

KNUST RANKS NO.1 GLOBALLY FOR THE
PROVISION OF QUALITY EDUCATION (SDG 4)



ANTECEDENTS AND OUTCOME OF TENDERING CAPABILITY: THE ROLE OF PROCEDURAL JUSTICE

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INTRODUCTION

- Public procurement (PP) contributes significantly to **national development** in most economies.
 - 12% (GDP) in developed countries (OECD, 2019)
 - 14.4% (GDP) in developing countries (Djankov et al., 2016).
- PP serves as a **stable and predictable source of demand and certainty of payment for SMEs'** (Cabras, 2011; Flynn, 2018).
- **SMEs are under-represented in public procurement** compared to their contribution.
 - i.e employment, innovation, competition, poverty reduction and wealth creation and socio-economic development (Agyapong et al., 2021; OECD, 2018; 2019).
- Problem attributed to **lack of resources and capabilities** (Ancarani et al., 2019; Di Mauro & Ancarani, 2020).



RESEARCH GAPS

- SME-friendly policies **remain mere rhetoric** and faces implementation impediment (Flynn & Davis, 2016).
- Different perspectives of capabilities (Akyenroye et al.,2020; Fayos et al., 2022) but tendering capability remained underexplored (exceptions Flynn & Davis, 2017; Namagemba & Mpeera, 2021).
- Also, the **antecedents** of tendering capabilities are unknown in procurement literature as well as it's **boundaries are not delineated** (e.g Flynn & Davis, 2017; Namagemba & Mpeera, 2021).
- Scholars posit that, capability emanates from **routines, resources, learning and experiences** (Zhang et al., 2023,Teece, 2019).
- The study draws on organizational learning theory (**'experience & 'action'**) to propose;
 - Supplier debriefing quality (SDQ) and organizational learning (OL) as antecedents of tendering capability (TC).
 - Procedural justice as a boundary condition in the link between TC and tendering performance (TP).

