



PUBLIC ASSET DISPOSAL METHODS AND PERFORMANCE OF STATE COEPORTATIONS IN NAIROBI COUNTY, KENYA

¹ Rasugu Effie Kwamboka, ² Dr. Ndeto Charles

¹ Msc., Student, Jomo Kenyatta University of Agriculture and Technology, Kenya

² Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

ABSTRACT

The state corporations played a critical role in managing public resources, ensuring agricultural development, and enhancing food security in Kenya. However, despite their significance, these corporations faced challenges in optimizing resource utilization, operational efficiency, and accountability, particularly in their asset disposal practices. Despite various legal provisions, performance indicators showed a decline in efficiency and service quality between 2018 and 2023. Therefore, this study sought to examine the effect of public asset disposal methods on performance of state corporations in Nairobi County, Kenya. The study also sought to examine the effect of transferring public assets to other institutions, sale by public tender on performance of state corporations in Nairobi County, Kenya. This study was anchored on institutional theory, transaction cost theory. The study adopted a descriptive research design. The unit of analysis in this study was 63 state corporations in Nairobi County in Kenya. The unit of observation was the heads of procurement, finance and asset management departments. The target population was 189 heads of procurement, finance, and asset management departments in the 63 state corporations. The study used Slovin's formula in the selection of the sample size, and stratified random sampling was used in the selection of 129 respondents. Data was collected through both primary and secondary methods. Primary data was gathered using semi-structured questionnaires. Secondary data included reports and policy documents. The quantitative data was analyzed using descriptive statistics (mean, standard deviation, percentages) and inferential statistics (Pearson correlation and multivariate regression) with the help of Statistical Package for the Social Sciences, Version 28. Qualitative data was analyzed using thematic analysis, and the results were presented narratively. The study found that transfer to other institutions had a positive and significant effect on the performance of state corporations in Nairobi County, Kenya. The study also found that disposal through public tenders had a positive and significant effect on the performance. The study therefore recommends that the Ministry should strengthen collaboration frameworks with relevant government agencies by establishing formal asset transfer agreements. Thhe study also recommends that the Ministry should improve access to tendering information by using both digital platforms and traditional media to reach a wider audience. Further, the study recommends that the Ministry should enhance public awareness of auction events by leveraging print, digital, and community-based channels.

Key Words: Public Asset Disposal Methods, Transferring Public Assets to Other Institutions, Sale by Public Tender, Performance of State Corporations, Nairobi County, Kenya

Background to the Study

State corporations play a crucial role in implementing government policies, ensuring public welfare, and regulating sectors such as health, education, infrastructure, and agriculture (Hasan & Saleh, 2023). To ensure the continued effectiveness of these corporations, there is a constant need for performance improvements and resource optimization. However, state corporations have often been performing poorly, demonstrating a lack of value for money, financial mismanagement, and operational inefficiencies, which hinder their ability to meet strategic objectives and deliver services effectively (Bonita & Wadley, 2022). State corporations manage a variety of assets, including machinery, equipment, and vehicles, which often become obsolete due to technological advancements, wear and tear, changes in regulatory standards, or shifts. Zhang (2023) indicates that these assets need to be disposed of strategically to optimize resources, reduce costs, and ensure that corporation can invest in more efficient tools and equipment for sustainable agricultural development.

Public asset disposal methods refer to the strategies and processes used by government entities to manage and dispose of public assets that are no longer needed, obsolete, or inefficient. Common disposal methods include public auctions, direct sales, trade-ins, transfers to other government agencies, and scrapping or recycling for materials (Patel & Rao, 2023). The importance of these methods lies in their ability to maximize the value of underutilized or outdated assets, minimize financial loss, and optimize resource allocation. According to Ukpong (2023), effective disposal methods also help in maintaining transparency and accountability in public sector management, ensuring that assets are disposed of in compliance with relevant regulations and guidelines. By utilizing appropriate disposal methods, public agencies can reduce maintenance costs, free up storage space, and reinvest the proceeds into more efficient tools or services that contribute to the overall public good (Ungersboeck & Runkel, 2021).

Public asset disposal methods are vital for enhancing organizational performance by ensuring optimal resource utilization and minimizing unnecessary costs. Disposing of outdated or underutilized assets through methods like auctions, direct sales, trade-ins, or transfers to other state corporations helps organizations reduce maintenance expenses and free up space for more productive resources (Agyeman & Boateng, 2022). These strategies allow organizations to generate revenue from surplus assets or avoid the financial burden of keeping underused equipment. In addition, proper asset disposal enables the reinvestment of funds into newer, more efficient tools or services, which can improve overall operational capacity and service delivery (Moyo & Ndlovu, 2023). It also fosters transparency and accountability, ensuring that disposal processes adhere to established guidelines and regulations, thereby minimizing the risk of financial mismanagement or waste.

Statement of the Problem

Asset disposal in state corporations is essential for optimizing resource utilization, enhancing operational efficiency, and ensuring transparency and accountability in the management of public resources (Obicci, Mugurusi, & Nagitta, 2021). In Kenya, asset disposal within state corporations is regulated by the Public Procurement and Asset Disposal Act (2015), the Public Finance Management Act (2012), and Article 227 of the Constitution of Kenya. These laws guide the transfer of public assets to other institutions, the sale of assets by public tender, public auction, and trade-in methods, ensuring transparency, accountability, and efficiency in the disposal process (Nafula & Sasaka, 2019). However, despite the legal framework, state corporations have not effectively implemented asset disposal practices. This has led to inefficiencies, underutilization of resources, and financial losses, ultimately hindering the

overall performance of the corporations and impeding their ability to optimize public resources and achieve their operational objectives.

State corporations have faced performance challenges. According to the Public Service Commission (2020), efficiency in service delivery and economic use of resources among these corporations declined from 62% in 2018 to 46% in 2019, with a slight improvement to 54.6% in 2020, followed by a decline to 51.8% in 2021, 49.7% in 2022, 47.6% in 2023 and further dropped slightly to 46.4% (Public Service Commission, 2024). Additionally, service quality decreased by 23% between 2018 and 2019, improved by 5.6% in 2020, then dropped by 3% in 2021, and further declined by 8.6% in 2022 and 9.2% in 2023 and an additional 8.4% thereafter. These trends highlight the ineffective management of public asset disposal within the corporations. The failure to properly handle asset disposal has contributed to inefficiencies, including underutilized resources, mismanagement, and a lack of accountability, all of which have negatively impacted the overall performance of the corporations (Mbeba & Njoroge, 2022). Therefore, it is crucial to examine the effect of public asset disposal methods on the performance of these state corporations.

