

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI**

COLLEGE OF HUMANITIES AND SOCIAL SCIENCE

SCHOOL OF BUSINESS

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**EVALUATING PROCUREMENT PRACTICES AND ITS EFFECTS ON THE
OPERATIONS OF PUBLIC SECTOR ORGANISATIONS. THE CASE OF VOLTA
RIVER AUTHORITY.**

BY

ODETTE POMAH AGYEKUM

**A THESIS SUBMITTED TO THE INSTITUTE OF DISTANCE LEARNING, OF THE
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(MSc. Procurement and Supply Chain Management)

**A thesis submitted to the Department of Supply Chain and Information Systems,
Institute of Distance Learning, in partial fulfillment of the requirements for the award
of the degree of**

**MASTER OF SCIENCE IN
PROCUREMENT AND SUPPLY CHAIN MANAGEMENT**

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DECLARATION

“I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgment is made in the thesis.”

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HOD, SCIS

Signature

Date

DEDICATION

I dedicate this thesis to the Almighty God for his sustenance, grace and provisions throughout this period. I also dedicate it to my friend and family for their untiring support and motivation, as well as to all my benefactors and benefactresses’.



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Firstly, I thank the Almighty God for his protection and guidance throughout my entire period on campus and for providing the best of knowledge to accomplish my project safely.

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ABSTRACT

This study aims to assess the influence of procurement practices on the operational aspects of the Volta River Authority (VRA) within Ghana's electricity sector. The objectives; firstly, to evaluate the influence of tendering on procurement performance within VRA; secondly, to assess the influence of supplier selection on procurement performance carried out by VRA; and thirdly, to determine the influence of contract management on procurement performance at VRA. The study

adopted the quantitative and descriptive survey method of research analysis collecting data using convenient sampling technique. Data was analyzed using SPSS version 26 with a PROCESS MACRO using both descriptive and inferential statistics. The population of the study consists of 140 management employees, and a sample size of 100 respondents were selected. The results reveal that tendering has a positive influence on procurement performance. Supplier selection has a positive influence on procurement performance. Contract management has a positive influence on procurement. It is recommended organization should prioritize effective procurement practices, including rigorous supplier assessment, transparent tendering processes, and professional contract management, to enhance procurement performance and overall operational efficiency.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The usage of procurement procedures has grown significantly, leading to the development of organisations devoted to it (Basheka et al., 2012), such as the Chartered Institute of Purchasing and Supply and the Ghana Procurement Authority. The necessity to match procurement rules and goals with organisational objectives is becoming more pressing. Considering the supply chain is strongly tied to overall business performance, procurement practices are critical to a firm's success (Leenders et al., 2008). Procurement practices have a favourable influence on a company's financial performance, and the achievement of a new product is based on procurement and supplier engagement. The majority of businesses recognize the importance of procurement strategies since they spend a considerable percentage of their money in them (Carr and Pearson, 2002). Directors and directors of procurement departments have a large effect on supplier assessments and specification writing to ensure that the organisation receives the most value for its money.

The public procurement process is used by governments and other publicly financed organisations to obtain the materials, labour, and services required to complete public projects. It accounts for at least 15% of global GDP, and in certain African countries, it accounts for even more. Governments may enhance the quality of services provided to their citizens by increasing the buying power of their budgets, minimizing bottlenecks, combating corruption, and expanding procurement ability. As a result, implementing competitive and transparent public procurement procedures is a critical component of achieving sustainable development and more prosperous societies in Africa (World Bank, 2013).

The Ghanaian government approved the Public Procurement Act in 2003 in order to create a standard procurement system that takes into consideration the nation's decentralization and local growth in the industry strategies. It created the Public Procurement Board (PPA) as the primary organization entrusted with coordinating policies and ensuring effective and transparent procurement by the Public Procurement Authority. Government agencies utilize procurement organizations with tender committees, and the committees' proposals for contract awards get contemporaneous approval from tender review boards (World Bank, 2013).

The norms and standards set by a society's institutions are backed by a large number of participants. The words "actors" and "institutional environment" are used interchangeably in this research project to refer to both the norms represented by the usage of the environment's players and the pressure that these norms impose on the environment's unique actors. One of institutional principle's strengths is its ability to explain non-choice agency behaviour by describing how they conform to norms without questioning them and engage in public behaviour (Government of Uganda, 2014).

Procurement refers to the act of acquiring products, choices, or works from a third party (Basheka et al., 2012). It is favourable if the goods, services, or works are suitable and purchased at the best possible price to meet the demands of the acquirer in terms of quality and quantity, time, and location. Corporations and governmental organizations typically establish regulations to promote equal and open competition for their operations while minimizing the risk of fraud and collusion. When making purchases, several factors are considered, such as transportation and storage, marginal benefits, and price variations.

Making selections while shopping with limited resources is a regular part of procurement. It is a best practice to employ financial evaluation techniques like cost-benefit analysis or cost-utility

analysis if exact information is available. The distinction between analyses with and without risk must be made in a crucial way. The idea of expected value may also be used when there is risk, either in the costs or the benefits.

The operational structures and marketing methods of public sector enterprises are experiencing major changes. An organization's capacity to fulfil its objectives is substantially influenced by procurement. Leenders et al. (2008) believes that buying enhances the worth of the organization. It is feasible to increase procurement methods to further raise organizational performance. Organizations usually pick procurement methods that are known to them; nevertheless, they should instead select ones that are best suitable and valuable to the success of their organisation. In the words of Narasimhan and Kim (2002), there has been increased drive to integrate purchases. Gattorna (2006) identified a relationship between buying methods and organizational success. Adopting procurement procedures is vital for organizational success as operational efficiency and supply chain performance are closely connected to organizational performance. To increase overall organizational performance, the whole procurement process must be unified, leading to the adoption of procurement methods like green buying, just in time delivery (JIT), total quality management (TQM), and e-procurement. Streamlined procurement procedures enhance efficiency and boost confidence among all of the company's stakeholders, including its workers, customers, and clients.

With a focus on how environmental concerns and issues pertaining to other parts of society and the economy may be incorporated in the procurement process operations, procurement should be strongly engaged in the formulation and implementation for environmentally friendly procurement policies (Hsu and Hu, 2008). Whenever measuring organizational performance, it is necessary to take into consideration a broad variety of performance metrics. The different aspects that should

be considered to assess the achievements of an organization include professionalism, effectiveness, growth, profitability, and sustainability. Consideration of procurement procedures should be given to organizational strategy. Planning, Budgeting, supplier selection and combining, environmental issues, and problems regarding quality and technological improvements should all include procurement. Stakeholders are placing greater and greater demands on corporations to address environmental and social concerns that have an effect on them (Carter, 2011).

