

Influence of Quality Commitment Evaluation on Performance of Constitutional Commissions in Kenya

Erick Gikundi Mugambi | Denis Kamau Muthoni

¹Jomo Kenyatta University of Agriculture and Technology

²The Co-operative University of Kenya

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Abstract:

Public procurement constitutes a significant proportion of public spending and therefore affects economic growth in a country, accounting for between 10-25% of public spending globally. Supplier evaluation is critical in the current global competing environment, helping in cost reduction, and improving the quality and delivery of goods, services, and works, resulting in the best value for money. The study aims to examine the effect of supplier quality commitment on the performance of constitutional commissions in Kenya. The study is based on institutional theory and Principal-Agent Theory. The study adopted an explanatory study design using questionnaires and interview schedules to collect data from procurement officers of constitutional commissions in Kenya. The census approach was used where all procurement directors or managers of constitutional commissions in Kenya were enumerated. The study conducted a pretest of the study tool on two commissions, using drop and pick data collection approach, and collected both quantitative and qualitative data using structured questionnaires and secondary data checklist and a key informant guide, respectively. Quantitative data was analyzed using descriptive and inferential statistics. The study found that improving organizational performance requires assessing potential suppliers along several characteristics. Generally, the study found that quality commitment, technical stability, financial position, and sustainability had significant contributions to the Constitution Commission's performance. Quality commitment had a strong positive impact, with an unstandardized coefficient of 0.188 and a p-value of 0.029, highlighting the need to prioritize quality when evaluating suppliers.

Keywords: Quality Commitment, Supplier, Constitutional Commissions, performance

Background to study:

Assessing and choosing suppliers is an essential aspect of organizational operations that plays a crucial role in the successful growth and development of businesses (Sivakumar, Kannan & Murugesan, 2015). Therefore, procurement professionals must establish effective processes for evaluating tender submissions. This evaluation involves not only assessing the bid itself but also

examining the supplier's capacity to deliver the required speed and quality. It is important to evaluate offers considering both potential risks and benefits. Additionally, the procurement team must evaluate the supplier's physical capacity to meet the promised requirements, their technological and technical abilities, as well as their financial capabilities (Flynn & Davis, 2017).

The goal of the supplier selection process is to ensure that the organization's resources are spent most effectively and cost-effectively as possible, resulting in the best value for money through high-quality products and services provided on time. Appropriate laws, standards, and guidelines that provide the framework for supplier selection processes and regulations improve the effectiveness of supplier selection (Mantzaris, 2014). Supplier selection methods, on the other hand, are thought to be ineffective because the organization continues to receive lower and unsatisfactory commodities, and delivery delays are growing more common.

Quality commitment evaluation plays a crucial role in enhancing organizational performance, particularly within constitutional commissions in Kenya. Certification serves as a key mechanism for ensuring suppliers meet stringent quality standards, thereby reducing costs, fostering trust, and improving supplier selection (Teli et al., 2013; Milošević et al., 2018). Furthermore, quality awards reinforce this commitment by motivating organizations to maintain high-performance levels through structured quality initiatives (Upadhyaya & Bhat, 2021; Safari et al., 2020). In this context, the willingness to take corrective action emerges as a vital aspect of quality commitment, ensuring continuous improvement and adherence to ethical standards (Vanpoucke & Klassen, 2023). Within Kenya's constitutional commissions, the evaluation of quality commitment through certification, awards, and proactive corrective measures is essential in optimizing performance, maintaining accountability, and ensuring service delivery excellence. Understanding these dynamics can provide valuable insights into how quality commitment frameworks influence institutional effectiveness in the public sector.

However, it is not clear on the evaluation of supplier commitment to quality influence the performance of the constitutional commissions in Kenya. Also, even with the existence of appropriate laws, standards, and guidelines that provide the framework for supplier selection processes and regulations, supplier selection

methods are still considered ineffective because the organizations continue to receive low-quality and unsatisfactory, goods, services and works and delivery delays are becoming more common (AlMaian, Needy, Walsh & Alves, 2015). Despite these concerns, studies on the supplier evaluation on the performance of these constitutional commissions are limited and inconclusive (Atusimiire, 2018); therefore, this study assessed the effect of supplier quality commitment evaluation criteria on the performance of constitutional commissions in Kenya.