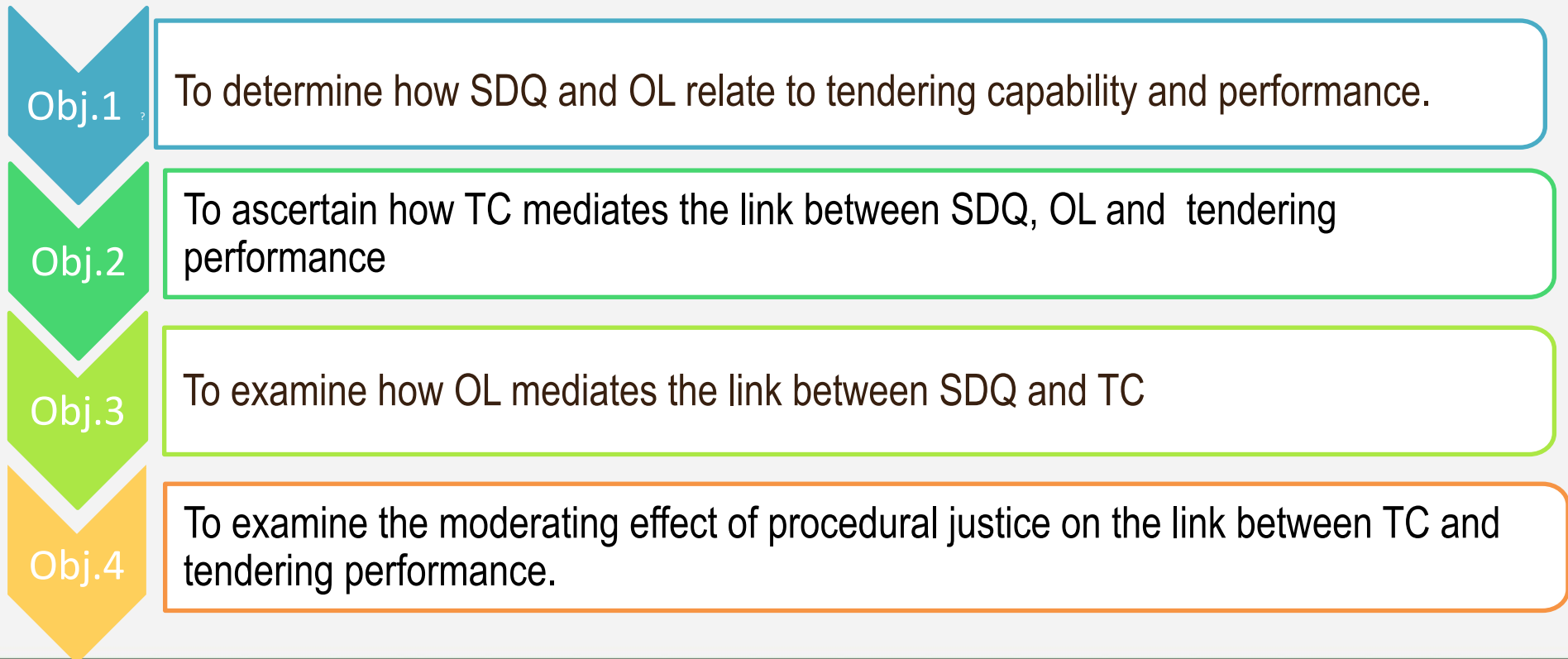


RESEARCH OBJECTIVES

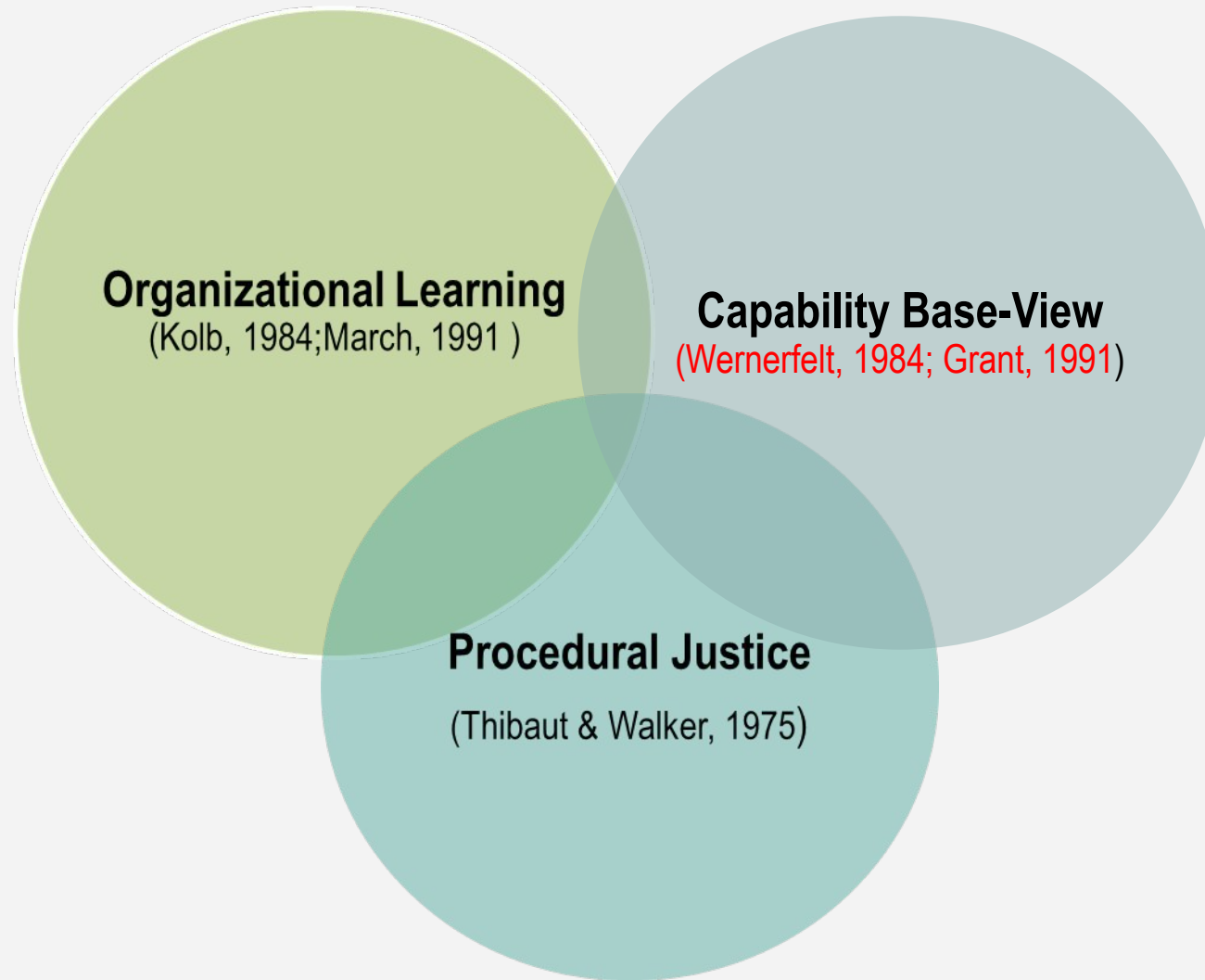
General:

