procurement professionals have paid a great deal of attention to procurement improvements or reforms, public procurement has been a neglected area of academic education and research (Basheka, 2020). In County Government

of Turkana there is still mismanagement of the County funds, the theft cases, odd procedural ways of managing funds, buying un-budged equipment and lack of a clear plan on the use of the public funds (Eweet, 2020). This study, therefore, sought to establish the determine the influence of electronic tendering on performance of evaluation committee in County Government of Turkana.

Statement of the Problem

Ideally sound public procurement policies and practices are among the essential elements of good governance of performance of evaluation committee. In order to ensure a smooth and satisfactory procurement process County Governments in Kenya have adopted the use of technological innovations such as electronic tendering. It is now consequential and critical that the tendering in public entities be done electronically to ensure that the organizational procurement function performs well (Gathima & Njoroge, 2018). This because irregular procurement activities in public institutions provide the biggest loophole through which public resources are misappropriated. However, County Governments Turkana still faces challenges of performance of evaluation committee (Robaro, 2018). For instance, tendering processes are not executed in a transparent manner, and then suppliers may have chances and vintages to solicit for consideration by advancing bribes and other forms of corruption. Transparency, fair treatment in bidding and awards of tenders, accountability and responsible purchasing and supply have been violated despite the fact that it has an on-procurement processes in any organization and could thus result into increased performance and delivery. The public procurement performance of evaluation committee has been performing poorly resulting in irrational expenditure of public funds in spite of the introduction of electronic tendering. The resultant of loss of public funds and retardation of economic growth and development for public funds are fraudulently channeled to investments that are public by individuals. Implying income that could have been generated from development projects more so those financed by public debts is lost. A number of studies reveal that electronic tendering affects performance. Muthoka (2016) focused on E-procurement and performance of government ministries in Kenya. The study noted that e-tendering when included significantly affects performance of government ministries. Gathima and Njoroge (2018) study revealed that the practices of e-tendering have positive and significant relationship with Nairobi city County Government performance by Avedi (2016) study indicated that E-Procurement is more than just a system for making purchases online. However, from a review of relevant literature, there is still a research gap on the influence of E-selection on performance of evaluation committee in County Government of Turkana.

Research Objective

To evaluate the influence of E-selection on performance of evaluation committee in County Government of Turkana

Research Hypotheses

H₀₂: E-selection has no significant influence on performance of evaluation committee in County Government of Turkana.

Literature Review

Theory of Reasoned Action (TRA)

Fishbein and Ajzen (1975) developed the Theory of Reasoned Action (TRA) to explain behavior based on the individual's expectations of behavioral outcomes. The Theory of Reasoned Action (TRA) suggests that a person's behavior is determined by their choice of selection to perform the behavior and that this intention is, in turn, a function of their attitude toward the behavior and subjective norms. The theory of reasoned action (TRA or ToRA) aims to explain the relationship between attitudes and behaviors within human action. It is mainly used to predict how individuals will behave based on their pre-existing attitudes and behavioral intentions. An individual's decision to engage in a particular behavior is based on the outcomes the individual expects will come as a result of performing the behavior.

The Theory assumes that man is a fairly rational processor, deciding which behaviors to perform or not perform by evaluating the outcomes likely to occur as a result. Intention to perform a behavior the immediate antecedent to a behavior's performance is formed by the interrelation of an individual's attitude toward performing a behavior and the beliefs he holds about the subjective norm. In the TRA, attitude (A) and the subjective norm (SN) jointly determine behavioral intention, which leads to the performance of behavior (B). The TRA assumes that the behavior under investigation is under volitional control, that is, that people believe that they can execute the behavior whenever they are willing to do so.

The TRA has been demonstrated a strong predictive ability for behavior in a variety of settings including electronic selection in procurement evaluation. While the majority of these applications have been used to explain individual choices regarding health-related behavior, several studies have attempted to use TRA to explain IT adoption. TRA was tested again in the context of IT adoption in a study of consumer intention to use online shopping outlets. By using TRA, we can explore user attitudes is moderately inexpensive and is done by the development, refinement, and administration of paper-based or online surveys. Sufficient evidence from the literature indicated that TAM was inferred, that the TAM model was not able to provide comprehensive precursors to mobile use, or social influence and conditions that facilitate behavior

Although Fishbein and Ajzen's theory of reasoned action has been a leading theory in social psychology for the last few decades, it also has been an object of criticism for much of that period and subject to definitional issues about what an attitude is. One of the main recent criticisms is that the theory is not falsifiable. In contrast, it is argued that not only that the theory makes risky predictions, and hence is falsifiable under reasonable standards of falsification, but also that at least one of its assumptions has actually been falsified. This specific argument is used to set up a more general argument that psychologists tend to subscribe to a naïve falsification's viewpoint, invalidly use this viewpoint to evaluate theories, and thereby prevent important empirical research from being performed.