Public concern and attention have lately shifted to public sector procurement in various countries. Van Weele (2014) defines procurement as all steps required to convey an item or service from a supplier to a final place. The strategy comprises all elements of the contract's lifetime, from demand discovery through tender assessment, acquisition, and ongoing contract management up to its termination. In accordance with the Ghana Integrity Initiative (2017), procurement has a major influence on the status of a country in terms of the manufacturing and consumption of goods and services, in addition to the availability of money, and has a direct impact on people's daily lives. In accordance with Nichols (2012), procurement policy is one of the greatest significant procurement tasks that helps the government operate efficiently and deliver better services.

As an alternative, one of the variables impacting service delivery is procurement planning, a crucial procurement approach. The relevance of procurement planning in fostering good service delivery is generally uncontested, according to Mullins (2013). A staff that is professionally competent and has the requisite savoir-faire for the task at hand is a necessity for a successful procurement system (OECD-DAC) (2016). Building a procurement unit with individuals who are qualified and have the necessary skills is very challenging due to the instability of procurement practices, the increase in the number of nontraditional contracting strategies, and the growing reliance on services offered by the private sector (Government Accountability Office, 2016). As a consequence, our study has

uncovered a tiny vacuum in the empirical literature that tackles difficulties with service delivery and procurement in the electrical business. In light of this, the research seeks to address this gap by studying how procurement practices have influenced VRA, Ghana's operations as a case study.

1.2 Problem Statement

The successful adoption and use of procurement practices are crucial to the ongoing accomplishments and continuing existence of the business since they interact with many of the core components of the operations of a business (World Bank, 2014). By bringing down cost structures and delivering value for money, it has helped firms prosper and remain competitive. Corporations seldom give procurement a high priority, and many of them have kept up their dismal performance. The significant costs incurred as a result of violating procurement procedures have been cited to justify this (Hernon, 2014).

A company's buying division is still when under stress to save costs via efficient and organized service delivery. Businesses nowadays are getting more proficient and successful at the procurement process. Strategic procurement approaches, according to Hassanzadeh and Jafarian (2010), are intended to increase an organization's productivity, identify better sources of supply, and reduce the cost and price of raw materials. The goals of procurement practices are to improve the organization's profitability, identify better sources of supply, and reduce the expenses and prices of raw materials. They also enhance the flow of materials and information. Due to environmental deterioration, procurement's duties have been further rearranged in order to protect the limited resources that are still available. Green procurement aims to limit or completely stop harmful excesses and discharges throughout the supply chain (Helms, Hervani, and Sarkis, 2015).

Trionfetti (2015) asserts that an issue related to the public sector through a rigorous analysis becomes necessary by acknowledging the relevance of public organizations as bodies planned to aid the public, along with an imperative liability. The empirical literature on how procurement methods affect organizational operations is scarce, particularly when it comes to the electrical industry in under developed nations. In order to aid with the research concerns that made this study necessary, one of the main goals of this study is to ascertain how procurement methods in the energy industry, a case study of GRA, affect organizational operations.

Leni, et al. (2012) claimed that even if resources have increased, service delivery in the public sector is still declining in many developing countries. Therefore, aspects that may contribute to the cause include procurement practices such procurement policy, sustainable procurement practices, and procurement strategy. Access to mechanical power and electrical energy is necessary for achieving every MDG. There have been numerous forms of studies on procurement practices and other concepts such as service delivery (Anane, Adoma and Awuah, 2019), success factors (Ofori and Fuseini, 2019), ancillary services (Arthur, Adjei and Frimpong, 2018) and many others in the Ghanaian context, however, none has addressed the scenario from this study area's point of view (VRA). Thus, this study seeks to address and close the gap identified.

1.3 Objective of the study

To assess the effect of procurement practices on organizational operations in selected energy sector (electricity) at Volta River Authority (VRA), Ghana.

1.3.1 Specific Objectives

Based on the objective of the study, the specific objectives of the study are as follows;

1. To evaluate the influence of tendering on procurement performance at Volta River Authority (VRA), Ghana.
2. To assess the influence of supplier selection on procurement performance of Volta River Authority (VRA), Ghana.
3. To determine the influence of contract management on procurement of Volta River Authority (VRA), Ghana.

1.4 Research Questions

In line with the set objectives, the study asked the following objectives;

1. What is the influence of tendering on procurement performance at Volta River Authority (VRA), Ghana?
2. What is the influence of supplier selection on procurement performance of Volta River Authority (VRA), Ghana?
3. What is the influence of contract management on procurement performance of Volta River Authority (VRA), Ghana?

1.5 Significance of the study

This study is important since, without a doubt, its main objective is to fill a gap in the empirical literature about this research subject, which will contribute to the advancement of the body of knowledge already in existence. The public sectors in developing countries that deal with the supply of energy services, like the VRA power sector in Ghana, will also need to be vital. Future scholars will use this study as a guide when they are compiling empirical information pertinent to

the energy sector. It will also serve as a manual to help procurement experts, diverse organizations, policymakers, etc. make wise procurement decisions.

1.6 Brief Methodology

This study will use descriptive research design to determine the effect of procurement practices on the organizational operations at Volta River Authority in Ghana. The population of the study will be staff of Volta River Authority in Ghana specifically in Greater Accra. All participants will be chosen from the executives at the top, middle, and lower management level especially from the procurement department. A simple random sampling technique will be used as a sampling strategy in this study, where participants are going to be selected from various departments at Volta River Authority in Greater Accra region, randomly. The type of data that will be used for the study will be a primary data in the form of questionnaire so as to help obtain accurate and adequate information relating to the research work as well as make the research process faster and easier. Statistical for the Social Sciences (SPSS) and Microsoft Excel will be used in analyzing the data. Reverse scores for items indicated on the questionnaire will be reversed before entering data into SPSS.

1.7 Scope of The Study

This study will focus on the evaluation of procurement practices and its impact on the operations of public organizations at Volta River Authority, Ghana in Africa. Thematically the study will focus on procurement practices, and organizational operations. The study will further touch on the set objectives. Participants for this study will be selected using stratified sampling method and it is expected that about 135 employees will participate.

1.8 Research Limitation

This research is descriptive research design in nature based on quantitative analysis of primary data collected from a small sample of employees at VRA, and for this reason it will limit the generalization of the outcomes of the research.