Methodology:

This study employed an explanatory study design. Explanatory study designs are important for establishing cause-and-effect relationships and for informing the development of effective interventions and policies. The study adopted the explanatory study design since the research seeks to draw a relationship between supplier quality commitment and procurement performance. The target population for this study comprise all constitutional commissions in Kenya. These commissions are mandated by the Constitution and play a crucial role in promoting and safeguarding human rights, ensuring accountability, and maintaining checks and balances within the government. Additionally, there was a paucity of information on the effects of supplier evaluation criteria on the performance of constitution commissions. The target population for this study comprises 12 commissions. The sampling frame refers to a list that represents all the population elements from which the sample was drawn (Bougie & Sekaran, 2010). The sampling frame ensures that the study covers all the relevant population elements and reduces the chances of bias in the sampling process. In this case, all constitutional commissions formed the sampling frame by including all constitutional commissions in the sampling frame; the study had a higher probability of selecting a representative sample that accurately reflects the characteristics of the entire population.

The study adopted purposive sampling. The unit of observation in this study comprised 12 heads of procurement heads often play a critical role in decision-making and strategy development within organizations. By focusing on this group, researchers can gain insights into the perspectives of key stakeholders who have a direct impact on the procurement function. Also, Procurement heads are likely to possess specialized knowledge and expertise in the field of procurement. Selecting them as participants ensures that the study benefits from the insights of individuals with significant experience and understanding of procurement processes, strategies, and challenges. The study adopted a census approach for the unit of analysis. This approach allowed us to ensure comprehensive coverage and gather complete insights, eliminating any potential biases that could arise from sampling. Given the relatively small population, the census approach was a preferred option. Employing the census method is not only cost-effective but also highly advisable, as it yields more precise results and minimizes potential errors that may arise from sampling (Australian Bureau of Statistics, 2023). The sample size for this study consisted of 12 procurement managers.

Questionnaires were used to target the selected procurement in the 12 constitutional commissions in Kenya. The research employed the drop-and-pick method for gathering data, which is suggested by Smith and Kim (2015) as the most suitable approach for participants who have busy schedules. The researcher provided the respondents with a questionnaire and retrieved it at a mutually agreed-upon time within two weeks. Participants had a maximum of two days to complete the questionnaires and return them. However, most of them were filled during the visit. Quantitative data was collected using structured questionnaires. The qualitative findings were used to supplement data obtained through a quantitative approach.

Prior to the official survey, a preliminary test was carried out to assess the effectiveness and procedural aspects of the tools and research

methods. This preliminary examination aims to confirm the accuracy and consistency of the tools. For the pilot test study, it is recommended to include a sample of 10% with homogeneous characteristics (Hazzi & Maldaon, 2015). In this study, 2 commissions were used to test the study tool. Face, construct, convergent and content validity were evaluated in this study. The Cronbach's coefficient was used to test the reliability of the questions. The Cronbach coefficient is a widely used reliability test. Cronbach's alpha reliability coefficient is a number that runs from 0 to 1. The reliability index was evaluated at 0.7; values of 0.70 or greater imply consistency of the study tool (Kirwan, (2017). Raw data was sorted and sanitized after data gathering. Data cleaning entailed identifying inaccurate and unreliable responses that were then updated to enhance the replies' quality. The final data will be sent to Statistical Package for the Social Sciences (SPSS) Ver. 20 for analysis once validation is completed. SPSS is a versatile tool that allows users to manage data in a variety of formats. Before any modification of the dataset is used in the assessment, the original data will be preserved. Data was analysed using descriptive and inferential statistics. The researcher used frequency distribution. The researcher used Pearson correlation and regression analysis.

The regression model used in this study took the form:

$$Y = \beta + \beta X + \varepsilon \quad \text{Where: } Y = \text{the dependent variable (Performance of constitutional commissions)}$$

β = Constant Term, X = Supplier Quality commitment, β = Regression coefficients– ε = the error term clarifying the variations in the dependent variable due to unaddressed factors in the study.

Results:

The chapter presents findings for the analysis and discussion of field data. The chapter covers supplier evaluation based on quality commitment of potential suppliers. Additionally, the chapter presents an analysis of the Performance of

constitutional commissions, evaluating their effectiveness, responsiveness, and efficiency in meeting legislative mandates and addressing public needs. It also assesses the relationship between quality commitments and performance of constitutional commissions.

Quality Commitment of the Potential Supplier

This was assessed on several factors which include the evaluation of the Quality Management

System (QMS) certification, assessment of the supplier's quality performance metrics, scrutiny of supplier commitment to continuous improvement initiatives, audits conducted to evaluate suppliers' adherence to quality standards, and the effectiveness of their QMS, prioritization of suppliers investing in employee training and development, and assessment of supplier communication and responsiveness to quality issues.