Despite previous studies addressing public asset disposal, research has remained limited in scope. For instance, Omondi and Gekara (2021) focused on executive state corporations at the national level, while Ngoima and Ndeto (2022) studied county governments. Both studies examined aspects such as planning, budgeting, valuation methods, and disposal committee integrity. However, these studies do not sufficiently address the unique operational and contextual challenges faced by state corporations based in Nairobi County, which is home to a significant number of such entities with diverse asset portfolios and strategic importance. Therefore, the problem this study addresses is the limited understanding of how specific asset disposal methods affect the performance of state corporations within Nairobi County, despite existing legal provisions. Without this understanding, these corporations risk continued inefficiencies, wastage of public resources, and erosion of public trust. This study thus seeks to fill this gap by examining the effect of public asset disposal methods on the performance of state corporations in Nairobi County, Kenya.

Objectives of the study

The general objective of this study was to examine the effect of public asset disposal methods on performance of state corporations in Nairobi County, Kenya.

Specific Objectives

- i. To examine the effect of transferring public assets to other institutions on performance of state corporations in Nairobi County, Kenya
- ii. To assess the effect of sale by public tender on performance of state corporations in Nairobi County, Kenya

LITERATURE REVIEW

Theoretical Framework

Institutional Theory

Institutional Theory, developed by DiMaggio and Powell (1983), provides a framework for understanding how institutional environments and structures influence organizational behavior. The theory posits that organizations are not only influenced by market forces but also by social, cultural, and regulatory norms (Peters, 2022). Over time, organizations tend to conform to these institutional pressures to gain legitimacy, resources, and stability. In the context of public asset disposal, Institutional Theory emphasizes that state corporations are influenced by established institutional rules and norms, which shape how public assets are

transferred. These regulations ensure that asset transfers follow specific procedures, fostering transparency, accountability, and legitimacy. Robertson, Dowling and Smith (2021) indicate that by focusing on the broader institutional context, the theory highlights the necessity for compliance with formal rules and procedures in public asset management, thereby preventing misuse of state resources and ensuring that assets are transferred effectively to institutions that align with public interests.

Institutional Theory is based on several key assumptions that shape its application in organizational settings. One major assumption is that organizations are influenced by a broader institutional environment, including cultural, political, and legal norms, which drive their actions (Aksom & Tymchenko, 2020). Another assumption is that organizations aim for legitimacy rather than solely for efficiency or profit maximization. This means they often adopt practices that are seen as socially acceptable or expected, even if those practices do not necessarily lead to immediate performance improvements. Additionally, Institutional Theory assumes that organizations within the same field will become more homogeneous over time as they adopt similar practices in response to institutional pressures (Glynn & D'anno, 2023). In addition, the theory suggests that isomorphism occurs when organizations mimic others to gain legitimacy, which can lead to uniformity in operations, regulations, and decision-making processes. These assumptions are crucial in understanding how institutions, like state corporations, operate within their prescribed environments.

Institutional Theory was used to explain the effect of transferring public assets to other institutions on the performance of state corporations in Nairobi County, Kenya. According to the theory, asset transfers are shaped by the legal frameworks, regulations, and institutional norms governing public institutions (Aksom & Tymchenko, 2020). These institutional pressures ensure that agencies adhere to established procedures, which improves accountability and legitimacy. However, the theory also suggests that over-reliance on rigid institutional rules may hinder the efficient transfer of assets, as they may not always align with the operational needs of receiving institutions. By following institutional norms, the Ministry ensures that asset transfers are transparent and conducted in the public interest, promoting long-term institutional stability. When state corporations conform to these rules, they are more likely to experience enhanced performance, as the legitimacy of the process fosters trust and supports effective management of transferred resources.

Transaction Cost Theory

Transaction Cost Theory was developed by Ronald Coase in 1937, and further expanded by Oliver Williamson in the 1970s. The theory suggests that organizations are motivated by the need to minimize transaction costs, which are the costs associated with negotiating, monitoring, and enforcing contracts (Coase, 1937; Williamson, 1979). These costs arise due to the complexities of market exchanges and are affected by factors such as asset specificity, information asymmetry, and uncertainty. The theory emphasizes the importance of choosing the most efficient governance structure, whether through market transactions, hierarchies, or hybrid arrangements, to minimize transaction costs (Cuypers & Ertug, 2021). Transaction Cost Theory suggests that government agencies, including ministries, will choose methods that reduce the cost of asset transfers, such as public tenders, by creating clear, enforceable contracts that limit uncertainty and reduce administrative costs in the process.

Transaction cost theory is based on several key assumptions. First, it assumes that individuals act rationally to maximize utility, meaning they seek to minimize transaction costs when engaging in exchanges (Ketokivi & Mahoney, 2020). Second, the theory assumes that there is information asymmetry in market transactions, meaning one party may have more or better information than the other, leading to inefficiencies. Third, it assumes that transaction costs are influenced by asset specificity, which refers to the extent to which assets can be used for

different purposes; higher specificity increases the cost of transactions. In addition, DeMiguel and Uppal (2020) indicate that the theory assumes that organizations have limited cognitive capacities to process information, which can lead to bounded rationality and, consequently, higher transaction costs. These assumptions are essential in understanding how institutions, such as state corporations, make decisions on the most cost-effective methods for asset disposal while minimizing risk and inefficiency (Cuypers & Ertug, 2021).

Transaction Cost Theory was used to explain the effect of sale by public tender on the performance of state corporations in Nairobi County, Kenya. According to the theory, the ministry will opt for public tenders as a method for disposing of public assets to minimize transaction costs associated with uncertain negotiations, monitoring, and enforcement. Rindfleisch (2020) indicates that by creating a formal, competitive bidding process, the ministry can reduce information asymmetry, ensuring that assets are sold at market value while maintaining transparency and accountability (Cuypers & Ertug, 2021). The use of tenders also minimizes the costs of asset-specific investments, ensuring that the transaction is efficient and the agency avoids the risks associated with more informal asset disposal methods. When implemented correctly, the tender process can lead to cost-effective asset sales, enhancing the performance of state corporations by improving financial returns and operational efficiency.

Conceptual Framework

Conceptual framework is defined as a diagrammatical representation that portrays association between dependent as well as independent study variables (Devi, 2019). The conceptual framework which is shown in Figure 2.1 indicates the relationship between dependent and independent study variables, with independent variables comprising of transfer to other institutions, sale by public tender. The dependent variable was performance of state corporations.