1.9 Organization of the Study

The thesis will be divided into five chapters, each of which will meticulously explore the requirements in depth and provide convincing explanations. The research issue, the purpose of the study, the goals and objectives of the research question, and the technique will all be outlined in the first chapter. The second chapter will be a survey of other writers' writings on the topic at hand. The other works will be evaluated and summarized. It integrates the study into the wider debate being had by other scholars. The research design and methodology, including data sources, case studies, samples and sampling methodologies, data collecting, and data analysis methods, are covered in chapter three. The presentation of qualitative data, conclusions (characteristics of respondents), analysis, and critical discussion are covered in the fourth chapter. Additionally, it will cover the methods/pattern of the interviews, the outcomes, discussion from the interviews, discourses, and research implications. While the concluding chapter will provide a conclusion and advice, as well as limits and recommendations for further study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter evaluated the ideas and writings that have been related to the topics being studied. Theoretical literature review, conceptual and theoretical framework, Ghana's public procurement framework, public procurement, procurement planning, monitoring and evaluation techniques, and more were the topics covered.

2.1 Conceptual Review

2.1.0 Procurement

Cole (2007) defines procurement as the act of acquiring goods or activities at the lowest feasible net cost, in the correct availability and value. Whenever a firm's desire to purchase such necessary goods at the correct date and cost will choose their stability or in other ways define their effectiveness advancement in today's modern rapidly changing marketplace, the procurement process also constitutes a component of the organizational strategy of a corporation. According to Miles (2015), procurement is a complex process that may increase a company's effectiveness. This is so that there is no need to hold products and materials since all of its items, solutions, and activities are purchased "just-in-time" at the greatest quality, quantity, and cost and may be supplied. Reducing the amount of goods kept will reduce the amount of energy needed to keep everything. For firms, the ability to form alliances is a key function that procurement serves.

Building strong relationships with suppliers generally assures that individuals will be dependable to assist in the event of an unexpected increase in the number of items required. So, regardless of

whether it's managed correctly or not, procurement is important and has the power to transform businesses. In the country's economy, the procurement function has consumed a significant amount of money in the past and continues to do so now (Agaba and Shipman, 2007). The administration of an institution's procurement processes must thus be as effective and efficient as possible (Samson et al., 2016).

Purchasing products, materials, talents, and knowledge from the approved supplier, at the appropriate price, in the appropriate quantity, and at the proper moment in order to maintain activities and fulfil a company's prime objective is referred to as procurement (Hamza et al., 2016). Economical, governmental, socioeconomic, and legal frameworks surround the area where public procurement takes place, as well as any changes to these structures provide new opportunities and challenges (Arney and Yadav ,2014, Agambire and Adusei, 2019).

Nevertheless, the idea of public procurement refers to the method by which public entities acquire products, assistance, and manpower from outside sources (Neupane et al., 2014). The whole procedure may encompass hazard identification, discovery, assessment of several reasonable options, contract administration and administration, receipt of the purchased item, and ultimately pay execution (Apiyo and Mburu, 2014).

According to Adjei-Bamfo and Maloreh-Nyamekye (2019) procurement also refers to a wide range of solutions provided by federal institutions again for advantage of their constituents, including purchasing, licensing, subletting, subletting, obtaining materials, building, vendor choice, agreement distribution, and many others. A growing body of research suggests that public procurement might be used to enhance many state policy initiatives (Grandia and Meehan, 2017). Caused by political restrictions, power and influence, and the ability for procurement authorities to exercise judgment, public procurement differs from the corporate companies (Adjei-Bamfo and Maloreh-Nyamekye, 2019).

However, the Central Bank (2012) notes that efficient governance is shaped by government procurement, which enhances service quality, maximizes return on investment and fosters the expansion of the corporate companies (Karjalainen, 2011). Contrarily, the process of public procurement is sometimes plagued by irregularities, such as unnecessary postponement, fraud, a lack of accountability and discounts for societal and environmental repercussions (Karjalainen, 2011; Mawenya, 2008; World Bank, 2012).

First the World Economic forum and International Financial statistics (2011) note that there is a rise in fraudulent governmental procurement practices worldwide, but notably in developing nations. The majority (70%) of abnormalities in procurement contracts are caused by artificially increased contract pricing (Mawenya, 2008). This situation hinders national growth, undermines governmental institutions, drives up expenses, diminishes public confidence, and deters capital inflows (Neupane et al., 2014). The information asymmetry in the procedures, which breeds opportunism in accordance with the divergent interests of individuals assigned with procurement activity, is another crucially troubling aspect in governmental procurement.

In order to close the deficiencies in government procurement practices and further govern the behaviour of contractors and personnel, existing regulations, standards, laws, and Laws have now been established. Federalization, digitalization, a focus on sustainable development, increased spending transparency, and closing bodies of knowledge at each level of the procurement activities are a few of the strategies that have undergone reform (Neupane et al., 2014). Further improvements focus on cost efficiency, so they are economical, efficient, and productive (Ibrahim et al., 2017).

2.1.1 Procurement Practice

Agaba et al. (2007) define procurement practice as the procedure in use by businesses or public entities to schedule their buying activities over a certain timeframe. Typically, this is done and throughout the budget preparation. Government agencies must create annual budgets for hiring, paying bills, and making acquisitions. The procurement practice cycle begins with this phase. The procuring role, as defined by the Economic Cooperation of Africa (2003), is how companies acquire goods and services from outside vendors. Among the core responsibilities of procuring is procurement practice, which has the ability to enhance customer experience and the operational performance of government organizations (Basheka, 2008).

The goal of procurement practice would be to prevent urgent situation procurement whenever doable, accumulated requirements whenever potential, both within and among organisations involved in the procurement process, to gain profit and cheaper prices associated with procurement, and, when acceptable, utilize structure contractual agreements to offer an efficacious, affordable, and adaptable way to procure projects, agencies, or equipment that are needed constantly or frequently beyond a predetermined time frame.

Edler and Georghiou (2007) claim that procurement practices act as both a blueprint and that the objective ought to be to allow effective application of the assets that are already present. Any public procurement must ultimately serve the country as specified in the federal procurement Law (Ouma and Kilonzo, 2014). According to Arrow (2014), procurement practice refers to a technique adopted by different businesses or government organisations to schedule their purchase activities over a certain time frame.

According to the National Committee of Africa's (2013) definition of procurement practice is the process by which a company purchases goods and services from outside vendors. It is a technology that makes the procurement processes quick and easy and alerts companies about the procurement

plans of the purchasing organisation for the next fiscal year. Its goal is to prevent unplanned procurement and improve the public industry's allure and transparency for suppliers of goods and services (Mlinga, 2014).

Procurement practice refers to the method through which a business decides what to buy, where to buy it, and where to get it from (Lynch, 2012). According to Himmie (2010), it is a method through which procurement professionals outline in preparation a timetable contract in a flowchart outlining when, why, who, and how purchases need to be performed off within a certain period.

