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Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company

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ABSTRACT

This study aimed to determine the difficulties in the compliance of bidding guidelines and procedures of a company. The variables examined include age, sex, highest educational attainment, and length of service. The study highlights compliance challenges in organizational bidding processes, emphasizing the interplay of procedural complexities, regulatory requirements, resource limitations, communication inefficiencies, and organizational culture. Findings indicate that the most critical issues are the complexity of procedures, resource constraints, and the need for a compliance-oriented culture. Demographic factors generally did not influence perceptions, except for age, which affected views on procedural complexity. The study underscores operational and cultural barriers that hinder effective compliance and emphasizes the importance of simplifying bidding procedures, improving communication and coordination, and investing in technology and resources to support regulatory adherence. Moderate challenges were noted in regulatory compliance and communication, suggesting the need for continuous improvement through training, technological tools, and stakeholder engagement. Organizational culture emerged as a key determinant of compliance behavior, indicating a need for cultural alignment that prioritizes accountability. The study concludes that addressing compliance challenges requires a holistic approach, integrating procedural simplification, technological investments, capacity-building, and cultural shifts. Practical recommendations include age-specific strategies, stakeholder collaboration, continuous training, and advocacy for supportive regulatory frameworks. These measures aim to enhance efficiency, ensure regulatory compliance, and cultivate a compliance-centric organizational environment, providing valuable insights for policymakers, practitioners, and organizations seeking to optimize bidding processes and achieve sustainable compliance outcomes.

Keywords: Bidding Compliance, Corporate Bidding Procedures, Procurement Guidelines

How to Cite:

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INTRODUCTION

With the rapid development of our economy, urbanization is accelerating. With the rapid growth of urban population, traffic jam has become the primary problem restricting urban development. In order to relieve the traffic pressure and improve the transportation capacity of the city bus system, the domestic urban rail transit project intensive investment construction. Rail transit can greatly improve the efficiency of people's travel, and rail transit construction has become the lifeblood of the rapid development of urbanization.

It usually takes 3 to 5 years to complete the rail transit construction project, and it is difficult to manage the technology, procurement and project in the whole life cycle of the project construction. Therefore, bidding management plays an important role in the whole life cycle management of urban rail transit construction. Whether the bidding target can be realized smoothly restricts the progress of rail transit project construction. How to strengthen bidding risk management and enhance core competitiveness has become an important research direction of enterprise risk management. B Company was established in 2012 with a registered capital of 1.5 billion yuan.

Its business development is mainly based on urban rail transit construction projects, and it actively promotes diversified industrial structure. It is mainly engaged in general contracting, information system integration, mechanical and electrical construction and management of urban rail transit projects such as subway, tram and municipal transit. With the continuous development of various urban rail transit projects, the procurement methods of various urban rail transit construction modes are also changing constantly. Since the establishment of Company B, the procurement cost of rail transit projects undertaken by Company B has been rising year by year, and the risk variables surrounding the bidding process of rail transit projects have been increasing day by day. Therefore, for rail transit engineering construction companies, it is necessary to reduce the risk of material bidding through risk management activities. At the same time, the management and relevant functional departments of the company need to improve the ability to deal with the risk of bidding.

Gradually establish and improve the bidding risk identification method, improve the ability of risk identification and evaluation of bidding scenarios. According to various kinds of bidding risks, we should take corresponding risk monitoring and risk response, and establish a more scientific and reasonable bidding risk system.

OBJECTIVES OF THE STUDY

This study aimed to determine the difficulties in the compliance of bidding guidelines and procedures of a company. Specifically, it sought to describe the profile of the respondents in terms of age, sex, highest educational attainment, and length of service. It also aimed to assess the risks of bidding management in the bidding process of Company B in terms of complexity of the bidding process, regulatory compliance, resource constraints, communication and coordination, and organizational culture. Furthermore, the study examined whether there was a significant difference in the risks of bidding management when respondents were grouped and compared according to the aforementioned variables.

LITERATURE REVIEW

The literature on bidding compliance emphasizes the critical role of ethical standards and regulatory frameworks in ensuring transparency, fairness, and accountability in procurement processes. Anderson (2023) highlights that while regulations provide structure, they are insufficient on their own to prevent unethical practices without a strong ethical culture supported by leadership, internal controls, and professional integrity. The study further notes that weak enforcement mechanisms, limited ethical awareness, and institutional pressures often lead to compliance violations, underscoring the need to integrate ethics with formal regulatory systems.

Building on this perspective, Treviño, Weaver, and Reynolds (2018) explain that ethical behavior in organizations is shaped by a combination of individual values, organizational culture, leadership, and social norms. Similarly, Smith et al. (2021) emphasize that organizations with strong ethical climates and transparent values tend to demonstrate higher levels of compliance and fewer regulatory breaches. These findings suggest that cultivating an ethical and accountable organizational environment is essential for strengthening adherence to bidding guidelines and procedures.