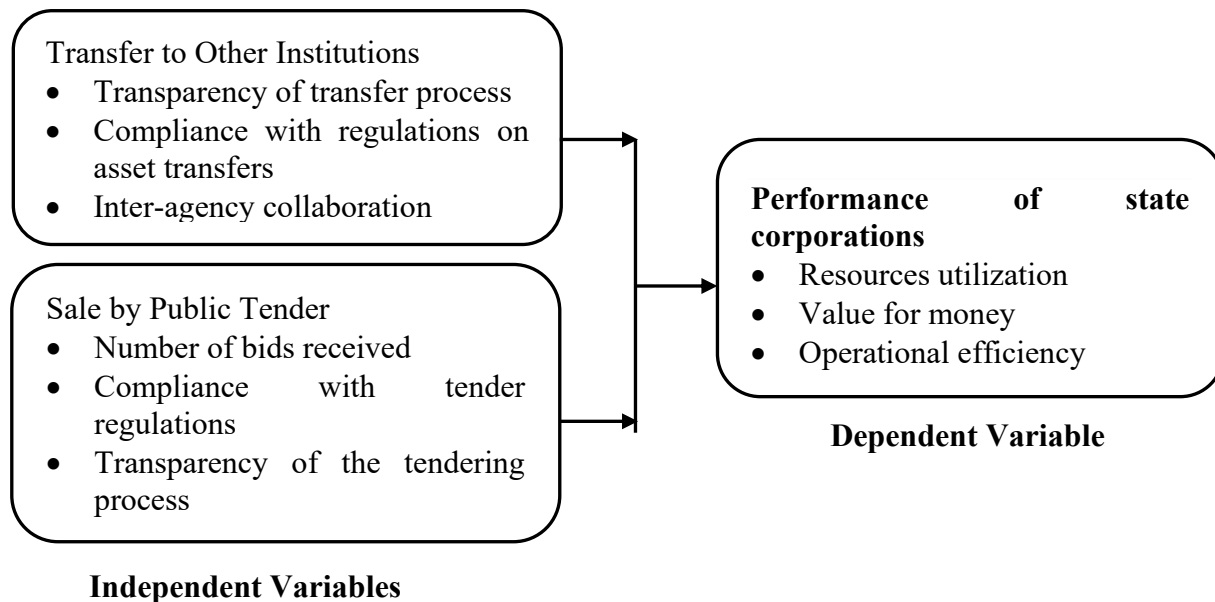


Figure 2. 1: Conceptual Framework

Transfer to Other Institutions

Transferring public assets to other institutions is a method of asset disposal in which government-owned properties, equipment, or resources are reassigned to other public entities, non-governmental organizations, or private institutions (Obicci et al., 2021). This method is used to optimize asset utilization, reduce maintenance costs, and ensure that public resources

continue to serve societal needs. Transfers may occur due to policy shifts, restructuring, or efficiency-driven reallocations. The process must be guided by legal frameworks, financial accountability, and strategic planning to prevent loss, mismanagement, or corruption (Bonita & Wadley, 2022). The indicators of transferring public assets to other institutions include transparency of the transfer process, compliance with regulations on asset transfers, and inter-agency collaboration.

Transparency in the transfer of public assets ensures that all stakeholders, including government agencies, regulatory bodies, and the public, are informed about the transfer criteria, valuation, and decision-making process (Hasan & Saleh, 2023). This involves open documentation, clear communication, and public disclosure to minimize conflicts of interest and prevent asset misappropriation. A transparent transfer process helps maintain public trust, ensures fair allocation, and reduces the risk of corruption. Best practices include publishing asset transfer records, conducting public consultations, and using independent oversight bodies to monitor transactions (Obicci et al., 2021). Without transparency, asset transfers may lead to legal disputes, public dissatisfaction, and inefficiencies. Establishing digital tracking systems and publicly accessible audit reports further enhances the integrity of asset transfers, promoting accountability and responsible resource management.

Compliance with regulations ensures that public asset transfers adhere to established legal and financial frameworks. Government policies, procurement laws, and audit requirements dictate the procedures for valuing, documenting, and approving transfers (Kline & Smith, 2021). Proper regulatory adherence prevents fraudulent disposals, unauthorized asset reallocation, and financial losses. Institutions must follow due diligence, conduct independent valuations, and obtain approvals from oversight agencies to ensure lawful transfers. Failure to comply with regulations can lead to legal consequences, including lawsuits, financial penalties, and reputational damage for the involved institutions (Zhang & Liu, 2022). Regular audits, stakeholder training, and compliance monitoring mechanisms help ensure adherence to established guidelines. Strict compliance with asset transfer regulations upholds transparency, enhances public confidence, and ensures that assets are utilized efficiently.

Inter-agency collaboration is crucial for ensuring that public asset transfers are conducted efficiently, legally, and in alignment with policy objectives. Government ministries, regulatory agencies, and recipient institutions must work together to coordinate asset valuation, transfer approvals, and post-transfer monitoring (Zhang, 2023). Strong collaboration reduces bureaucratic delays, improves decision-making, and ensures that assets are put to optimal use. Mechanisms such as joint working groups, formal agreements, and shared databases facilitate smooth coordination. When agencies work in isolation, inefficiencies, duplication of efforts, and misallocation of resources may occur (Patel & Rao, 2023). Effective collaboration ensures that asset transfers align with national development goals and that recipient institutions are well-equipped to manage transferred resources. Regular communication, training, and stakeholder engagement enhance inter-agency cooperation, making public asset transfers more structured and beneficial.

Sale by Public Tender

Sale by public tender is a method of public asset disposal where government-owned assets are sold through a competitive bidding process. This approach ensures that assets are sold at fair market value while promoting transparency, fairness, and efficiency in public resource management (Vindra et al. 2023). The process typically involves inviting bids from interested buyers, evaluating offers based on predetermined criteria, and awarding the asset to the highest or most suitable bidder. Public tendering minimizes corruption risks, maximizes government revenue, and ensures equal opportunity for all qualified bidders. However, its success depends on strict adherence to procurement laws, effective oversight, and clear communication of tender requirements (Agyeman & Boateng, 2022). The indicators of sale by public tender

include the number of bids received, compliance with tender regulations, and transparency of the tendering process.

The number of bids received measures the level of competition and interest in a public asset tender. A high number of bids indicates a competitive process, which increases the likelihood of achieving the best value for the asset. Factors influencing bid participation include the clarity of tender requirements, market conditions, asset attractiveness, and the credibility of the issuing entity (Ungersboeck & Runkel, 2021). Governments and agencies should ensure wide tender advertisement, clear bid evaluation criteria, and streamlined submission processes to encourage participation. A low number of bids may signal inefficiencies such as unclear tender specifications, limited market awareness, or overly restrictive eligibility criteria. By increasing outreach efforts and simplifying tendering procedures, authorities can enhance competition, leading to better pricing and optimal asset disposal outcomes (Ukpong, 2023).

Compliance with tender regulations ensures that the sale of public assets adheres to legal, financial, and ethical standards. Procurement laws and guidelines dictate bid submission procedures, evaluation criteria, conflict of interest policies, and contract award processes. Proper compliance prevents fraudulent activities, favoritism, and legal disputes while ensuring fair competition (Ungersboeck & Runkel, 2021). Institutions conducting public tenders must ensure that all transactions are documented, bidders meet eligibility criteria, and evaluation processes are objective and transparent. Non-compliance can result in tender cancellations, legal penalties, and loss of public trust. In addition, Regular audits, independent oversight, and bidder training on regulatory requirements can enhance adherence (Agyeman & Boateng, 2022). Further, ensuring strict compliance with procurement laws safeguards public resources and reinforces confidence in the tendering process.