E-Selection and Performance of evaluation committee

Kimutai and Ismael (2016) did a study on the role of strategic e-sourcing practices on supply chain performance in state corporations in Kenya. The study adopted a descriptive research design and 33 commercial state corporations were targeted. The respondents included supply

chain/procurement officers and finance managers of these 33 organizations. It was established that e-supplier identification, e-supplier selection, e-prequalification and e-supplier evaluation as key e-sourcing practice are the key e-sourcing practices among most commercial state corporations and all of them have a positive and significant effect on procurement costs. The study concludes that e-sourcing has positive and significant effect on procurement costs. The study however focused much on e-sourcing unlike the current study which is on e-selection.

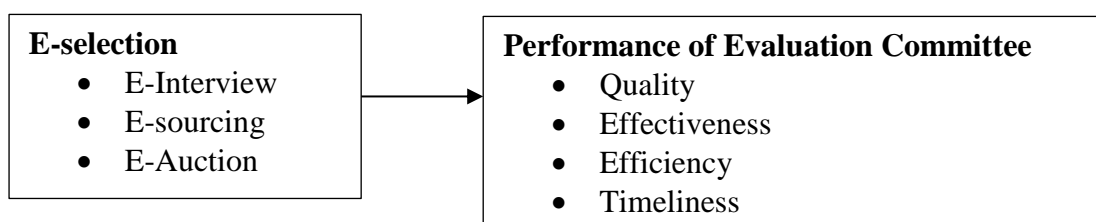
Oteki (2019) established the influence of E-selection practices on supply chain performance of sugar processing firms in Kenya. This study was based on are Electronic Market Hypothesis, the study applied a mixed research design. The results of overall model reveal that electronic procurement practices had a positive influence on supply chain performance. With the inclusion of the values of the independent variables, supply chain performance is predicated to improve when e-tendering, e-order processing e-material management goes up and decrease when e-supplier management goes up. The study however focused on sugar processing firms unlike the current study which is on County Government of Turkana.

Bharadwaj (2014) investigated the selection criteria used in electronic components procurement in Ghana. The survey results suggest that the content and structure of the decision criteria used by business customers to assess their suppliers does not differ across an array of electronic components. The business implication is that business customers that formally track the performance of their suppliers along the critical evaluation criteria will be in a better position to gain a competitive advantage by effectively managing the inbound supply chain. The study however was done in Ghana unlike the current study which is a case of Kenya.

Maalim and Kisimbii (2019) examined the influence of e-procurement on the performance of infrastructural projects in devolved units; a case of roads construction projects in Mombasa County. This study adopted a descriptive research design. Results showed that the respondents were in agreement that e-sourcing indicators influenced implementation of roads projects. Also, results showed the respondents were in agreement that e-tendering indicators w influenced the implementation of roads projects. A calculated chi-square value of 32.004 findings indicated that the relationship existed between e-ordering and implementation of road projects had a positive correlation. The study however was done in Mombasa County unlike the current study which is done in Turkana County.

Conceptual Framework

The study was based on a conceptual framework showing the relationship between the independent and dependent variables.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Methodology

The study applied explanatory research design. Explanatory research is critical when specific aspects of the study need to be explained. In this study, the researcher aimed to explain the effects that E-selection has on procurement performance of evaluation committee (Mugenda & Mugenda, 2013). The study targeted members of the evaluation committees in 14 departments of the Turkana County Government. However, the accessible population was 70 members from the 14 departments of the Turkana County Government. The researcher conducted census survey of all the 70 members of the evaluation committees in 14 departments of the Turkana County Government. This is due the fact that the accessible population for this study was small and manageable implying that sampling was not applied. The study used questionnaires which were structured in nature. The structured questionnaire saves on time, cost in terms of human power and other resources and it results in high quality data. Reliability of questionnaires of the study and validity were ensured by carrying out a pilot study. The pilot study was done in the Uasin Gishu county departments. Data was analyzed by use of descriptive statistics and inferential statistics.

Research Findings

A total of 70 structured questionnaires were distributed to the respondents. The researcher collected data from 66 respondents which constituted a response rate of 94.3%. Based on these findings, the response rate of 94.3% achieved by the study was very good and, therefore, allowed the researcher to proceed with data analysis.

E-Selection and Performance of Evaluation Committee

The objective of the study was to determine the influence of E-selection on performance of evaluation committee in County Government of Turkana. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. The results were as presented in Table 1.