Institutional influences further shape organizational behavior in bidding practices. Brammer, Jackson, and Matten (2019) argue that corporate social responsibility (CSR) is driven by regulatory, normative, and cultural-cognitive pressures, which vary across different institutional contexts. This explains differences in compliance behavior among organizations. In addition, Noe et al. (2021) stress that effective human resource management practices—such as recruitment, training, and performance management—are essential in aligning employee capabilities with organizational compliance goals and improving overall operational effectiveness.

Research on bidding processes also identifies financial constraints and procedural complexity as major barriers to compliance. Anderson (2023) notes that limited financial capacity and high bidding costs reduce participation and competitiveness, while overly complex procedures discourage firms and increase the likelihood of non-compliance. Supporting this, Brown et al. (2020) and Smith and Brown (2019) highlight that regulatory complexity, administrative burdens, and poor coordination among departments significantly hinder bidding efficiency and adherence to guidelines.

Moreover, organizational culture, leadership, and communication play a vital role in shaping compliance outcomes. Studies show that ethical leadership and a culture of accountability and transparency enhance adherence to regulations and reduce violations (White, 2023; Johnson et al., 2021). Effective communication and stakeholder engagement also improve understanding of bidding procedures and reduce errors (Chen, 2018; Gomez & Smith, 2023). Additionally, employee experience and education influence compliance performance, while technological tools such as digital monitoring systems and compliance software further enhance efficiency and accuracy in bidding processes (Doherty & King, 2020; White & Green, 2022).

Finally, stakeholder integration broadens the scope of compliance by involving external actors such as suppliers, customers, and regulators. Zhang, Van Donk, and Van der Vaart (2019) emphasize that such engagement improves adherence to standards and enhances operational efficiency. Overall, the synthesis of literature indicates that effective bidding compliance is influenced by an interconnected set of factors, including financial capacity, procedural design, organizational culture, leadership, communication, technology, and stakeholder involvement. These elements must be addressed holistically to ensure ethical, transparent, and efficient procurement systems.

METHODOLOGY

This section presents the discussion of the research methodology used, the subjects and respondents of the study, the research instruments used, the validity and reliability of the instruments, the procedure for data gathering, and the statistical tools and procedure for data analysis.

Research Design

This study uses descriptive research design determine the difficulties encountered by 150 respondents in the compliance of bidding guidelines and procedures of a company.

Descriptive study design is a scientific method that involves observing and describing a subject's behavior without influencing it in any way. Descriptive studies are often used as a precursor to quantitative research design, and the general overview provides valuable indications of which variables are worthy of quantitative testing (Shuttleworth, 2021).

The descriptive study design is valuable for this study because it provides facts and scientific judgment. In addition, this design is suitable for research because it helps to reveal patterns and associations that might otherwise go unnoticed, status quo and identify prevalent problems, leading to a full and accurate interpretation of the data.

Study Respondents

Members of the bidding leading group of the headquarters, procurement functional department, engineering department, audit and inspection department and other employees who participated in the bidding process of B company were selected as the subjects of the survey, 150 in total.

Instruments

The questionnaire was used to assess employees' awareness of risk in bidding compliance and was divided into two parts. The first part gathered respondents' profile in terms of age, gender, highest educational attainment, and length of service, while the second part measured risk awareness across five areas: complexity of the bidding process, regulatory compliance, resource constraints, communication and coordination, and organizational culture using a Likert scale with verbal interpretations ranging from very low to very high level based on mean score ranges. The instrument underwent expert validation for surface and content validity, while structural validity was examined using factor analysis supported by KMO and Bartlett's test to determine the adequacy of inter-item correlations. Reliability testing was also conducted in-house to ensure consistency and accuracy of responses, with internal consistency assessed using reliability coefficients, where higher values indicated stronger reliability of the scale. The study ensured that only valid and reliable data were used to properly evaluate employees' risk awareness levels.

Data Gathering Procedure

After establishing the validity and reliability of the instrument, the researcher wrote a letter to the Manager to ask permission to conduct the study. Upon approval, the researcher sets a schedule for the data gathering with a letter of request to the department heads. In the conduct, the researcher explained the purpose of the study, personally administered the questionnaire to the respondents, and guided them carefully in answering and giving the needed data and retrieving the questionnaires. The respondents were assured of the confidentiality of the data gathered. The Statistical Package for Social Sciences (SPSS) was used to process the encoded data.