Transparency in the tendering process ensures fairness, accountability, and public confidence in asset disposal. It involves openly advertising tenders, disclosing selection criteria, and providing clear timelines for bid submissions and evaluations (Moyo & Ndlovu, 2023). Transparency reduces corruption risks, prevents insider dealings, and promotes trust among bidders. Governments should publish tender notices widely, use digital platforms for bid tracking, and allow independent monitoring of the selection process. Providing feedback to unsuccessful bidders and ensuring public access to awarded contract details further strengthens transparency. Katumba and Mbabazi (2021) noted that lack of transparency can lead to bid manipulation, legal challenges, and reduced participation from credible bidders. By enforcing open and fair tendering practices, authorities can improve governance, attract more bidders, and maximize returns on public asset sales.

Performance of State Corporations

Performance of state corporations refers to the extent to which these entities achieve their strategic objectives efficiently and effectively, measured through indicators such as service delivery, financial sustainability, operational efficiency, and public accountability. Strong performance in state corporations is crucial for economic growth, public trust, and service delivery (Musewe & Gekara, 2021). It depends on factors such as sound governance, strategic planning, resource management, and adherence to public sector regulations. Measuring performance involves assessing how well corporations utilize available resources, whether expenditures result in tangible benefits, and how efficiently operations are carried out. High-performing state corporations optimize public funds, minimize waste, and deliver high-quality services to citizens (Hasan & Saleh, 2023). Continuous monitoring, evaluation, and transparency are essential for improving their effectiveness. The indicators of performance of state corporations include resources utilization, value for money, and operational efficiency.

Resources utilization refers to how effectively state corporations allocate and use financial, human, and physical resources to achieve their objectives. Optimal utilization ensures that

resources are neither underused nor wasted, leading to better service delivery and cost-effectiveness (McDonald, 2020). Proper utilization depends on factors such as budgeting accuracy, personnel efficiency, and infrastructure management. Poor resource utilization can lead to inefficiencies, budget overruns, and project failures. Governments enhance resource utilization by implementing performance-based budgeting, conducting regular audits, and enforcing accountability mechanisms (Kline & Smith, 2021). State corporations must align resource allocation with strategic goals to maximize public benefits. Transparent reporting and oversight by regulatory bodies also ensure that resources are used responsibly and equitably. Effective resource utilization leads to improved service delivery, financial sustainability, and institutional credibility (Bonita & Wadley, 2022).

Value for money (VfM) in state corporations assesses whether public expenditures lead to maximum benefits relative to costs. It involves ensuring that government spending is economical, efficient, and effective in achieving intended outcomes. VfM is measured through cost-benefit analyses, impact assessments, and performance evaluations (Zhang & Liu, 2022). Key principles include minimizing waste, using competitive procurement, and ensuring that investments yield long-term public value. Lack of VfM can result in inflated project costs, corruption, and inefficiencies in service delivery. To enhance VfM, state corporations must adopt transparent procurement processes, engage in rigorous financial planning, and use performance monitoring frameworks (Zhang, 2023). Governments can further improve VfM by benchmarking expenditures against international standards and incorporating stakeholder feedback in decision-making. Achieving VfM ensures responsible fiscal management and improved public service outcomes.

Operational efficiency in state corporations refers to the ability to deliver services and execute mandates with minimal waste of time, resources, and effort. It involves streamlining processes, reducing bureaucratic delays, and leveraging technology to enhance productivity (Patel & Rao, 2023). Efficient corporations can deliver high-quality services within set timelines and budget constraints, improving citizen satisfaction. Factors affecting operational efficiency include workforce competency, digitalization of services, and process automation. Inefficiencies often arise from outdated systems, excessive red tape, and lack of accountability. Governments can enhance operational efficiency by investing in employee training, adopting modern management practices, and implementing e-government solutions (Vindra et al., 2023). Continuous performance monitoring and feedback mechanisms help identify inefficiencies and drive improvements. Enhancing operational efficiency results in faster service delivery, cost savings, and overall better governance.

Empirical Literature Review

Transfer to Other Institutions and Performance of State Corporations

In Europe, Bajra, Krasniqi, and Podvorica (2022) conducted a study to examine the effects of privatizing socially owned enterprises (SOEs) on economic growth in Kosovo. The study adopted a descriptive research design and analyzed data spanning 16 years, from 2003 to 2018. The findings revealed that privatization had an insignificant effect on economic growth, indicating that the transfer of state-owned assets to private ownership did not automatically lead to widespread economic improvements. While privatization was expected to drive efficiency, innovation, and overall economic expansion, the study found that many privatized enterprises struggled to contribute meaningfully to national growth. Many enterprises that transitioned from public to private ownership faced operational challenges, often due to poor corporate governance, lack of investment, and inadequate restructuring strategies. Instead of becoming drivers of economic growth, several of these firms either stagnated or collapsed, failing to generate the anticipated benefits.

Omede and Ichide (2022) carried out a study to explore the impact of privatization on firm performance in Nigeria. The study utilized a quasi-experimental research design. The study focused on privatized firms as its target population. The findings revealed a significant improvement in profitability, operational efficiency, and share prices for the privatized firms. Furthermore, the study identified that privatized firms exhibited improved financial performance, driven by more effective cost management and productivity improvements. The study also noted a reduction in government interference, which allowed the privatized firms to operate more autonomously. In terms of investor confidence, the privatization process appeared to foster a more positive perception of the firms' long-term potential. The study concluded that privatization played a crucial role in revitalizing the Nigerian economy by stimulating growth and encouraging private sector involvement.

Musewe and Gekara (2021) conducted a study to examine the influence of asset disposal on the performance of executive state corporations in Kenya. The study utilized a descriptive research design, with the target population consisting of executive state corporations operating in Kenya. Primary data was collected through self-administered questionnaires. The study found that the disposal of assets has a positive relationship with the performance of executive state corporations in Kenya. In addition, the research highlighted that effective asset disposal strategies could improve financial performance by generating revenue and reducing maintenance costs. The study recommended that state corporations adopt clear asset disposal policies to maximize the benefits from such transactions.

Disposal Through Public Tenders and Performance of State Corporations

Wieu and Muli (2024) carried out a study to evaluate the impact of e-tendering on the performance of humanitarian United Nations agencies and non-governmental organizations in South Sudan. The study employed an explanatory research design and targeted 400 humanitarian organizations operating in the region. Data was collected using structured questionnaires. The study found that e-tendering has a positive and significant effect on the performance of humanitarian United Nations agencies and non-governmental organizations. The study established that by cutting down on paperwork and expediting the supplier selection procedure, e-tendering improves procurement efficiency. In addition, the study emphasized how e-tendering reduces the possibility of fraud and unethical procurement methods while increasing accountability and transparency. The study also found that because e-tendering enhanced supplier competition, firms that used it saw cost reductions. The study concluded by advising South Sudanese NGOs and humanitarian organizations to make investments in technology infrastructure and training, in order to optimize the advantages of e-tendering in their procurement procedures.