Table 1: Results of E-selection and performance of evaluation committee

Statements		SA	A	UD	D	SD	Mean	Std dev.	
The organization engages all relevant stakeholder through e-interviews in e-selection process for candidates	F	25	22	3	10	6	3.76	1.36	
	%	37.9	33.3	4.5	15.2	9.1			
E-sourcing has been useful in ensuring effectiveness in e-selection	F	14	34	6	6	6	3.67	1.19	
	%	21.1	46.9	9.1	9.1	9.1			
E-auctioning has been utilized as a tendering process	F	19	36	4	4	5	3.97	0.98	
	%	28.8	54.5	6.1	6.1	7.6			
E-selection has successfully been enforced in the County	F	15	38	4	5	4	3.83	1.07	
	%	22.7	57.5	6.1	7.6	6.1			
Valid	N	66						3.81	

Table 1 shows that 47(71.2%) of the respondents agree while 16(24.2%) disagreed with the statement that the organization engages all relevant stakeholder through e-interviews in e-selection process for candidates. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that the organization engages all relevant stakeholder through e-interviews in e-selection process for candidates (Mean=3.76, Std. dev=1.36). Also, 48(72.7%) of the respondents agree while 12(18.2%) disagreed with the statement that E-sourcing has been useful in ensuring effectiveness in e-selection. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that E-sourcing has been useful in ensuring effectiveness in e-selection (Mean =3.67, Std. dev=1.19).

Further, 54(81.8%) of the respondents agree while 7(10.7%) disagreed with the statement that E-auctioning has been utilized as a tendering process. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that E-auctioning has been utilized as a tendering process (Mean =3.97, Std. dev=0.98). Finally, 53(80.3%) of the respondents agree while 9(13.6%) disagreed with the statement that E-selection has successfully been enforced in the County. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that E-selection has successfully been enforced in the County (Mean =3.83, Std. dev=1.07). The study results also show that E-selection has a positive influence on performance of evaluation committee in County Government of Turkana.

This implies that the organization engages all relevant stakeholders through e-interviews in e-selection process for candidates. Also, E-sourcing has been useful in ensuring effectiveness in e-selection. Further, E-auctioning has been utilized as a tendering process. Finally, E-selection has successfully been enforced in the County. The study results concede with Oteki (2019) who reveal that electronic procurement practices had a positive influence on supply chain performance. With the inclusion of the values of the independent variables, supply chain performance is predicated to improve when e-tendering, e-order processing e-material management goes up and decrease when e-supplier management goes up.

The study results also concede with Bharadwaj (2014) whose results suggest that the content and structure of the decision criteria used by business customers to assess their suppliers does not differ across an array of electronic components. The business implication is that business customers that formally track the performance of their suppliers along the critical evaluation criteria will be in a better position to gain a competitive advantage by effectively managing the inbound supply chain.

Correlation Analysis

The study used the correlations to test for direction and strength of the relationship between independent variables and dependent. The results are presented in Table 2.

Table 2: Multiple Correlation Results

		Performance	E-selection
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
E-notices	Pearson Correlation	.841**	1
	Sig. (2-tailed)	0.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Findings of the study showed that there was a significant positive effect of E-selection and performance ($r=0.872$, $p<0.01$).

Results for Multiple Regression Analysis

The researcher used multiple regression analysis to determine the relationship between dependent and independent variables.

Table 3: Regression Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.388	.210		1.850	.069
E-selections	.255	.114	.261	2.233	.029
R ²	.850				
F-statistic	86.623***				

The study findings indicated that E-selection was found to be satisfactory variables in influencing the performance of evaluation committee in County Government of Turkana. This is supported by the coefficient of determination or R square of 85.0% and this imply that E-selection explained 85.0% of the variations in the performance of evaluation committee in County Government of Turkana. The results further imply that the model applied to link the relationship of the variables was satisfactory. The results imply that the independent variables are good predictors of performance of evaluation committee in County Government of Turkana. This was supported by an F statistic of 86.623 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level. Regression of coefficients results established that E-selections has a positive and significant influence on performance of evaluation committee in County Government of Turkana ($\beta=0.255$, $p=0.029$).

Hypotheses Testing

The study hypothesized that there is no significant effect of E-selection on performance of evaluation committee in Turkana County. The null hypothesis (H_{01}) was rejected. And concluded that there was a significant effect of E-selection on performance of evaluation committee in Turkana County ($\beta=0.255$, $p<0.05$). The results concur with Oteki (2019) who found out that electronic procurement practices had a positive influence on supply chain performance.

Conclusions

The study concluded that E-selection have a positive and a significant influence on performance of evaluation committee in County Government of Turkana. The organization engages all relevant stakeholders through e-interviews in e-selection process for candidates. Also, E-sourcing has been useful in ensuring effectiveness in e-selection.

Recommendations

The study recommends that the County Government of Turkana should engage all relevant stakeholders through e-interviews as a selection process for candidates this will ensure effectiveness in e-selection. The County should always use electronic information in order to ease County activities and improve communication process positively.

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