Data Analysis and Statistical Treatment

Data collected by the researchers will be tabulated, statistically analyzed, and interpreted in accordance with the study's objectives and problem statement using both descriptive and comparative analytical schemes. For Objective No. 1, a descriptive approach using frequency counts and percentages will be employed to determine the demographic profile of the respondents in terms of age, sex, highest educational attainment, and length of service. For Objective No. 2, descriptive statistics using the mean will be used to assess employees' risk awareness in terms of complexity of the bidding process, regulatory compliance, resource constraints, communication and coordination, and organizational culture. For Objective No. 3, a comparative analysis using the Mann-Whitney U test will be applied to determine whether there are significant differences in the risk of bidding management when respondents are grouped and compared according to the identified variables

Ethical Consideration

Participants' personal demographic information results were collected and were noted in the data capturing sheet. Informed consent via verbal communication was elicited with the respondents. They read and understood the provided information and can ask questions. Moreover, their participation was voluntary, and they were free to withdraw without giving any reasons. The respondents were assured that there would be no risks of harm will experience before, during, or after participating in the research. The data and information used in the study were treated with strict confidentiality. No statement regarding the participant's identity was disclosed unnecessarily in this study. After the data gathering, since there was no need, debriefing was not done by the researcher anymore, as cited in the Data Privacy Act.

RESULTS AND DISCUSSION

This section deals with the presentation, analysis and interpretation of data gathered to carry out the objectives of this study. All these were made possible by following certain appropriate procedures so as to give the exact data and solution to each specific problem.

Profile of the Respondents According to the Variables, Age, Sex, Highest Educational Attainment, and Length of Service

Table 1

Profile of Respondents

Variables	Categories	Frequency	Percentage
Age	Younger (less than 35 years old)	69	46.00

	Older (35 years and above)	81	54.00
	Total	**150**	**100**
Sex	Male	59	39.3
	Female	91	60.7
	Total	**150**	**100**
Highest Educational Attainment	Lower	106	70.7
	Higher	44	29.3
	Total	**150**	**100**
Length of Service	Lower (less than 6 years)	67	44.7
	Higher (6 years and above)	83	55.3
	Total	**150**	**100**

Table 1 provides a comprehensive profile of respondents across several demographic variables: age, sex, highest educational attainment, and length of service. In terms of age distribution, the majority of respondents are older, with 54.00% aged 35 years and above, while 46.00% are younger than 35 years old. This demographic breakdown suggests a relatively balanced representation across age groups. The distribution by sex shows a slight majority of female respondents, comprising 60.7% of the sample, compared to 39.3% male respondents, highlighting a gender-diverse participant pool. In terms of educational attainment, the majority of respondents (70.7%) have lower educational qualifications, contrasting with 29.3% who possess higher educational credentials, indicating a predominantly lower-educated sample. Analysis of length of service reveals that 55.3% of respondents have been in their roles for 6 years or more, while 44.7% have less than 6 years of service, suggesting a workforce with a substantial proportion of experienced individuals.

Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company According to the Areas, Complexity of Bidding Process, Regulatory Compliance, Resource Constraints, Communication and Coordination, and Organizational Culture

Table 2

Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Complexity of Bidding Process

Area		
A. Complexity of Bidding Process	**Mean**	**Interpretation**
1. The bidding process in our company is excessively complex, making it difficult to ensure compliance.	3.53	High Level
2. Understanding the various steps and requirements of the bidding process is challenging for employees.	3.41	Moderate Level
3. The documentation and paperwork involved in the bidding process pose significant difficulties for compliance.	3.08	Moderate Level
4. Coordinating with different departments and stakeholders during the bidding process is a challenging task.	3.51	High Level

5. The bidding process includes intricate guidelines and procedures that can be hard to follow.	3.66	High Level
Overall Mean	**3.44**	**Moderate Level**

The overall mean difficulty score across all areas in Table 2 is 3.44, indicating a moderate level of difficulty in complying with bidding guidelines and procedures within the company (Brown et al., 2020). This mean suggests that while the challenges are not insurmountable, there is room for improvement in streamlining processes to enhance compliance efficiency. Such a score implies that the company faces significant but manageable obstacles in its bidding procedures, potentially affecting operational effectiveness and competitiveness in procurement processes. Addressing these challenges could lead to smoother workflows and improved adherence to regulatory requirements, ultimately fostering better organizational performance (Jones et al., 2020).

Among the items listed in Table 3, "The bidding process includes intricate guidelines and procedures that can be hard to follow" stands out with the highest mean score of 3.66 (Anderson, 2023). This indicates a high level of difficulty in understanding and adhering to the detailed bidding guidelines and procedures. The implication of this finding is that there is a critical need for clearer and more accessible guidelines to reduce ambiguity and ensure consistent compliance across all stakeholders involved in the bidding process. Previous research supports the idea that complex guidelines can hinder compliance efforts and increase procedural errors (Anderson, 2023; Smith & Brown, 2019).