Baruti and Lwoga (2023) carried out a study to evaluate the impact of e-tendering on procurement performance at TANESCO Headquarters in Dar es Salaam. The study employed a descriptive research design and focused on finance and procurement staff. Data was collected through a structured questionnaire. The result revealed that e-tendering has a significant positive impact on procurement performance. The study also revealed that e-tendering increases efficiency by cutting down on paperwork and processing times for procurements. The study emphasized how the approach lowers the danger of fraud and corruption by increasing accountability and transparency. In addition, e-tendering improves bidder competition and enables better supplier management. In order to optimize the advantages of e-tendering, the study suggested more funding for digital infrastructure and ongoing training for procurement staff.

Gichuhi and Waruguru (2020) examined the influence of e-tendering on procurement performance at the Geothermal Development Company in Kenya. The study employed a descriptive research design, targeting staff from the procurement and logistics department in

the GDC Nakuru region. Primary data was collected through questionnaires. The study found that e-tendering had a significant positive relationship with procurement performance, highlighting its role in enhancing efficiency, transparency, and overall effectiveness in procurement processes. In addition, the study found that e-tendering reduced procurement lead times by streamlining the bidding and evaluation processes. It also improved cost-effectiveness by minimizing paperwork and manual errors, leading to better financial management. The study recommended that organizations invest in robust e-tendering systems and provide adequate training to procurement staff to maximize the benefits of digital procurement solutions.

RESEARCH METHODOLOGY

The study employed a descriptive research design, which allowed the researcher to observe and analyze public asset disposal practices and their effect on performance of state corporations in Nairobi County without manipulating the study environment. This design was appropriate for establishing the current status of the phenomena and for combining both quantitative and qualitative approaches, enabling the study to answer “what,” “how,” “who,” and “where” questions related to disposal methods and organizational performance.

The target population comprised 189 heads of procurement, finance, and asset management departments drawn from 63 state corporations identified in Executive Order No. 1 of 2023. These three categories of respondents were selected because they are directly involved in planning, executing, and monitoring public asset disposal, and therefore possess informed views on both the processes and their impact on corporate performance. Using Yamane’s formula at a 5% margin of error, a sample size of 129 respondents was determined. Stratified random sampling was then applied across the three functional strata (procurement, finance, asset management), followed by simple random selection within each stratum to minimize selection bias and ensure representativeness.

Primary data were collected using semi-structured questionnaires, complemented by secondary data from reports, policy documents, and relevant literature. The questionnaire combined structured nominal and 5-point Likert-scale items with a few unstructured questions to capture both measurable perceptions and more nuanced explanations. Sections covered demographic information, transfer of public assets to other institutions, sale by public tender, and organizational performance. A pilot study involving 10% of the sample (13 respondents) was conducted to refine the tool. Validity was addressed through expert review (content and face validity) and construct validity checks using confirmatory factor analysis, with items expected to meet minimum variance and AVE thresholds. Reliability was assessed using internal consistency measures, with Cronbach’s alpha coefficients of 0.70 and above taken as acceptable.

Data collection followed a formal clearance process: a university authorization letter and a NACOSTI research permit were obtained, and permission was sought from the management of state corporations. Questionnaires were administered using a drop-and-pick-later approach, giving respondents up to two weeks to complete them, a strategy chosen to accommodate their limited availability. Confidentiality and anonymity were assured, and participation was voluntary. Quantitative data were analyzed using SPSS Version 28 through descriptive statistics (means, standard deviations, frequencies, and percentages) and inferential techniques, specifically Pearson correlation and multiple linear regression, to test the influence of the four disposal methods—transfer to other institutions, sale by tender—on performance of state corporations. Qualitative responses were subjected to thematic analysis and presented narratively to enrich and explain the statistical findings.

RESEARCH FINDINGS AND DISCUSSIONS

Out of the 129 questionnaires distributed, 117 were successfully completed and returned, resulting in a response rate of 90.70%. According to Schindler (2021), a response rate of 50% is adequate for analysis and reporting, 60% is considered good, and 70% or above is deemed excellent. Therefore, the 90.70% response rate achieved in this study is well above the acceptable threshold, providing a strong basis for drawing conclusions and making recommendations.

Descriptive Statistics

Descriptive statistics refer to techniques used to summarize and highlight key characteristics of a dataset or population. In this study, descriptive statistics included the mean, standard deviation, and percentages. Quantitative data were obtained from closed-ended questions and items measured on a 5-point Likert scale, where 1 represented "strongly disagree," 2 "disagree," 3 "moderately agree," 4 "agree," and 5 "strongly agree." Qualitative data were derived from open-ended questions.

Transfer to Other Institutions

The respondents were asked to indicate their level of agreement with different statements regarding transfer to other institutions. The results were as shown in Table 1.

Table 1: Aspects of Transfer to Other Institutions

	Mean	Std. Deviation
Our organization provides clear communication regarding the transfer process of public assets.	3.923	.659
It is easy to access information about the transfer of public assets within the organization.	4.009	.701
The steps and procedures involved in transferring public assets are transparent and well-documented within the organization.	4.077	.589
All asset transfers within the organization comply with established legal and regulatory requirements.	4.077	.589
The organization ensures that all necessary laws and regulations are followed when transferring public assets.	4.094	.601
Asset transfer processes are regularly monitored to ensure adherence to applicable regulations.	4.060	.606
The organization collaborates effectively with other government agencies during the asset transfer process.	4.128	.595
The involved agencies share relevant information to facilitate the transfer of public assets.	4.094	.572
Communication and coordination between agencies during public asset transfers are clear and efficient.	4.043	.675

The respondents agreed with a mean of 4.128 (Std. Deviation = 0.595) with the statement, indicating that the organization collaborates effectively with other government agencies during the asset transfer process. In addition, with a mean of 4.094 (Std. Deviation = 0.601), the respondents agreed that the organization ensures all necessary laws and regulations are followed when transferring public assets. Further, with a mean of 4.094 (Std. Deviation = 0.572), the respondents agreed that involved agencies share relevant information to facilitate the transfer of public assets. These findings conform to Bajra, Krasniqi, and Podvorica (2022) observations that the transfer of public assets is facilitated by the sharing of relevant information among involved agencies.

With a mean of 4.077 (Std. Deviation = 0.589), the respondents agreed that the steps and procedures involved in transferring public assets are transparent and well-documented within the organization. Also, with a mean of 4.077 (Std. Deviation = 0.589), the respondents agreed that all asset transfers within the organization comply with established legal and regulatory requirements. These findings are in line with Kumar, Ganguly, Ghosh, and Pal (2020) who observed that that asset transfers within organizations adhere to established legal and regulatory frameworks. The respondents agreed with a mean of 4.060 (Std. Deviation = 0.606) with the statement, indicating that asset transfer processes are regularly monitored to ensure adherence to applicable regulations.

The respondents agreed with a mean of 4.043 (Std. Deviation = 0.675) with the statement, indicating that communication and coordination between agencies during public asset transfers are clear and efficient. With a mean of 4.009 (Std. Deviation = 0.701), the respondents agreed that it is easy to access information about the transfer of public assets within the organization. The respondents agreed with a mean of 3.923 (Std. Deviation = 0.659) with the statement, indicating that the organization provides clear communication regarding the transfer process of public assets. These findings are supported by Omede and Ichide (2022), who noted that organizations provide clear communication regarding the public asset transfer process.