- ❖ To examine how supplier debriefing quality (SDQ) and organizational learning (OL) influence SMEs' tendering performance directly and indirectly through tendering capability under the boundary condition of procedural justice.

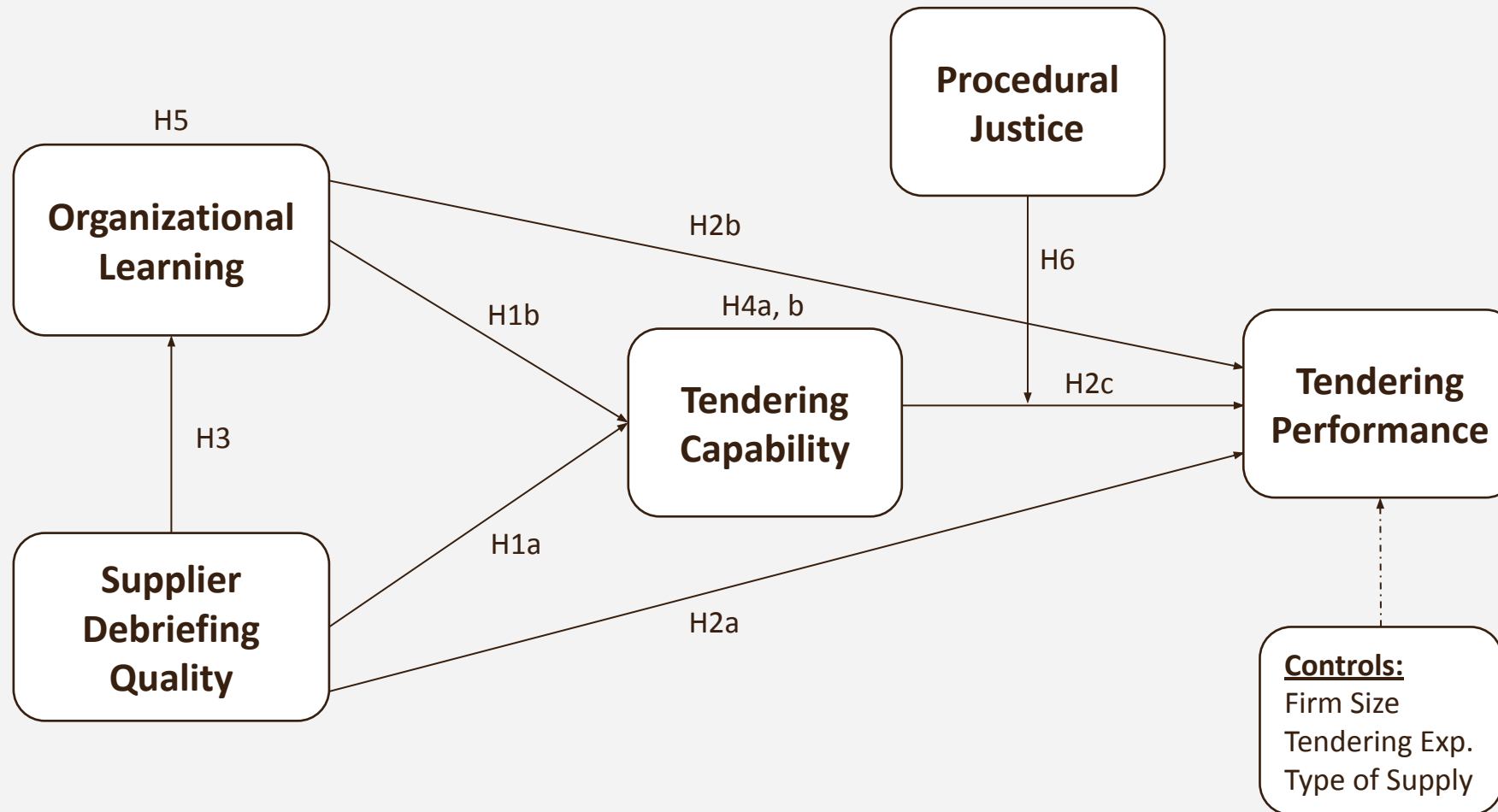
Specific:



THEORETICAL FRAMEWORK



RESEARCH MODEL



OVERVIEW OF METHODOLOGY

Philosophical Approach

- Positivism and Deductive approach

Research Design

- Survey of 352 SMEs in public procurement
- SME sampled based on criteria (no of employees below 100) GEA/GSS
- Data source – SMEs listed on PPA database

Reliability & Validity Test

- Cronbach Alpha, Composite Reliability
- Convergent Validity and Discriminant Validity

Data Analysis Technique

- Hierarchical Regression analysis
- PROCESS macro in SPSS



SUMMARY OF RESULTS

Hypothesis	Relationship	Beta-Values	T-Statistics	P-Values	Decision
H1a	SDQ □ TC	.445	9.129	.000	Supported
H1b	OL □ TC	.386	7.964	.000	Supported
H2a	SDQ □ TP	.296	5.692	.000	Supported
H2b	OL □ TP	.248	4.541	.000	Supported
H2c	TC □ TP	.313	5.367	.000	Supported
H3	SDQ □ OL	.455	9.173	.000	Supported
Controls					
	Tend. Exp	.138	2.570	.011	Supported
	Emp. Size	.063	1.188	.236	Not supported
	Type of Supply	-.082	-1.521	.129	Not supported



SUMMARY OF RESULTS

Mediation						
Hypothesis	Relationship	Direct Effect	Indirect Effect	Confidence Interval		Decision
				LLCI	ULCI	
H4a	SDQ □ TC □ TP	.116(2.82)***	.1279	.0815	.1784	Supported
H4b	OL □ TC □ TP	.121(2.46)***	.1463	.0885	.2120	Supported
H5	SDQ □ OL □ TC	.242(5.38)***	.1580	.1062	.2190	Supported
Interaction						
H6	TC x PJ □ TP	-.264 (-6.96)***		-.338	-.1895	Supported

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FINDINGS

- OBJ.1**
 - SDQ and OL significantly influences tendering performance
 - Tendering capability influences tendering performance
 - SDQ and OL significantly drives the development of tendering capability

- OBJ.2**
 - Tendering capability mediates the link between SDQ, OL and tendering performance

- OBJ.3**
 - Organizational learning mediates the link between SDQ and tendering capability

- OBJ.4**
 - Procedural justice negatively moderate the link between tendering capability and tendering performance



IMPLICATIONS

Theoretically: *the study*

- ❖ extend the capability - performance literature by showing that SDQ and OL contribute directly to building tendering capability and indirectly to tendering performance.
- ❖ highlighted the indirect benefit of investment in SDQ on tendering capability through OL.
- ❖ clarifies the boundaries of tendering capability on performance with procedural justice

Practically:

- ❖ SMEs should prioritize learning from debriefing practices and accumulated stock of knowledge to build tendering capability for performance in tendering.
- ❖ Governments should formulate deliberate policies to boost SMEs performance in public tendering than strict application of fair rules.



THANK YOU

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