Conversely, the item "The documentation and paperwork involved in the bidding process pose significant difficulties for compliance" has the lowest mean score of 3.08 (Johnson, 2021). While this score still indicates a moderate level of difficulty, it suggests that documentation challenges may not be as pronounced as other aspects of the bidding process. This finding contrasts with studies emphasizing the burden of paperwork in compliance tasks, where higher scores often reflect greater operational hurdles (Johnson, 2021; White & Green, 2022).

Overall, the results from Table 3 align with previous research highlighting the complexities and challenges in bidding compliance within organizations (Jones et al., 2020; Smith & Brown, 2019). They underscore the importance of clear guidelines and streamlined processes to enhance compliance and operational efficiency. The findings also indicate areas where improvements can be targeted, such as simplifying guidelines while maintaining regulatory rigor and addressing communication gaps between departments involved in the bidding process.

Table 3

Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Regulatory Compliance

Area		
B. Regulatory Compliance	**Mean**	**Interpretation**
1.It is difficult for our company to stay updated with the ever-changing regulations and laws related to bidding.	3.49	Moderate Level
2.Ensuring full compliance with all the regulatory requirements throughout the bidding process is challenging.	3.35	Moderate Level
3.Adhering to the ethical standards and guidelines set by regulatory bodies presents difficulties in the bidding process.	3.39	Moderate Level
4.The company encounters challenges in obtaining the necessary permits and licenses for bidding activities.	3.53	High Level
5.Compliance with local, national, and international regulations adds complexity to the bidding process.	3.37	Moderate Level

Overall Mean	**3.43**	**Moderate Level**

Table 3 provides an assessment of the challenges in complying with bidding guidelines and procedures within a company, focusing on regulatory compliance aspects.

The overall mean difficulty score across all areas in Table 4 is 3.43, indicating a moderate level of difficulty in meeting regulatory requirements during the bidding process (Brown et al., 2020). This mean suggests that while the company faces significant challenges in regulatory compliance, these difficulties are generally manageable with appropriate strategies and resources. It underscores the importance of staying abreast of regulatory changes and implementing robust compliance measures to ensure adherence throughout the bidding cycle.

Among the items listed in Table 4, "The company encounters challenges in obtaining the necessary permits and licenses for bidding activities" stands out with the highest mean score of 3.53 (White & Green, 2022). This score reflects a high level of difficulty in navigating bureaucratic processes and securing required documentation, which can delay bidding timelines and increase operational costs. This finding highlights the critical need for efficient permit and license acquisition processes to streamline operations and maintain compliance with regulatory standards (White & Green, 2022; Johnson, 2021).

Conversely, the item "Ensuring full compliance with all the regulatory requirements throughout the bidding process is challenging" has a mean score of 3.35 (Smith & Brown, 2019). This moderate difficulty score suggests that while regulatory compliance is challenging, the company may face fewer obstacles in this area compared to others. This finding contrasts with studies emphasizing the complexities of maintaining comprehensive compliance across diverse regulatory frameworks (Smith & Brown, 2019; Anderson, 2023).

Overall, the results from Table 3 align with previous research highlighting the multifaceted challenges of regulatory compliance in bidding processes within organizations (Brown et al., 2020; Jones et al., 2020). They underscore the need for proactive strategies to monitor regulatory changes, streamline compliance processes, and enhance communication with regulatory bodies. Addressing these challenges can mitigate risks, improve operational efficiency, and foster a compliant corporate culture.

Table 4

Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Resource Constraints

Area		
C. Resource Constraints	**Mean**	**Interpretation**
1. The company faces difficulties in acquiring the necessary resources to comply with the demanding bidding process.	3.36	Moderate Level
2. Allocating sufficient time and resources for thorough preparation and documentation during the bidding process is a challenge.	3.52	High Level
3. The lack of advanced technological tools and systems makes it difficult to streamline and automate the bidding process.	3.55	High Level
4 Insufficient staffing and expertise hinder our ability to effectively comply with the bidding process.	3.33	Moderate Level
5. Limited financial resources make it challenging for our company to meet all the requirements of the bidding process.	3.53	High Level
Overall Mean	**3.46**	**Moderate Level**

Table 4 assesses the challenges faced by a company in complying with bidding guidelines and procedures, focusing on resource constraints.

The overall mean difficulty score across all areas in Table 5 is 3.46, indicating a moderate level of difficulty stemming from resource constraints in the bidding process (Brown et al., 2020). This mean suggests that while the company encounters significant challenges due to resource limitations, these difficulties are generally manageable with strategic resource allocation and prioritization. It underscores the critical role of adequate resources in facilitating smooth bidding processes and maintaining compliance standards.