The practice of procuring the proper amount of goods from the right providers in a timely manner and for the least amount of money is known as procurement practice (Farhat et al., 2017). It is the task related to making purchases of products and services from numerous outside suppliers.

Determine the products that must be purchased, specify the procedure for acquiring the necessary resources, and then prepare a timeline of the deadlines for supply or implementation as the last three phases in this process (Ogubala and Kiarie, 2014). An organisation may get several advantages from this action, as well as the ability to acquire commodities on schedule for a variety of uses. As a result, purchasing organisations in the government service are urged to concentrate on procurement practice (Ogubala and Kiarie, 2014).

The parameters for executing the purchase needs are created throughout the procurement practice phase, along with the delegation of the procurement method. Several administrative responsibilities centre on a collection of activities called planning. (Ezeanyim and others, 2020) Procurement practices may be a valuable tool for gathering, disseminating, and allocating capital whenever it is properly planned and carried out (Basheka, 2009). Planning the purchase of products, services, or projects from outside vendors is a process carried out by organisations (Ezeanyim et al., 2020).

Ogwang and Waweru (2017) define procurement practice as the procedure that occurs when a company decides what to purchase, about to procure it, and how to acquire it. According to Willy and Njeru (2014), procurement practice is a practice used by establishments or organisations to make decisions beforehand about purchases to be made within a specific time frame. This is done thru the government's budget, with the goal of saving money and increasing productivity and effectiveness.

Procurement practice has many advantages for establishments, including helping them choose what to buy, when to buy it, and from what channels. It also helps them determine whether their goals are achievable and invites input from stakeholders or depts concerning firm's procurement needs (Hamza et al., 2016). A good procurement strategy includes the steps necessary to contract with suppliers (Ezeanyim et al., 2020).

The unforeseen consequences of these kind of processes may surely result in an extra tense workplace setting for all those organisations many of whom are supposed to profit from them. Procurement practices ought to take centre stage in the conversation regarding procurement policy in organizations now, as suggested by the vertically responsibility concept. To fully appreciate the true costs associated with achieving every responsible procurement activity, it is more crucial to comprehend the idea of morality inside the procurement cycle.

Despite being anticipated to handle such procurement activities in an expert, opportune, and expense way, numerous tender documents are neglected, absence competition and accountability; numerous tiers of corrupt practices; and, the more relevantly, numerous conflicts of interests emerging from interested parties and employees responsible for managing a procurement process (Diamond, 2002).

Procedures are operational guidelines that describe specific job responsibilities or activities. According to Lisa (2010), the separation of the governmental and private industries has resulted

in two distinct universes that need for various methods of procurement. Regarding relation to public responsibility, central planning entails duties that result in set processes and rules. The authorized supervisor must authorize every stage of the procurement processes once it has been properly recorded at each stage.

According to Maiyo (2009), public procurement processes often show superior bureaucratic degrees regardless of purchase price, poor communications, and a preference for short-term relationships over long-term ones. Muge (2009) investigated whether regulations controlling public procurement may lessen or enhance potential for fraud and bribery. According to Talluri (2008), every organisation creates processes to allow its staff to carry out policies and programs that are created to achieve her goals.

According to Victor (2012), a complete set of formal norms and operating guidelines governs formal authority and forms and controls the behaviour of departments, activities, and people.

Workers can complete tasks successfully and quickly thanks to guidelines. According to

Raymond (2008), the procurement department significantly affects business performance.

Whenever an organisation decides to purchase anything, procurement processes are the methods used.

The efficacy of buying choices is greatly increased by using efficient procurement processes (Sobczak, 2008). Efficient procurement practices in organisations include steps taken to satisfy demands for products, resources, activities, and infrastructure in a manner that maximizes the cost-effectiveness throughout the course of ownership, creating benefits for the company, society, and the economy while avoiding environmental harm (Thomson, 2007). As a result, outdated practices are being replaced in contemporary businesses. Procedures set limits on conduct, give employee personal direction regarding how to carry out tasks, and outline what that procurement department should operate to meet goals and objectives.

Procedures set limits on conduct, give employee personal direction on how to carry out tasks, and outline how well the procurement department must operate to meet goals and objectives. According to Baily et al. (2005), governmental procurement practices often show superior administrative layers regardless of purchase price, poor communications, and a preference for short-term relationships over huge locks.

2.1.2.1 Tendering Procedures

In a tendering process, prospective suppliers are asked to submit a definite, unambiguous offer on the conditions and pricing company would use to provide certain products, services, or activities. If their proposal is accepted, it serves as the foundation for a future deal (Lysons and Farrington, 2006). Tendering is founded on the concepts of competition, equity, and availability as well as accountability, honesty, and credibility (World Bank, 2008).

Globally, transparent bidding is required by law for all public institutions in order to avoid corruption, inefficiency, immoral practices, or regional xenophobia. It mandates that public firms adopting competitive tendering as their preferred method of procurement and restrict the recourse to other procurement methods to very emergency circumstances (Jodie, 2004). Considering decades of procurement firms misusing state funds, the legislative act went into effect on January 1st, 2007. It seeks to maximize cost - effectiveness, improve the transparency and fairness of procurement processes, improve governance and openness, and boost public trust in government processes (Public Procurement and Disposal Act, 2005). Numerous key phases are frequently employed in the tendering process (Creswel, 1999).

The organisation issuing the application for a tender would choose the kind of tender to be utilised and the steps that will be included in the tendering process. The second step is the preparation of

the demand for tender, which specifies the objectives, the terms of the contracts, and the expected responses. Thirdly, the valuation, intricacy, and company sector all have a role in how bids are solicited. The fourth response from vendors is that you need to initially gather every pertinent documentation. It's crucial at this point to complete relevant pre-tender orientation meetings, address any lingering questions, organise your answer, put it together, and present it in the suitable manner, on schedule, and in the appropriate place (Fadhil and Hong, 2002). The fifth step is the assessment and selection phase, when every tender would be examined for conformity and, when found to be so, assessed in accordance with the standards outlined in the tender paperwork.

The contract will go to the proposal that provides the greatest returns to investors. The sixth step is notifications and providing feedback: after the awarding of a contract, the winning contractor would be informed in written of the decision. A debriefing session and advice are also given to failed tenderers (Dozzi et al. 1996). Lastly, agreements made and managed: Typically, a written contract will be needed between the chosen bidder and the concerned organisation.

2.1.2.2 Supplier Selection

The method through which businesses find, assess, and work with vendors is known as supplier selection (Weber, 2001). Beil (2009) describes supplier selection as that of the procedures used by businesses to find, assess, and work with suppliers. Supplier selection is a challenging choice issue that necessitates weighing several compromises (2009). Every list of factors should be taken into account in the context of practical restrictions.