Table 1: Quality Commitment of the Potential Supplier

| Quality Commitment of the Potential Supplier | N | Min | Max | Mean | Std. Dev | conclusion |
|---|----|-----|-----|------|----------|----------------|
| We evaluate the Quality Management System (QMS) certification | 12 | 4 | 5 | 4.75 | 0.45 | Strongly agree |
| We evaluate the supplier's quality performance metrics | 12 | 4 | 5 | 4.67 | 0.49 | Strongly agree |
| We evaluate supplier commitment to continuous improvement initiatives | 12 | 4 | 5 | 4.58 | 0.51 | Strongly agree |
| We audit suppliers' adherence to quality standards, identifying areas for improvement, and verifying the effectiveness of their quality management system | 12 | 4 | 5 | 4.75 | 0.45 | Strongly agree |
| We prioritize suppliers who invest in the training and development of their employees and demonstrate a commitment to quality | 12 | 4 | 5 | 4.75 | 0.45 | Strongly agree |
| We evaluate supplier communication and responsiveness to quality issues | 12 | 4 | 5 | 4.75 | 0.45 | Strongly agree |

The study indicates that most participants strongly agreed on scrutinizing their QMS certification to ensure adherence to established standards (mean of 4.75). The constitutional commissions assessed their performance metrics related to quality (mean of 4.67). Participants strongly agreed that commissions evaluated the suppliers' dedication

to continuous improvement initiatives (mean of 4.58). The study also found commissions conducted audits to assess adherence to standards (mean of 4.75). The prioritization of suppliers investing in employee training and development (mean of 4.75) was evaluated by constitutional commissions as a reflection of their commitment

to quality. Finally, the evaluation of communication and responsiveness regarding

quality issues was also evaluated by the constitution commission (mean of 4.75).

Performance of constitutional commissions

Table 2 presents findings on the performance constitutional commissions across various metrics.

Table 2: Performance of constitutional commissions

| Performance of constitutional commissions | N | Min | Max | Mean | Std. Dev | conclusion |
|---|----|-----|-----|------|----------|----------------|
| The commission has been able to meet most of its requirements set out in the legislation that established the commission. | 12 | 4 | 5 | 4.42 | 0.51 | Agree |
| This the commission has been very effective in achieving its objectives | 12 | 4 | 5 | 4.50 | 0.52 | Strongly Agree |
| This commission is very responsive to public inquiries and concerns | 12 | 4 | 5 | 4.50 | 0.52 | Strongly Agree |
| The is sufficient speed in the commission's decision-making processes, especially in the use of its resources to deliver services | 12 | 4 | 5 | 4.50 | 0.52 | Strongly Agree |

The commissions agreed that they met the requirements outlined in its establishing legislation, scoring a mean of 4.42 with a standard deviation of 0.51 which indicates high adherence to legal mandates. Moreover, the commission's effectiveness in achieving its objectives is notable, with a mean score of 4.50 and a standard deviation of 0.52, suggesting a consistent and robust approach to goal attainment. Additionally, the commission demonstrates remarkable responsiveness to public inquiries and concerns, as evidenced by another mean score of 4.50 with a standard deviation of 0.52. Furthermore, there is notable efficiency in the commission's decision-making processes, particularly in resource allocation for service delivery, with a mean score

of 4.50 and a standard deviation of 0.52. The findings underscore the constitutional commissions' strong performance across key dimensions, including adherence to legal mandates, effectiveness in achieving objectives, responsiveness to public concerns, and efficiency in decision-making and resource allocation. These metrics indicate a consistent and robust approach to governance and service delivery, reflecting positively on the commissions' operational capabilities and their ability to fulfil their mandated roles effectively.

Relationship between Quality Commitments evaluation and Performance of constitution commission in Kenya

The study used Pearson Correlations to assess the relationship between the evaluation of suppliers'

quality commitment and the performance of the Constitution Commission.

Table 3: Relationship between Quality Commitments and Performance of Constitution Commission

| | | Quality commitment | performance of constitution commission |
|--|---------------------|--------------------|--|
| Quality commitment | Pearson Correlation | 1 | .769** |
| | Sig. (2-tailed) | | .003 |
| | N | 12 | 12 |
| performance of constitution commission | Pearson Correlation | .769** | 1 |
| | Sig. (2-tailed) | .003 | |
| | N | 12 | 12 |

The study found existence of a statistically significant positive relationship between suppliers' quality commitment evaluation and the performance of the Constitution Commission ($r = 0.769$, $p = 0.003$). Therefore, there is statistical evidence to reject the null hypothesis that there is

no relationship between suppliers' quality commitment evaluation and the performance of the Constitution Commission.

Contribution of quality commitment on the performance of constitution commission in Kenya

Table 4: Contribution of Quality commitment on the performance of constitution commission

| Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .769 ^a | .591 | .550 | 2.33063 |
| a. Predictors: (Constant), Quality commitment | | | | |

This statistic represents the proportion of variance in the dependent variable (outcome) that is predictable from the independent variable(s)

(predictors). An R^2 of .591 means that 59.1% of the variance in the outcome variable can be explained by the predictor(s) included in the model.