Among the items listed in Table 5, "The lack of advanced technological tools and systems makes it difficult to streamline and automate the bidding process" stands out with the highest mean score of 3.55 (White & Green, 2022). This score reflects a high level of difficulty in leveraging technology to enhance efficiency and automate compliance-related tasks, potentially leading to operational inefficiencies and higher costs. This finding underscores the importance of investing in technological infrastructure to streamline bidding processes and improve overall competitiveness (White & Green, 2022; Johnson, 2021).

Conversely, the item "Insufficient staffing and expertise hinder our ability to effectively comply with the bidding process" has a mean score of 3.33 (Smith & Brown, 2019). This moderate difficulty score suggests that while staffing challenges exist, they may not pose as significant a barrier to compliance as other resource constraints. This finding contrasts with studies emphasizing the critical role of skilled personnel in navigating complex bidding requirements and maintaining compliance (Smith & Brown, 2019; Anderson, 2023).

Overall, the results from Table 5 align with previous research highlighting the diverse challenges posed by resource constraints in bidding processes within organizations (Brown et al., 2020; Jones et al., 2020). They underscore the need for strategic resource management, including investments in technology and workforce development, to mitigate risks, enhance efficiency, and foster a resilient bidding framework.

Table 5

Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Communication and Coordination

Area		
D. Communication and Coordination	**Mean**	**Interpretation**
1. Coordinating multiple bidding projects simultaneously adds complexity to compliance efforts.	3.31	Moderate Level
2. The company encounters challenges in effectively disseminating information and updates related to the bidding process to all relevant parties.	3.21	Moderate Level
3. Difficulties arise in maintaining clear and consistent communication with suppliers, contractors, and other external stakeholders.	3.28	Moderate Level
4. Ensuring effective communication and alignment of expectations among all parties involved in the bidding process is difficult.	3.13	Moderate Level
5. Coordinating with different internal teams and stakeholders during the bidding process presents challenges for compliance.	3.23	Moderate Level
Overall Mean	**3.23**	**Moderate Level**

Table 5 presents an assessment of the challenges encountered by a company in complying with bidding guidelines and procedures, focusing specifically on communication and coordination aspects.

The overall mean difficulty score across all areas in Table 6 is 3.23, indicating a moderate level of difficulty attributed to communication and coordination challenges in the bidding process (Gomez & Smith, 2023). This mean suggests that while the company faces significant hurdles in effectively managing communication and coordination, these challenges are generally manageable with improved organizational processes and stakeholder engagement strategies. It underscores the critical role of clear and consistent communication in facilitating smooth bidding processes and ensuring compliance with regulatory requirements.

Among the items listed in Table 6, "Coordinating with different internal teams and stakeholders during the bidding process presents challenges for compliance" stands out with a mean score of 3.23 (Parker & Lee, 2021). This score reflects the difficulties associated with intra-organizational coordination, potentially leading to delays and miscommunication in bidding activities. This finding highlights the importance of enhancing internal communication structures and fostering collaborative relationships across departments to streamline bidding processes (Parker & Lee, 2021; Davis, 2020).

Conversely, the item "Ensuring effective communication and alignment of expectations among all parties involved in the bidding process is difficult" has a mean score of 3.13 (Brown & Garcia, 2019). This moderate difficulty score suggests that while challenges exist in aligning stakeholder expectations, they may not be as pronounced as other communication and coordination issues. This finding contrasts with studies emphasizing the pivotal role of stakeholder engagement and clear communication channels in achieving successful bidding outcomes (Brown & Garcia, 2019; Gomez & Smith, 2023).

Overall, the findings from Table 6 align with previous research highlighting the diverse challenges posed by communication and coordination in bidding processes within organizations (Gomez & Smith, 2023; Parker & Lee, 2021). They underscore the need for robust communication strategies, enhanced stakeholder engagement, and improved coordination frameworks to mitigate risks, enhance efficiency, and foster a collaborative bidding environment.

Table 6

Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Organizational Culture

Area		
E. Organizational Culture	**Mean**	**Interpretation**
1. The company's organizational culture does not prioritize or support compliance with bidding guidelines and procedures.	3.25	Moderate Level
2. There is a lack of accountability and enforcement of compliance-related policies within the organizational culture.	3.17	Moderate Level
3) Employees do not perceive compliance with bidding guidelines and procedures as a valued aspect of the organizational culture.	3.61	High Level
4. The organizational culture does not promote open communication and collaboration to address difficulties in bidding process compliance.	3.27	Moderate Level
5. The company's organizational culture does not foster a proactive approach to identifying and addressing compliance challenges in the bidding process.	3.23	Moderate Level
Overall Mean	3.31	Moderate Level

Table 6 provides an evaluation of the challenges faced by a company in complying with bidding guidelines and procedures, focusing on organizational culture.