The respondents were asked to indicate the challenges faced by their organization during transfer of public assets to other institutions. The respondents indicated that the transfer of public assets to other institutions is often hindered by bureaucratic delays and slow approval processes, which affect the timely completion of transfers. They also indicated that coordination between departments and agencies involved in the transfer is sometimes inefficient, leading to miscommunication and duplicated efforts. The findings agree with Musewe and Gekara (2021) findings that inter-agency coordination is critical yet challenging in public asset management. In addition, the respondents indicated that compliance with legal and regulatory frameworks is a challenge, especially when there are unclear or conflicting guidelines. Also, the respondents indicated that lack of adequate technical expertise and limited staff training in handling asset transfers affect the process. Furthermore, they indicated that budget constraints and limited technological support further complicate efficient asset transfer.

The respondents wer further asked to state the possible solutions to the challenges faced during the transfer of public assets to other institutions. The respondents indicated that organizations should develop and implement clear, standardized procedures for asset transfer to reduce ambiguity and ensure compliance with legal and regulatory frameworks. They also indicated that organizations should enhance inter-agency coordination by establishing effective communication channels, conducting joint planning meetings, and assigning clear responsibilities to each institution involved. The respondents also indicated that staff involved in asset transfers should undergo regular training to build capacity and improve technical competence. They further indicated that organizations should allocate sufficient budgetary resources to support the asset transfer process and invest in digital systems to streamline documentation, tracking, and reporting. Additionally, the respondents indicated that adopting technology-driven solutions can enhance transparency, improve monitoring, and minimize delays during the transfer of public assets to other institutions.

Disposal Through Public Tenders

The respondents were asked to indicate their level of agreement with various aspects of the sale by public tender within their organization. The results were as presented in Table 2.

Table 2: Aspects of Disposal Through Public Tenders

	Mean	Std. Deviation
The number of bids received for public asset tenders is consistently high in our organization.	4.026	.636
Our organization encourages a sufficient number of bids for public asset tenders.	3.992	.609
The number of bids received reflects a competitive environment for public asset tenders in our organization.	4.060	.660
All public asset tenders in our organization fully comply with established tender regulations.	3.957	.578
Tendering processes are conducted in strict adherence to all relevant laws and policies within our organization.	3.8718	.71364
Our organization ensures that all necessary steps are followed to comply with tender regulations during the public asset sale process.	3.872	.866
The tendering process for public asset sales is transparent and accessible to all participants in our organization.	3.992	.782
Information regarding the public asset tender process is readily available to all interested parties in our organization.	4.120	.659
The steps involved in the tendering process are clear and openly communicated throughout our organization.	4.026	.782

The respondents agreed with a mean of 4.120 (Std. Deviation = 0.659) with the statement, indicating that information regarding the public asset tender process is readily available to all interested parties in the organization. These findings align with Wieu and Muli (2024), who emphasized the importance of accessible information in promoting transparency and stakeholder participation in public procurement. The respondents also agreed with a mean of 4.060 (Std. Deviation = 0.660) that the number of bids received reflects a competitive environment for public asset tenders in their organization. The respondents further agreed with a mean of 4.026 (Std. Deviation = 0.636) that the number of bids received for public asset tenders is consistently high in the organization.

Similarly, with a mean of 4.026 (Std. Deviation = 0.782) the respondents agreed that the steps involved in the tendering process are clear and openly communicated throughout the organization. This is consistent with Baruti and Lwoga (2023), who found that clarity in procurement procedures enhances accountability and reduces the risk of malpractice. Also with a mean of 3.992 (Std. Deviation = 0.609) the respondents agreed that the organization encourages a sufficient number of bids for public asset tenders. The respondents agreed with a mean of 3.992 (Std. Deviation = 0.782) that the tendering process for public asset sales is transparent and accessible to all participants.

Furthermore, with a mean of 3.957 (Std. Deviation = 0.578) respondents agreed that all public asset tenders in the organization fully comply with established tender regulations. The respondents agreed that the organization ensures all necessary steps are followed to comply with tender regulations during the public asset sale process as shown by a mean of 3.872 (Std. Deviation = 0.866). The respondents agreed with a mean of 3.872 (Std. Deviation = 0.71364) with the statement, indicating that tendering processes are conducted in strict adherence to all relevant laws and policies within the organization. These findings agree with Kipkorir and Chirchir (2020), who emphasized that strict adherence to procurement laws enhances organizational credibility and governance.

The respondents were asked to indicate the challenges faced by their organization during sale by public tender. From the findings, the respondents indicated that limited bidder participation

is a key challenge during the sale of public assets by public tender, often caused by inadequate publicity and lack of awareness. They also indicated that delays in the tendering process arise from bureaucratic procedures and slow approval timelines, affecting efficiency. The respondents further noted that ensuring full compliance with tender regulations is challenging, particularly when guidelines are unclear or there is limited technical capacity. These findings agree with Higiroy (2021), who emphasized that inefficiencies in tendering processes reduce transparency and competitiveness. The respondents also indicated that challenges such as lack of standardized documentation, weak internal controls, and limited training on procurement policies negatively affect the fairness and effectiveness of public tender sales.

The respondents were requested to state the possible solutions to the challenges faced during sale by public tender. From the findings, the respondents indicated that increasing awareness and publicity of tender opportunities through diverse communication channels can boost bidder participation and enhance competition. They also suggested simplifying and streamlining internal approval processes to reduce delays and improve efficiency in the sale process. The respondents further noted that regular training for staff on procurement laws and tender procedures would strengthen compliance and internal capacity. These findings agree with Gichuhi and Waruguru (2020), who emphasized the role of staff competence and simplified procedures in improving public tender outcomes. In addition, the respondents proposed adopting e-procurement systems to enhance transparency, standardize documentation, and improve access to information for all stakeholders. Strengthening internal controls and monitoring mechanisms was also identified as a key solution.

Performance of State Corporations

The respondents were requested to rate their level of agreement with various aspects on performance of State corporations. The results were as presented in Table 3.

Table 3: Aspects of Performance of State Corporations

	Mean	Std. Deviation
Our organization efficiently allocates resources to meet the diverse needs of agricultural and livestock initiatives.	4.145	.864
Our organization effectively manages resources to enhance agricultural productivity and sustainability.	4.162	.643
Our organization optimally utilizes available resources to support rural development and food security initiatives.	4.145	.823
Our organization effectively utilizes its resources to achieve its objectives.	4.197	.659
Processes within our organization are streamlined to minimize wastage of time and resources.	4.248	.681
Our organization meets its targets and deadlines for delivering services.	3.821	.805
The products and services provided by suppliers offer exceptional value for money	4.128	.676
The quality of products and services received from suppliers is excellent and justifies the price paid.	4.094	.656
The products and services received from suppliers meet our institution's needs effectively	4.265	.712

With a mean of 4.265 (Std. Deviation = 0.712), the respondents agreed that the products and services received from suppliers meet the institution's needs effectively. In addition, with a mean of 4.248 (Std. Deviation = 0.681), they also agreed that processes within the organization are streamlined to minimize wastage of time and resources. Also, with a mean of 4.197 (Std.