Enyinda et al. (2010) assert that the fundamental element of strategic buying and supply chain control that might have an impact on production enterprises is choosing the appropriate vendors. They added that it is becoming increasingly important for companies to acquire the greatest return

on their investment from suppliers since the raw material costs required for manufacturing often constitutes a bigger proportion of the overall cost of completed goods (Asamoah, 2018). Furthermore, customers added, suppliers are invaluable components for producers since these businesses devote close to 70percent of total of their overall spending on vendors to get the building resources customers need. In consideration of the above, researchers came to the conclusion that the supplier selection procedure, particularly constitutes one of the most significant organisational tasks, should be taken into account when making their key business strategy.

The process of selecting a supplier is essentially scanning, evaluating, scrutinizing, and screening the fundamental biography and physiological data of available suppliers in order to select the most suitable one that can improve the company's performance (Stormy, 2005). The significance of supplier selection within the procurement department cannot be overstated given the rapidly changing marketplace caused by technological breakthroughs and advanced consumer wants, which has compelled procuring organisations to diligently supply for potential suppliers who would also fulfil their company requirements.

Out of a wider perspective, supplier selection entails the processes used to assess the abilities of possible suppliers before choosing them to set up a purchaser's supply network for long-term competitiveness (Tracey, 1999). As businesses rely greater and greater on their providers, it is important to choose the right ones because their skills are important for the growth of the purchaser's internal performance and competencies.

Gonzalez and Quesada (2004) discovered that the primary important supply business strategy for attaining production efficiency was supplier selection. The company's ability to develop or improve on its functionality in a key strategic field, including reliability and harnessing supplier performance in reliability

Nevertheless, rely heavily not just on its capacity to choose a qualified supplier in the reliability realm as well as its capacity to incorporate the provider into the company's business activities and channel (Hong and Rao 2010). As a resource of strategic edge, effective supplier selection influences firms' competitive success favorably (Petersen, 2005)

2.1.2.3 Contract Management

As per Mutua et al. (2014), in an exceptionally associated and competitive world, most capacities convey with joint endeavors, coalitions, worldwide obtaining, and sub-workers for hire, just as show merchant cooperation. Contracts oversee communications with different organizations. By and large, firms offer types of assistance or things because of direct agreement arrangements with clients.

Contract management, according to Bailey and Francis (2008), entails a purchaser's actions during the contract time to ensure that the accountable parties fulfill their respective commitments. The procurement function and department, according to PPA, are in charge of managing contract management by various sectors in compliance with the conditions and defined criteria.

The procurement department is in charge of ensuring that the contractor complies with the purchaser's authoritative agreements and that the task's eventual outcome fulfills specifications. According to Wafula and Makokha (2017), in a fixed-price structure, purchasers must carefully identify the good or service being purchased because modifications in scope may just be allowed with an expansion in agreement cost. Reports are produced when parties fail to satisfy the agreed upon terms. As a result, the individual responsible for the procurement division guarantees that current tasks are checked and assessed.

Most projects run in an eminently connected and equitable world through the management of connections that result through contract management (Cleland and Bidanda, 2009). As a result, organizations must be aware of the many types of contracts that are given in order to ensure proper administration. The contract's execution necessitates procurement entities focusing on guaranteeing that the contract is executed on schedule, with suitable quality, insignificant dangers, and low expenses.

Contract management procedures include a variety of tasks that are performed in concert to keep the customer-provider relationship functioning well. Delivery management and contract administration are two examples. Moffat and Mwangangi (2019) stipulated that contract administration is responsible for the role of institutions of the service agreement. The authorized adjustments to paperwork during the agreement's existence; distribution management guarantees that whatever is requested is conveyed to the necessary degree of value and execution as expressed in the agreement.

Relations management maintains both parties' sides' relationship as professional, open, and productive as possible, with the purpose of resolving or alleviating tensions and recognizing prospective problems. Both tasks must be successfully handled and should not be isolated from one another, but rather should be approached as a whole. In order to ensure that delivery is carried out properly, it also entails actual supervision, administration, and evaluation of the contract terms set during the procurement process, as noted by Uher and Davenport (2009). Activities related to contract administration seek to ensure that partners abide by the terms and written agreement in addition to record and approve any required modifications to the contract's implementation.

Procurement practices also deals with contract management; processes involved in managing contracts, such as soliciting bids, evaluating those bidders, granting and executing contracts, and measuring and calculating payments (Kakwezi, 2012),. It also entails monitoring essential issues, keeping track of related contracts, and implementing important contract revisions or adjustments. By doing this, it is ensured that all parties to the contract go above and beyond what is required of them and collaborate with the contractor to carry out the objectives outlined in the contract.

Considering contract management is a procedure, there are specific tasks that must be completed in order to reap the advantages of it. Regular contract management procedures involve maintaining the partnership with the vendor, tender documents, conflict resolution, and contract closing. The goal of subcontractor tracking and approval monitoring is to make sure the contractor is carrying out his responsibilities and meeting his commitments in accordance with the contract.

Contract administration, on the other hand, include keeping the contract in its most current form, regulating and managing contract modifications, invoicing the contractors, acquiring resources, generating reports, and cancelling the agreement. The handling of all potential disputes between the two parties is a requirement of resolving disputes. Last but not least, a contract is considered closed when all conditions and duties have been met (Cropper, 2008). Cropper (2008) adds that managing contractor supervision and approval is the first step in contract management.

This is important because it enables the contracting organisation to verify that the vendor is keeping his promises and carrying out the duties as specified in the contract. This makes it possible for the contracting firm to see any potential issues or problems early on and provide timely solutions. The design for vendor tracking and approval management includes components

such as monitoring, controlling, and evaluating the contractor's performance, measuring the amount and quality of services, activities, or items delivered, and identifying and managing dangers. Managing a contract entail keeping an eye on the exchanges with the contractor.

According to Hansson and Longva (2014), this refers to the steps and actions taken by the contracting firm to forge and preserve a good working relation with the contracting company. This relies on shared confidence, comprehension, frequent communication, and prompt problem-solving under the contract. Lastly, contract administration is a part of the practice. Keeping a current version of the term, regulating and monitoring contract modifications, invoicing the contractor, acquiring resources, generating reports, and ending the offer are all part of this method (Piga and Treumer, 2013).

2.1.4 Procurement Performance

The speed of performance as it currently determines how organizations track their progress toward buying objectives and determines where improvements should be made (Gelderman, et. al., 2006). Speed, frugality, and success in the acquisition of products, assets, and undertakings are referred to as procurement performance (MacDuffie and Helper, 2007).