The overall mean difficulty score across all areas in Table 7 is 3.31, indicating a moderate level of difficulty attributed to organizational culture-related challenges in the bidding process (Jones et al., 2020). This mean suggests that while the company encounters significant hurdles related to its organizational culture, these challenges are generally manageable with targeted cultural interventions and leadership initiatives. It underscores the critical role of organizational values and norms in shaping compliance behaviors and fostering a supportive environment for adherence to bidding guidelines.

Among the items listed in Table 7, "Employees do not perceive compliance with bidding guidelines and procedures as a valued aspect of the organizational culture" stands out with the highest mean score of 3.61 (Davis, 2020). This score highlights a high level of difficulty in embedding compliance values within the organizational culture, potentially leading to inconsistent adherence and compliance lapses. This finding underscores the importance of leadership commitment and cultural alignment to promote ethical standards and regulatory compliance across all organizational levels (Davis, 2020; White, 2023).

Conversely, the item "There is a lack of accountability and enforcement of compliance-related policies within the organizational culture" has a mean score of 3.17 (Brown & Garcia, 2019). This moderate difficulty score suggests that while accountability issues exist, they may not be as pronounced as other cultural challenges in bidding compliance. This finding contrasts with studies emphasizing the pivotal role of accountability mechanisms in driving compliance behaviors and organizational integrity (Brown & Garcia, 2019; Gomez & Smith, 2023).

Overall, the findings from Table 7 align with previous research highlighting the influence of organizational culture on bidding compliance within organizations (Jones et al., 2020; Davis, 2020). They underscore the need for proactive cultural interventions, leadership support, and accountability frameworks to cultivate a compliance-oriented culture, mitigate risks, and enhance organizational resilience.

Comparative Analysis in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company According to the Areas, Complexity of Bidding Process, Regulatory Compliance, Resource Constraints, Communication and Coordination, and Organizational Culture when grouped and compared according to the Variables, Age, Sex, Highest Educational Attainment, and Length of Service

Table 7

Difference in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Complexity of Bidding Process

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	*Sig. level*	Interpretation
Age	Younger	69	66.06	2143.000	0.013	0.05	Significant
	Older	81	83.54				
Sex	Male	59	77.52	2565.500	0.645		Not Significant
	Female	91	74.19				
Parent's Highest Educational Attainment	Lower	106	73.79	2151.000	0.452		Not Significant
	Higher	44	79.61				
Length of Service	Shorter	67	74.37	2704.500	0.772		Not Significant
	Longer	83	76.42				

Table 7 presents a Comparative Analysis in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company using Mann-Whitney U Test, examining differences in perceived challenges across various demographic variables. The study investigated Age, Sex, Parent's Highest Educational Attainment, and Length of Service as key factors influencing compliance perceptions. The results reveal significant findings in Age, where younger employees (mean rank = 66.06) perceive significantly lower difficulties compared to older employees (mean rank = 83.54) in complying with bidding procedures (U =

2143.000, p = 0.013). This finding aligns with previous research emphasizing generational differences in workplace attitudes and behaviors (Smith et al., 2020; Parker & Lee, 2021).

Conversely, the null hypothesis that there is no difference in compliance perceptions based on Sex (U = 2565.500, p = 0.645), Parent's Highest Educational Attainment (U = 2151.000, p = 0.452), and Length of Service (U = 2704.500, p = 0.772) was accepted, indicating that these variables do not significantly influence perceptions of compliance challenges in bidding processes (Jones et al., 2020; Brown & Garcia, 2021; Davis, 2018). These results suggest a consistent perception of compliance difficulties regardless of gender, educational background of parents, or tenure within the organization, highlighting the robustness of these factors in shaping compliance attitudes.

These findings have implications for organizational compliance strategies, suggesting that while age-related differences require targeted interventions, efforts should focus on broader organizational initiatives to ensure consistent understanding and adherence to bidding guidelines across diverse employee demographics (Davis, 2020; White, 2023).

Table 8

Difference in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Complexity of Bidding Process

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	*Sig. level*	Interpretation
Age	Younger	69	80.51	2449.000	0.189	0.05	Not Significant
	Older	81	71.23				
Sex	Male	59	78.75	2492.500	0.457		Not Significant
	Female	91	73.39				
Parent's Highest Educational Attainment	Lower	106	74.92	2271.000	0.800		Not Significant
	Higher	44	76.89				
Length of Service	Shorter	67	73.24	2629.000	0.564		Not Significant
	Longer	83	77.33				

Table 8 examines the Difference in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company, focusing on the Complexity of Bidding Process and using the Mann-Whitney U Test to analyze various demographic variables. The variables considered include Age, Sex, Parent's Highest Educational Attainment, and Length of Service.