Deviation = 0.659), the respondents agreed that the organization effectively utilizes its resources to achieve its objectives. These findings align with Bonita and Wadley (2022), who emphasized that the efficient utilization of resources is crucial for improving organizational performance.

The respondents agreed with a mean of 4.162 (Std. Deviation = 0.643) that the organization effectively manages resources to enhance agricultural productivity and sustainability. Similarly, they agreed with a mean of 4.145 (Std. Deviation = 0.864) that the organization efficiently allocates resources to meet the diverse needs of agricultural and livestock initiatives. Similarly, the respondents agreed with a mean of 4.145 (Std. Deviation = 0.823) that their organization optimally utilizes available resources to support rural development and food security initiatives. These findings are in agreement with Hasan and Saleh (2023), who emphasized that efficient resource allocation and management are critical in sustaining agricultural development and addressing rural poverty.

With a mean of 4.128 (Std. Deviation = 0.676), the respondents agreed that the products and services provided by suppliers offer exceptional value for money. Also, with a mean of 4.094 (Std. Deviation = 0.656), they agreed that the quality of products and services received from suppliers is excellent and justifies the price paid. Moreover, with a mean of 3.821 (Std. Deviation = 0.805), the respondents agreed that the organization meets its targets and deadlines for delivering services. These findings support the views of Musewe and Gekara (2021), who found that high-quality service delivery and adherence to timelines are critical indicators of organizational performance.

Correlation Analysis

Correlation analysis is a statistical method used to assess the strength and direction of the relationship between two or more variables. The Pearson correlation coefficient (r) ranges from -1 to 1, indicating the degree of linear association. The results of the correlation analysis are presented in Table 4.

Table 4: Correlation Analysis

		Performance of Corporations	Transfer to Other Institutions	Disposal through Public Tenders
Performance of State Corporations	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	117		
Transfer to Other Institutions	Pearson Correlation	.834**	1	
	Sig. (2-tailed)	.000		
	N	117	117	
Disposal through Public Tenders	Pearson Correlation	.820**	.426	1
	Sig. (2-tailed)	.000	.000	
	N	117	117	117

From the results, transfer to other institutions had a strong and positive relationship with the performance of state corporations in Nairobi County, Kenya ($r=0.782$, $p\text{-value}=0.000$), increased transfer to other institutions is likely to enhance organizational performance. The findings agree with Mbema and Njoroge (2022), who found that transfer to other institutions significantly influence the operational performance of public institutions. The findings also support Ngoima and Ndeto (2022), who noted that transfer to other institutions positively and significantly impact efficiency in public asset management.

In addition, sale by public tender had a strong and positive relationship with the performance of state corporations in Nairobi County, Kenya ($r=0.874$, $p\text{-value}=0.000$). This implies that enhancing the use of public tenders in asset disposal is likely to significantly improve the performance of these corporations. The findings are consistent with Kipkorir and Chirchir (2020), who observed that sale assets by public tender contribute significantly to the performance of public organizations. Similarly, Gichuhi and Waruguru (2020) established that a sale assets by public tender positively enhances organizational performance.

Regression Analysis

Linear regression analysis was employed to evaluate the extent to which public asset disposal methods affect the performance of state corporations in Nairobi County, Kenya.

Table 5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.231	0.081		2.852	0.005
	Transfer to Other Institutions	0.629	0.135	0.548	4.659	0.000
	Disposal through Public Tenders	0.481	0.142	0.458	3.387	0.000

a. Dependent Variable: Performance of State Corporations

Using the unstandardized coefficients, the regression equation was as follows:

$$Y = 0.231 + 0.629X_1 + 0.481X_2 + \varepsilon$$

The results show that transfer to other institutions had a positive and significant effect on the performance of state corporations in Nairobi County, Kenya ($\beta_1 = 0.629$, $p\text{-value} = 0.000$). This indicates that a one-unit increase in the use of asset transfers is associated with a 0.629 increase in performance. This $p\text{-value}$ is below 0.05, confirming a statistically significant relationship. The findings align with Bajra, Krasniqi, and Podvorica (2022), who observed that transfer of state-owned assets to private ownership led to widespread economic improvements. They also support Kumar, Ganguly, Ghosh, and Pal (2020), who found that asset allocation and transfer strategies enhance operational effectiveness in state corporations.

In addition, disposal through public tenders had a positive and significant effect on the performance of state corporations in Nairobi County, Kenya ($\beta_2 = 0.481$, $p\text{-value} = 0.000$). This implies that a one-unit increase in the use of public tenders is associated with a 0.481 increase in performance. The $p\text{-value}$ being below 0.05 indicates a statistically significant relationship. These findings are consistent with Wieu and Muli (2024), who established that e-tendering has a positive and significant effect on the performance of humanitarian United Nations agencies and non-governmental organizations. They also align with Higiroti (2021), who found that using competitive and open tendering procedures improves public procurement's cost-effectiveness and efficiency.

Conclusions

The study concludes that transfer to other institutions had a positive and significant effect on the performance of state corporations in Nairobi County, Kenya. The study found that transfer to other institutions measured in terms of transparency of transfer process, compliance with regulations on asset transfers have an effect on performance of state corporations under the Ministry of Agriculture and Livestock Development, Kenya. This implies that an improvement

in the transfer to other institutions would lead to an improvement in the performance of state corporations in Nairobi County, Kenya.

Also, the study concludes that sale by public tender had a positive and significant effect on the performance of state corporations in Nairobi County, Kenya. The study found that sale by public tender measured in terms of number of bids received, compliance with tender regulations and transparency of the tendering process has an effect on the performance. This implies that an enhancement in sale by public tender would result to an enhancement in the performance of state corporations in Nairobi County, Kenya.

Recommendations

The study found that transfer to other institutions had a positive and significant effect on the performance of state corporations in Nairobi County, Kenya. The study recommends that the Ministry should strengthen collaboration frameworks with relevant government agencies by establishing formal asset transfer agreements. In addition, the Ministry should provide continuous training to staff on legal and regulatory requirements related to asset transfers to enhance compliance. The study also recommends developing digital platforms that enable seamless sharing of information and documentation among agencies. Furthermore, asset transfer procedures should be periodically reviewed to ensure clarity, consistency, and alignment with evolving policy guidelines.

The study established that disposal through public tenders had a positive and significant effect on the performance of state corporations in Nairobi County, Kenya. Therefore, the study recommends that the Ministry should improve access to tendering information by using both digital platforms and traditional media to reach a wider audience. In addition, the Ministry should organize regular bidder sensitization workshops to encourage participation and clarify tendering requirements. The study also recommends the implementation of standardized evaluation criteria and transparent bid opening procedures to ensure fairness. Furthermore, the Ministry should conduct periodic audits of the tendering process to uphold compliance with procurement laws and improve credibility.