Audi (2014) states that evaluation of expense, productivity, and usefulness using standardized measuring variables constitutes procurement performance. It is also taken into account in terms of how well the procurement team is capable of accomplishing its objectives in spite of resource limitations (Audi, 2014). Furthermore, procurement performance shows how efficiently and effectively products and services are purchased in accordance with procurement processes (Oromo and Mwangangi, 2017). Although measuring procurement performance properly can seem simple, others argue that the idea is really quite difficult (Audi, 2014).

Effectiveness in procurement benefits a firm in numerous ways, including cost savings, shortened lead times, conformance to rules, and compliance with procurement regulations. Budgetary control makes procurement practices connected to the business's financial performance clear (Lee and Ansari, 2005). Effects on income, cumulative profit, efficiency, total costs, and corporate equity are among the categories that might be used to classify this. How a corporation handles procurement is an illustration of how it affects the strong position. This situation incorporates the short-term fluctuation of commodity prices, the need for inventiveness in the products one purchases, or intense competition amongst final products (Larson and Kulchitsky, 2010).

Additionally, the continued investment of throughput is significantly influenced by the selection of provider, product, or contractor (Handfield et al., 2008). Evaluation of procurement performance enables organisations to reduce costs, boost profitability, ensure a steady supply of products and services, and improving excellence and productivity (Hamza et al., 2016). Performance in procurement is a function of purchasing efficiency and (Venkatesh et al., 2003). Giving careful consideration to the performance of the procurement process can hasten cost savings, increase revenue, and ensure supply, quality, and competitiveness (Basheka and Bisangabasaija, 2010). In order to sustain efficient performance, Mukopi and Iravo (2015) imply that the measuring objectives should be explicitly indicated and that the chosen criteria must be a combination of monetary and non-monetary indicators that may help with cost effectiveness.

2.2 Theoretical Review

The program and resource-based management theories are the two underpinning ideas applicable to the study variables.

2.2.1 Resource Based View (RBV) Theory

Bain (1968) and Porter (1985) were two of the most unmistakable defenders of ResourceBased Theory (RBV), which was created as an enhancement to the modern association view. Setting accentuation on the plan of the direct presentation idea, the assembling association point of view puts the principal part of organization execution outside the organization in its industry's construction. The RBV speculation, which goes against this perspective, unambiguously looks for interior wellsprings of persevering upper hand and endeavors to clarify why enterprises in a similar industry may perform in an unexpected way.

According to Peteraf and Barney (2003), RBV theory uses two conventions to analyse competitive advantage. This model, first and foremost, presupposes those enterprises within an industry might vary in terms of the resources they possess. Second, resource uniqueness is thought to endure over time because the resources used to carry out businesses' goals are not totally transferable across businesses. The need for an asset pack to contribute to a competitive advantage is perceived as the uniqueness of the resources. The argument states that if all businesses in a market have an equal supply of resources, no process that one company may use won't be available to any other businesses that are still looking (Kraaijenbrink, Spender, and Groen, 2010).

According to proponents of the RBV theory, a corporation may maintain a competitive advantage over time by using resources that are both valuable and rare as well as unmatched and irreplaceable (Kraaijenbrink, 2011). Because of this, the theory is well suited for comprehending competitive pressures in which tangible and intangible assets, including as technical, human, and physical assets, are essentially linked to the company. Having assets, according to Wong and

Karia (2010), is insufficient. The RBV hypothesis then introduces a kind of utility that arises from random instances of asset cooperation and coordination.

According to RBV, firms have fluctuating resource advancements, and the way wherein they need, create, keep up with, pack, and apply those resources prompts the advancement of competitive advantage and better execution over the long haul. The theory's fundamentals recommend those resources and capacities, for example heap of resources should be important, uncommon, matchless and organizationally utilizable, for example a firm has corresponding assets to utilize and increase capacities to drive reasonable upper hand.

When in doubt, RBV hypothesis exhibits that exploiting an organization's fixed assets enables a firm to make enduring capacities and to deliver an upper hand (Paulraj, 2011). As indicated by RBV sees, firms perform well and make esteem when they carry out methodologies that exploit their inside resources and abilities. The RBV was implored to elucidate the role of procurement function in the profitability of an organization. It was crucial in demonstrating how businesses can employ sound procurement procedures as a source of competitive advantage and increase their profitability, particularly when these skills are combined with the resources at their disposal.

2.2.2 Network Theory

A company's performance is determined by its ability to work effectively with its immediate allies as well as by how well those partners work with their own business partners (Borgatti and Halgin, 2011). Network-based theory may be used to conceptualize the idea of reciprocity in cooperative connections (Oliver, 1990; Borgatti and Halgin, 2011). According to Haakansson and Ford (2002), a key factor in the development of novel materials is the company's ongoing communication with other stakeholders. Connections combine the resources of two

organizations in order to get greater advantages than would be attainable via independent efforts. This kind of combination may be regarded as a quasi-organization (Lin, 2017).

The supply chain management industry has utilized the network theory's descriptive aspect to define the resources and activities that make up a supply chain. Building trust and enduring relationships throughout the supply chain is the aim. Applications of network theory may be seen in relationships between vendors and sellers. Telecommunications benefits from increased supplier cooperation, which emphasizes the use of network theory, as a firm that purchases a range of products and services. The goal has been to build enduring, trustworthy connections amongst the supply chain participants.

Interorganizational links may be more important than the presence of resources alone since a resource's worth is defined by how well it works with other resources. The asset structure thus affects the production network's condition and acts as a driver for it (Haakansson and Ford, 2002). By highlighting the significance of the parties' relationships, the development of trust through positive long-term cooperative relationships, and the mutual adaptation of routines and systems through exchange processes, the theory significantly contributes to understanding the dynamics of inter-organizational relations.

Through direct interaction, the relationships convey a sense of distinctiveness, eventually resulting in supply chains that are tailored to meet specific customer demands. According to Castells (2011), social trade practices help the parties develop mutual trust over time. Theory of Network is expressive in reality and is transcendently utilized in store network the executives to plan the exercises, individuals, and assets in an inventory network (Lin, 2017).

2.3 Empirical Review

Agaba and Shipman (2007) focused their analysis on the Ugandan economy, concluding that weak accountability evaluation in open procurement was the primary rationale for the low quality of public assistance. According to Costello (2008), providers are encouraged to deal with organisations that have productive agreement units, where duties are direct, assumptions and cutoff dates are fulfilled, and charges are adequately paid due, resulting in increased functional execution.

