

## **COMPETITIVE TENDERING METHOD AND ITS EFFECT ON PROJECT PERFORMANCE: A MODERATED MODEL.**

**NAME:** Joseph Adjei Mensah Idun.

### **Abstract**

This study examined the moderating effects of organizational culture, governance, and resource availability on the relationship between three competitive tendering methods - open-competitive, open-restrictive, and selective tendering strategies on construction project performance using a quantitative-qualitative approach. A total of 400 questionnaires were sent, and 318 usable responses were collected.

Descriptive and inferential statistical methods were employed, and data were analyzed in CB-SEM utilizing path analysis, hierarchical regression, and SEM. A case study conducted by interviewing three senior workers of a firm was analyzed with SWOT and thematic analyses. The SEM results revealed positive relationships between all three competitive tendering strategies and project performance. However, open-restrictive was not statistically significant. Organizational culture negatively moderated the relationship between open-competitive tendering and project performance; organizational governance positively moderated the relationship between open-restrictive tendering and project performance; resource availability negatively impacted the effect of open-competitive tendering and project performance but positively moderated the relationship between selective tendering and project performance. Findings suggest that competitive methods of contractor selection yield positive project outcomes for the Ghanaian construction industry. Firms in the industry can harness these benefits by ensuring favorable organizational culture, effective governance, and readily available resources during project implementation. The study recommends that employers assess their tender evaluation systems for competitive tenders to reduce inefficiencies. Construction firms should adopt public-private partnerships and emerging ICT innovations while encouraging open communication channels and organizational cultural practices that enhance employees' active participation in firms' competitive tendering activities to realize better time-, quality- and cost-related project performance measures.

**Keywords:** Competitive tendering, Open tendering. Open-restrictive tendering. Selective tendering. Organizational culture, Organizational governance, Resource availability. Project performance.