The results indicate that there are no significant differences in perceived difficulties based on Age (U = 2449.000, p = 0.189), Sex (U = 2492.500, p = 0.457), Parent's Highest Educational Attainment (U = 2271.000, p = 0.800), or Length of Service (U = 2629.000, p = 0.564). Specifically, younger employees (mean rank = 80.51) do not significantly differ from older employees (mean rank = 71.23) in their perceptions of compliance challenges in bidding processes. Similarly, male (mean rank = 78.75) and female (mean rank = 73.39) employees, those with lower (mean rank = 74.92) versus higher (mean rank = 76.89) parental educational attainment, and those with shorter (mean rank = 73.24) versus longer (mean rank = 77.33) lengths of service all perceive similar levels of difficulties in compliance with bidding guidelines.

The acceptance of the null hypothesis across these variables suggests that demographic characteristics such as age, gender, educational background of parents, and tenure within the organization do not significantly impact employees' perceptions of compliance challenges in bidding processes. This finding implies that organizational efforts to improve compliance management may need to focus more broadly on organizational culture, training programs, and procedural clarity rather than demographic-specific interventions (Johnson et al., 2021; Brown & Smith, 2020).

Table 9

Difference in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Complexity of Bidding Process

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	*Sig. level*	Interpretation
Age	Younger	69	73.07	2627.000	0.525	0.05	Not Significant
	Older	81	77.57				
Sex	Male	59	80.25	2404.500	0.279		Not Significant
	Female	91	72.42				
Parent's Highest Educational Attainment	Lower	106	73.50	2120.500	0.380		Not Significant
	Higher	44	80.31				
Length of Service	Shorter	67	80.81	2424.500	0.176		Not Significant
	Longer	83	71.21				

Table 9 examines the Difference in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company within the Complexity of Bidding Process, utilizing the Mann-Whitney U Test to evaluate various demographic variables. The variables analyzed include Age, Sex, Parent's Highest Educational Attainment, and Length of Service.

The results indicate no significant differences in perceived difficulties based on Age (U = 2627.000, p = 0.525), Sex (U = 2404.500, p = 0.279), Parent's Highest Educational Attainment (U = 2120.500, p = 0.380), or Length of Service (U = 2424.500, p = 0.176). Specifically, younger employees (mean rank = 73.07) and older employees (mean rank = 77.57) perceive similar levels of compliance challenges in bidding processes. Similarly, male (mean rank = 80.25) and female (mean rank = 72.42) employees, those with lower (mean rank = 73.50) versus higher (mean rank = 80.31) parental educational attainment, and those with shorter (mean rank = 80.81) versus longer (mean rank = 71.21) lengths of service do not significantly differ in their perceptions of compliance difficulties.

The acceptance of the null hypothesis across these variables suggests that demographic factors such as age, gender, educational background of parents, and tenure within the organization do not significantly impact employees' perceptions of compliance challenges in bidding processes within the context of bidding process complexity. This finding implies that organizational efforts to improve compliance management may need to focus on broader organizational initiatives rather than demographic-specific interventions (Harris et al., 2021; Taylor & Brown, 2019).

Table 10

Difference in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Complexity of Bidding Process

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	*Sig. level*	Interpretation
Age	Younger	69	73.41	2650.000	0.582	0.05	Not Significant

	Older	81	77.28				
Sex	Male	59	75.69	2673.500	0.966		Not Significant
	Female	91	75.38				
Parent's Highest Educational Attainment	Lower	106	72.62	2026.500	0.203		Not Significant
	Higher	44	82.44				
Length of Service	Shorter	67	75.26	2764.500	0.951		Not Significant
	Longer	83	75.69				

Table 10 examines the Difference in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company within the Complexity of Bidding Process, utilizing the Mann-Whitney U Test to evaluate demographic variables including Age, Sex, Parent's Highest Educational Attainment, and Length of Service.

The analysis reveals no significant differences in perceived difficulties based on Age (U = 2650.000, p = 0.582), Sex (U = 2673.500, p = 0.966), Parent's Highest Educational Attainment (U = 2026.500, p = 0.203), or Length of Service (U = 2764.500, p = 0.951). Specifically, younger employees (mean rank = 73.41) and older employees (mean rank = 77.28), male (mean rank = 75.69) and female (mean rank = 75.38) employees, those with lower (mean rank = 72.62) versus higher (mean rank = 82.44) parental educational attainment, and those with shorter (mean rank = 75.26) versus longer (mean rank = 75.69) lengths of service perceive similar levels of difficulties in compliance with bidding guidelines.

The acceptance of the null hypothesis across these variables indicates that demographic characteristics such as age, gender, educational background of parents, and tenure within the organization do not significantly influence employees' perceptions of compliance challenges in bidding processes within the context of bidding process complexity. This suggests that organizational efforts to enhance compliance management should focus on broader organizational strategies rather than demographic-specific interventions (Roberts et al., 2020; Jackson & Lee, 2018).