Most projects, according to Cleland and Bidanda (2009), must participate in joint ventures, alliances, transnational sourcing, subcontractors, and complicated vendor relationships in today's more integrated and competitive globe. According to Arrowsmith (2010), using public procurement principles would result in better value for money (efficiency) in the purchase of important commodities, works, or services. Bribery and conflicts of interest must be avoided in order to maintain one's integrity. Horizontal procurement techniques that are successful in accomplishing industrial, social, and environmental objectives; opening public markets to international commerce; and improving procurement process efficiency.

According to Mamiro (2010), one of the most significant setbacks in public procurement is inefficient procurement planning and the board of the procurement cycle, with needs that are not clearly specified and approximated, unrealistic budgets, and a lack of procurement staff competencies. In his study, *Contract Management Practice and Operational Performance of State Corporations in Kenya*, Cherotich (2012) discovered that effective contract management has a direct influence on the operational performance of state enterprises in Kenya. According to Dubey et al. (2018), supplier management is a critical component of every organization's strategy. It is vital for an organization's operational success to have accurate information on its suppliers and their performance.

According to Mutua et al. (2014), contracts are used to control connections with external organizations. According to their findings, the influence of contract management on outsourced project performance enhanced the relevance of fixed-price contracts and project goals, resulting in superior item quality, on-time delivery, monetary consistency, and improved customer loyalty. According to Khan et al. (2015), purchaser provider coalitions play a critical role in achieving store network execution via the forerunner of information integration.

Mokogi, Mairura, and Ombu (2015) conducted a study of government-owned enterprises in Nairobi to analyse the impact of procurement policies on execution. Their primary goal was to determine the effect of procurement procedures on the entry of government-owned enterprises in Nairobi. According to the report, procurement procedures are very important in establishing profitable ventures in Nairobi County. Similarly, such processes hampered the establishment of these organisations. According to the study findings, there is a significant link between procurement strategy and, for the most part, organisational implementation.

Guaranty Trust Bank was studied to identify the impact of procurement procedures on organisational execution in the corporate sector (Karanja and Kiarie, 2015). Their purpose was to show how procurement practices effect a business. Ricarda (2016) explored how procurement practices affect the worldwide network of hardware retailers. He observed that it is necessary to improve procurement procedures in order to have a smooth and sustainable manufacturing network.

Furthermore, Aleman and Guererro, (2016) conducted study in Switzerland on procurement strategies and SMEs in the global supply chain. Their major objective was to identify which SMEs utilized procurement methods. Most procurement procedures, according to their results, are focused on offering fair pricing. They also discovered that the majority of small businesses in the lowest tier did not profit from excellent procurement practices. According to the findings, there is

no significant evidence that the biggest corporations have formed procurement strategies with the main goal of boosting the development of small and medium-sized enterprises. According to the research, there is still a lack of control answers in the literature from assessing and regulating pro-SME procurement strategies and their influence on both the economic and social upgrading of targeted SMEs. Furthermore, at the University of Nairobi, Leiyen (2016) investigated procurement techniques and organizational performance. The primary goal of this research was to investigate procurement practices at the University of Nairobi and their impact on organizational performance. Proper inventory management, procurement monitoring, procurement controls, procurement planning, and personnel training, according to the study, would improve organizational performance. It was agreed that a descriptive research approach would be used. The study's target audience was procurement department personnel, and the major data was obtained via a standardized questionnaire.

To examine the information, the unmistakable and relapse techniques were used. According to the review's findings, the University of Nairobi has followed procurement technique to a modest degree. It was also discovered that procurement planning and expert training are important in influencing the organization's success. According to the analysis, the organization of procurement strategies in the organization is dependent on persuasive planning and workforce preparation. Following that, it is advised that the major procurement participants design practicable strategies for regulating the procurement interaction. The revitalization of the complete procurement interaction is required since it may assist businesses in embracing modern innovation strategies and patterns in dealing with and responding to procurement issues.

According to Lubale and Kioko (2017), provider assessment, provider impetuses, and provider collaboration all have a substantial and beneficial influence on organizational execution. Mumelo, Selfano, and Onditi (2017) discovered that data exchange across providers and limited scope

businesses in Kenya was critical for the presentation of these organizations in their study, influence of provider relationship on limited scope venture execution. The study also discovered that improved monetary exhibition is a result of more integrated current relationships, which result in faster conveyance and better goods.

Miunde (2017), on the other hand, did study on procurement management strategies and organizational performance of construction enterprises in Nairobi County. The primary purpose of the research was to look at the effect of procurement management systems on the performance of construction enterprises in Nairobi County. The target demographic included 836 businesses, from which an 84-person sample was chosen. Data was gathered via questionnaires. The results showed that procurement management procedures had a little impact on performance in Nairobi construction firms, and it was proposed that organizations who had not implemented procurement management practices should do so.

Kipkemoi (2017) looked at the effect of procurement procedures on organizational performance in the public sector at East African Portland Cement Company Limited. The study's purpose was to assess how different procurement approaches affect organizational performance.

Questionnaires were used to collect data. The financial and procurement professionals at East African Portland Cement Company Limited served as the research population for this study. The research used a descriptive design, which correctly represents participants and explains persons who take part in the review.

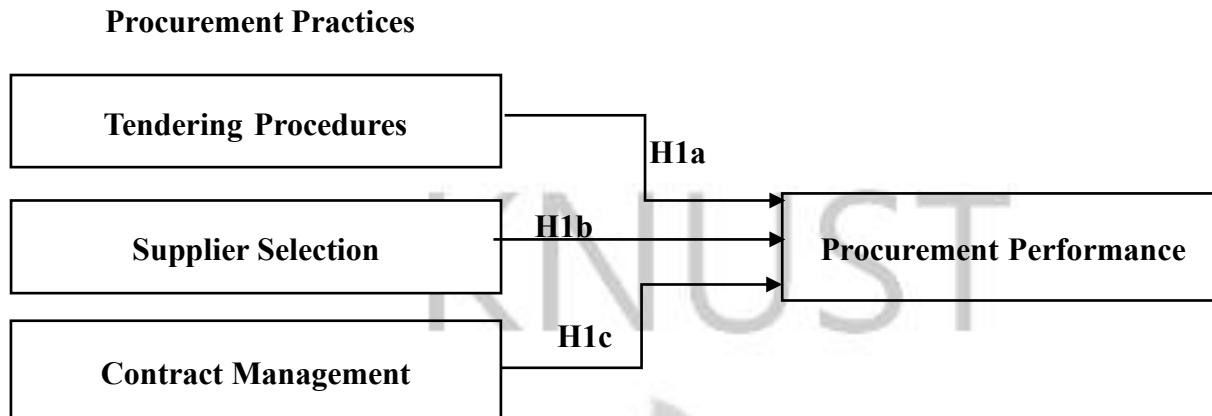
Munyawera, Mulyungi, and Ismail (2018) recommended for strong relationships with key suppliers to maintain continuous supply and input quality. Manufacturing companies must assess where their biggest investments are being made and the value procurement may provide to each area. Inventory should be the second most critical investment after significant expenditures in machinery, technologies, and structures. This is where the corporation may save money by

producing more efficiently, making better use of floor space, and providing better service and goods to consumers. Purchasing strategy influences procurement performance by enabling the focused and efficient use of current resources, as well as assisting with budgeting and planning. A lack of excellent planning via efficient evaluation of user requirements in a corporation opens the door to unethical procurement unit behaviours such as fraud and erroneous resource utilization, as well as excess budget votes.