Table .5: Ability of quality commitment to predict the performance of constitution commission

| ANOVA ^a | | | | | | |
|---|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 78.593 | 1 | 78.593 | 14.469 | .003 ^b |
| | Residual | 54.318 | 10 | 5.432 | | |
| | Total | 132.911 | 11 | | | |
| a. Dependent Variable: performance of constitution commission | | | | | | |
| b. Predictors: (Constant), Quality commitment | | | | | | |

The significant F-statistic ($F = 14.469$, $p = .003$) indicates that the regression model, which includes Quality commitment as a predictor, is statistically significant at the 0.05 level. This

means that the model as a whole explains a statistically significant amount of variance in the dependent variable performance of constitution commission.

Table 6. Significance of quality commitment in prediction of performance of constitution commission

| Coefficients ^a | | | | | | |
|---|--------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.832 | 2.732 | | 2.135 | .059 |
| | Quality commitment | .467 | .123 | .769 | 3.804 | .003 |
| a. Dependent Variable: performance of constitution commission | | | | | | |

The coefficient (0.467) for quality commitment in the regression model indicates that for each unit

increase in quality commitment, the estimated performance of the constitution commission

increases by 0.0467 units, holding other variables constant. Therefore, there is statistical evidence to reject the null hypothesis that suppliers' quality commitment evaluation doesn't have significant contribution to the performance of the Constitution Commission. This finding is consistent with the work of Soares et al. (2017) and Krause et al. (2007), which highlight that higher levels of organizational commitment to quality management practices generally enhance performance outcomes. However, the findings were inconsistent with work of Lo et al. (2007), which may explore contexts where this relationship is less straightforward, acknowledging such variations could provide deeper insights into the nuanced impacts of quality commitment on performance across different organizational settings and industries. Therefore, this study concludes that Quality commitment is a strong predictor of the performance of the Constitution Commission. Fitting the data in the model above, we observe;

$$\text{Performance of constitution commission (Y)} = 0.0467 \text{ Quality commitments} + 5.832$$

Discussion:

The study found that participants strongly agreed on scrutinizing QMS certification (mean = 4.75) to ensure adherence to standards, aligning with Fonseca and Lima (2015) and Barbosa et al. (2022) on the role of stringent QMS in organizational performance. Constitutional commissions also assessed quality performance metrics (mean = 4.67), reinforcing Maestrini et al. (2017) and Van Looy & Shafagatova (2016) on structured performance measurement systems. Evaluations of suppliers' commitment to continuous improvement (mean = 4.58) were consistent with Zimmer et al. (2016) and Dey et al. (2015) on sustainable supplier management. Regular audits to ensure compliance (mean = 4.75) were emphasized, in line with Bacoup et al. (2018) on the transition to lean QMS. The prioritization of suppliers investing in employee training (mean = 4.75) reflected their commitment to quality, supported by Rodriguez and Walters (2017) and Asfaw et al. (2015) on the impact of

training on organizational effectiveness. Lastly, evaluating communication and responsiveness in quality issues (mean = 4.75) reinforced the importance of clear and timely communication in supplier relationships. Overall, the study underscores the significance of QMS certification, performance metrics, continuous improvement, audits, training, and communication in supplier evaluations, highlighting a strong commitment to maintaining high standards in line with existing literature. The study found existence of a statistically significant positive relationship between suppliers' quality commitment evaluation and the performance of the Constitution Commission ($r = 0.769$, $p = 0.003$). This was consistent with Rodriguez and Walters (2017) and Asfaw, Argaw, and Bayissa (2015) who found a positive quality commitment and development on performance. Similarly, Wachiuri et al. (2017) specifically demonstrated the positive influence of supplier quality commitment influenced the performance, directly supporting the Constitution Commission's findings. Additionally, Ngambi and Nkemkiafu (2015) and Govindan et al. (2015) underscore the significance of Total Quality Management and rigorous supplier evaluation in achieving superior performance, further corroborating that strong quality commitments are essential for organizational success.

Conclusions of study:

The study concludes that evaluating suppliers' adherence to Quality Management System (QMS) certifications, continuous improvement initiatives, and regular audits is critical for maintaining robust supplier relationships and ensuring product and service quality.

Recommendations of study:

The study recommends establishing comprehensive processes to assess suppliers' adherence to QMS certifications, continuous improvement programs, and routine audits to ensure consistent quality and compliance. Investing in reliable infrastructure, streamlined workflows, and suppliers with proven expertise enhances operational efficiency, innovation, and scalability.

Areas for Further Research:

The effectiveness of various risk management strategies employed by suppliers to address disruptions such as natural disasters, economic downturns, and geopolitical instability requires further investigation.

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