Table 11

Difference in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company in the Area Complexity of Bidding Process

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	*Sig. level*	Interpretation
Age	Younger	69	79.29	2533.000	0.320		Not Significant
	Older	81	72.27				
Sex	Male	59	74.50	2625.500	0.819		Not Significant
	Female	91	76.15			0.05	
Parent's Highest Educational Attainment	Lower	106	73.54	2124.500	0.387		Not Significant
	Higher	44	80.22				
Length of Service	Shorter	67	71.90	2539.000	0.357		Not Significant
	Longer	83	78.41				

Table 11 examines the Difference in the Level of Difficulties in the Compliance of Bidding Guidelines and Procedures of a Company within the Complexity of Bidding Process, using the Mann-Whitney U Test to analyze demographic variables such as Age, Sex, Parent's Highest Educational Attainment, and Length of Service.

The analysis indicates no significant differences in perceived difficulties based on Age ($U = 2533.000$, $p = 0.320$), Sex ($U = 2625.500$, $p = 0.819$), Parent's Highest Educational Attainment ($U = 2124.500$, $p = 0.387$), or Length of Service ($U = 2539.000$, $p = 0.357$). Specifically, younger employees (mean rank = 79.29) and older employees (mean rank = 72.27), male (mean rank = 74.50) and female (mean rank = 76.15) employees, those with lower (mean rank = 73.54) versus higher (mean rank = 80.22) parental educational attainment, and those with shorter (mean rank = 71.90) versus longer (mean rank = 78.41) lengths of service perceive similar levels of difficulties in compliance with bidding guidelines.

The acceptance of the null hypothesis across these variables suggests that demographic characteristics such as age, gender, educational background of parents, and tenure within the organization do not significantly influence employees' perceptions of compliance challenges in bidding processes within the context of bidding process complexity. This finding underscores the importance for organizations to implement comprehensive compliance strategies that address organizational culture and procedural clarity rather than focusing on demographic-specific interventions (Smith et al., 2021; Patel & Jones, 2019).

CONCLUSION

The findings reveal that compliance challenges in organizational bidding processes are complex and influenced by procedural intricacies, regulatory requirements, resource limitations, communication gaps, and organizational culture. The highest mean results indicate major concerns in simplifying bidding procedures, addressing resource constraints, and strengthening a compliance-oriented culture, while demographic factors generally did not significantly affect perceptions except for age, which influenced views on procedural complexity. Overall, employees across different groups experienced similar levels of difficulty in compliance-related tasks, suggesting that these challenges are broadly shared rather than demographic-specific. The conclusions emphasize that complex bidding procedures, regulatory demands, and coordination issues significantly hinder compliance effectiveness and require targeted improvements. Resource constraints and communication difficulties further exacerbate these challenges, highlighting the need for better systems, adequate staffing, and improved coordination mechanisms. Organizational culture also plays a crucial role, as weak emphasis on compliance reduces adherence to guidelines and accountability, indicating the need for stronger cultural reinforcement of compliance values. In conclusion, improving bidding compliance requires a holistic approach that includes simplifying procedures, strengthening resources, enhancing communication, and fostering a compliance-driven organizational culture to ensure more efficient and effective procurement practices.

RECOMMENDATIONS

Based on the findings and conclusions of the study, several recommendations are proposed to improve compliance and efficiency in organizational bidding processes. Organizations should prioritize simplifying bidding guidelines and procedures by reducing unnecessary steps and clarifying instructions to address complexity-related challenges. Strengthening coordination and communication through effective systems, regular meetings, and digital tools is also essential to ensure alignment among internal teams and external stakeholders. Investment in technology, such as e-bidding platforms and compliance management systems, along with adequate staffing and resources, is necessary to reduce errors and improve efficiency. Continuous training and development programs should be implemented to keep employees updated on regulations and enhance their compliance capabilities. In addition, fostering a compliance-centric organizational culture that promotes accountability, transparency, and ethical behavior is crucial in improving adherence to guidelines. Age-specific strategies, such as mentorship for younger employees and refresher training for older staff, should also be considered to address differences in perceptions of procedural complexity. Furthermore, engaging stakeholders such as suppliers and regulators in compliance efforts can strengthen collaboration and transparency. Finally, organizations should advocate for supportive policies and regulatory frameworks that simplify compliance requirements and create a more practical and efficient bidding environment.

Conflict of Interest

The author declares the absence of any conflict of interest that could have influenced the content or conclusions of this paper. She affirms that no financial, personal, or professional relationships with other individuals or organizations have compromised the objectivity, integrity, or impartiality of the research work. As a final point, no external parties influenced the study design, data collection, analysis, or interpretation.

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