Areas for Further Research

The study sought to examine the effect of public asset disposal methods on the performance of state corporations in Nairobi County, Kenya. The study was limited to sixty-three (63) state corporations operating within Nairobi County, and therefore, the findings cannot be generalized to state corporations in other counties or sectors across the country. Therefore, the study suggests further research on the effect of public asset disposal methods on the performance of state corporations in other regions and sectors in Kenya.

REFERENCES

- Agyeman, K., & Boateng, F. (2022). Public asset disposal strategies and organizational efficiency in the public sector. *Journal of Public Administration and Policy*, 14(2), 112–128.
- Aksom, H., & Tymchenko, I. (2020). How institutional theories explain and fail to explain organizations. *Journal of Organizational Change Management*, 33(7), 1223–1252.
- Bajra, U. Q., Krasniqi, A., & Podvorica, A. (2022). Privatisation of socially owned enterprises, the methods used and the impact on economic growth: Empirical evidence from Kosovo. *Economic Research-Ekonomska Istraživanja*, 35(1), 325–342.
- Baruti, S. P., & Lwoga, E. T. (2023). The influence of the national e-procurement system on employees' performance in selected public institutions in Tanzania. *Huria: Journal of the Open University of Tanzania*, 30(1), 151–166.

- Bonita, R., & Wadley, D. (2022). Disposal of government offices in Jakarta pending relocation of the Indonesian capital: An application of multi-criteria analysis. *Property Management*, 40(4), 591–628.
- Coase, R. H. (1937). The nature of the firm. *Economica*, 4(16), 386–405. <https://doi.org/10.1111/j.1468-0335.1937.tb00002.x>
- Cuypers, I. R. P., & Ertug, G. (2021). Transaction cost theory: Past progress, current challenges, and suggestions for the future. *Academy of Management Annals*, 15(1), 111–150.
- DeMiguel, V., & Uppal, R. (2020). A transaction-cost perspective on the multitude of firm characteristics. *Review of Financial Studies*, 33(5), 2180–2222.
- Devi, P. S. (2019). *Research methodology: A handbook for beginners*. Notion Press.
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147–160. <https://doi.org/10.2307/2095101>
- Gichuhi, R. W., & Waruguru, M. (2020). Influence of e-tendering process on procurement performance in geothermal development company in Nakuru, Kenya. *International Journal of Business Management and Technology*, 4(5), 13–19.
- Glynn, M. A., & D’unno, T. (2023). An intellectual history of institutional theory: Looking back to move forward. *Academy of Management Annals*, 17(1), 301–330.
- Hasan, H. A., & Saleh, Z. (2023). Current practices and issues in the accounting for government infrastructure assets. *Journal of Research and Practice in Public Sector Accounting and Management*, 13(2), 109–127.
- Higiro, J. (2021). Effect of procurement planning on performance of public institutions in Rwanda: Case of Kicukiro District. *International Journal of Business Management and Technology*, 5(6), 64–69.
- Ketokivi, M., & Mahoney, J. T. (2020). Transaction cost economics as a theory of supply chain efficiency. *Production and Operations Management*, 29(4), 1011–1031.
- Kipkorir, G., & Chirchir, K. M. (2020). Influence of tendering processes on the performance of NG-CDF projects. *American Journal of Supply Chain Management*, 5(1), 1–32.
- Kline, D., & Smith, R. (2021). Efficient asset management: The role of inter-agency transfers in public sector optimization. *Canadian Public Administration Journal*, 64(2), 142–160.
- Kumar, V., Ganguly, S., Ghosh, P., & Pal, M. (2020). Impact of privatization of IDBI Bank in Indian economy. *International Journal of Research in Engineering, Science and Management*, 3(12), 59–63.
- Mbeba, N., & Njoroge, J. (2022). Determinants of procurement practices on asset disposal in Kenya’s judiciary. *International Journal of Advances in Scientific Research and Engineering*, 8(6), 43–58. <https://doi.org/10.31695/ijasre.2022.8.6.5>
- McDonald, A. (2020). The impact of competitive bidding on public asset disposal in Australia. *Australian Journal of Public Sector Management*, 48(4), 78–95.
- Musewe, S. O., & Gekara, G. (2021). Influence of public procurement and asset disposal act on performance of executive state corporations in Kenya. *International Journal of Supply Chain and Logistics*, 5(1), 67–85.
- Nafula, M. M., & Sasaka, P. (2019). Factors influencing asset disposal in Mombasa County Government. *International Journal of Academic Research in Business & Management*.
- Ngoima, R. K., & Ndeto, C. (2022). Influence of Public Procurement and Asset Disposal Act on performance of county governments in Kenya. *International Journal of Supply Chain and Logistics*, 6(1), 10–32.
- Obicci, P. A., Mugurusi, G., & Nagitta, P. O. (2021). Connection between successful public asset disposal and sustainable procurement practice. *Sustainable Futures*, 3, 100049. <https://doi.org/10.1016/j.sft.2021.100049>

- Omede, N. K., & Ichide, O. J. (2022). Privatization and firm performance in emerging economies: Review of Nigeria's financial sector. *African Journal of Business and Economic Development*.
- Patel, R., & Rao, S. (2023). Digital transformation in government asset disposal. *Indian Journal of Public Policy*, 15(1), 32–49.
- Peters, B. G. (2022). Institutional theory. In *Handbook on theories of governance* (pp. 323–335). Edward Elgar.
- Public Service Commission. (2020). Annual report on performance of state agencies. Government Printer.
- Public Service Commission. (2022). Status of compliance with Articles 10 and 232. Government Printer.
- Public Service Commission. (2023). Evaluation report on public service compliance. Government Printer.
- Public Service Commission. (2024). Performance trends in state corporations. Government Printer.
- Rindfleisch, A. (2020). Transaction cost theory: Past, present and future. *AMS Review*, 10(1), 85–97.
- Robertson, J., Dowling, M., & Smith, L. (2021). Institutional theory in sport. *Journal of Sport Management*, 36(5), 459–472.
- Schindler, P. S. (2021). *Business research methods* (13th ed.). McGraw-Hill.
- Ukpong, E. (2023). Operation of Public Procurement Act 2007. *Iconic Research and Engineering Journals*, 7(1), 443–454.
- Ungersboeck, P., & Runkel, C. (2021). Asset management and disposal practices. *Journal of Financial Crises*, 3(2), 618–640.
- Vindra, I. R., Rahayu, N. S., & Asropi, A. (2023). Disposal of equipment assets through auctions. *International Journal of Economics Development Research*, 4(3), 1046–1060.
- Wieu, M. M., & Muli, D. S. (2024). E-tendering and performance of UN agencies. *Journal of Procurement & Supply Chain*, 4(2), 28–40.
- Zhang, J. (2023). Disposal of non-performing assets in state-owned enterprises. *Information Systems and Economics*, 4(4), 10–22.
- Zhang, Y., & Liu, X. (2022). Public asset disposal in China. *Chinese Journal of Public Administration*, 55(3), 210–225.