Chepkesis and Keitany (2018) discovered that procurement planning develops supplier execution in help conveyance, particularly in terms of value for money, in their investigation of the influence of procurement anticipating on vendor execution in Kenyan public organisations. Jimenez-Jimenez et al. (2019), Gopal et al. (2019), Fatemi et al. (2018), Panahifar et al. (2018), and Suh et al. (2019) all discovered significant positive relationships between vendor affiliation as a buying method and organisational execution in their respective evaluation areas. When organisations want to improve their overall execution, these are strong indicators that supplier collaboration is an essential component of procurement strategy.

2.4 Conceptual Framework

A conceptual framework is a group of overarching concepts and guiding principles used to organize a particular concept (Clarke, 2011). The figure below indicates the study's conceptualizes idea.



Source: Researcher's Construct, 2022.

Fig. 1: Conceptual Framework

2.4.1 Tendering Procedures and Procurement Performance

Public procurement entities through tendering give all potential candidates an opportunity to tender. This action taken by the procurement department result in reaching many potential suppliers which allow for full and free competition. Depending on the technique used, orders and contracts are given to the candidates who have the potential to successfully achieve under the terms and conditions of the contract. Tender processes can also lead to better quality products because bidders will usually focus on creating quality products if they know that their competitors will be able to offer lower prices as well. This competition can lead to improvements in both the quality of the product and the cost of the product. Patrick et al, (2010) argued that that regulations on tendering process have had a significant influence on procurement of goods through affecting procurement cycle/lead times. On the basis of the aforementioned, the current investigation might hypothesize that,

H1: Tendering is positively related to procurement performance.

2.4.2 Supplier Selection and Procurement Performance

Supplier selection is an important dimension of procurement management (Khorramshahgol, 2012). In a context that is prompting manufacturing and retailing firms to increasingly concentrate on a few key competencies (new product design, marketing and communication policies, etc.), the use of external resources owned by effective suppliers directly influences the likelihood of gaining a sustainable competitive advantage. The profitability and efficiency imperatives that increasingly surface in the public sector also intensify the need to select the best suppliers. In a context of deep public spending cuts and efforts to improve services for taxpayers, specifically regarding hospitals, public education and aid for people in difficulty, the importance of choosing the best suppliers can no longer be ignored. Suppliers are actively participating in applying the lean approach, for instance at British hospitals (Radnor et al., 2012). Hawkins et al. (2011) argue that the difference in procurement strategy (how suppliers are treated) between private and public sectors is not great. A number of works explicitly assert that strategies for managing supplier relationships can be borrowed from the private sector to enhance the performance of public sector procurement (Boyne, 2002; Loader, 2010). Numerous examples illustrate how the supplier selection process has become an essential element of the governance of many components of the public sector, one which fuels the dissemination of many innovations (Rolfstam et al., 2011). Given the foregoing, the current study could posit the following:

H2: Supplier selection have a positive relationship with procurement performance.

2.4.3 Contract Management and Procurement Performance

Value for money is a concept generally used to assess an organization's capacity to obtain the maximum benefit from the goods, services or work it acquires or provides, in close relation to the

resources available to it. This assessment does not only measure only the cost of goods, services but also work. It equally takes into account a complex mix of factors, such as quality, cost. use of resources, and fitness for the organization's purposes, timeliness and opportunity. Once these factors have been comprehensively taken into consideration, an assessment can be made as to whether the highest value has indeed been achieved for the. money paid. However, one of these factors can be subjectively measured, making them more difficult to quantify or harder to understand. Following the awarding of the contract, it is imperative to ensure efficient management of the contract to make sure that the supplier meets the deadlines. does not exceed the budget and meets the requirements and specifications set out by the purchaser. On the basis of the aforementioned, the current investigation might hypothesize that,

H3: Contract management will be positively related to procurement performance.



CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL/AREA PROFILE

3.1 Introduction

The chapter focus on the research design and approaches adopted for the studies; quantitative research approach and descriptive research designed. Also, the nature of the sample frame (population, sampling techniques and sample size) is also covered under this section as well as the ethical consideration and the sources of data (primary and secondary).

3.2 Research Design

A research design describes in detail how a researcher will carry out a research study (Fraenkel et al., 2012; Creswell, 2014). Three main categories of research design thus descriptive, exploratory, and explanatory come into play when achieving the goal of a study. The descriptive research design is typically utilized when a researcher is concentrated on responding to the study's "what" questions. In empirical paradigm research, the descriptive study seeks to shed light on and forecast the causal link among the components of phenomena (White and Mitchell, 2016). To answer the planned research questions, systematic observation, and interviewing are used. It ensures consistency and homogeneity. However, research is carried out using exploratory methods to investigate areas where the information already known is insufficient or to carry out feasibility assessments on the potential for carrying out particular study. Moreover, according to Neuman (2017), an exploratory strategy assists the researcher to build and appraise exact inquiries that would be extremely valuable in future study analysis. An exploratory design, on the other hand, is founded on a comprehensive and rigorous search of relevant literature, strong professional communication, and focus group discussions (Saunders et al., 2019). It is often used during the

explanatory design to provide the researcher the opportunity to discover or construct a relationship or dependence between two or more components (Kumar, 2011). Although the explanatory design can readily quantify observational data and is less susceptible to human tampering, it lacks both external and internal validity. In light of this, descriptive and explanatory designs were adequate for achieving the goal of this study, as they helped to refer to and explain the phenomena in a scientific manner.

3.3 Population of the Study

Population was defined by Whitley and Kite (2012) as the total collection of individuals or things that are being constructed in any area of study and share a characteristic. The term "target population" describes the demographic to which study findings should be applicable (Kothari, 2011). According to Brasel et al. (2020), population can be defined to all objects in the cosmos, which is another name for any subject of study. The population for which generalized outcome statements from this research are known as the sample group. Management and personnel of the Volta River Authority in Ghana would make up the study's population. The total populations for the study were 140 employees from the Volta River Authority.

3.4 Sampling Techniques

Scheel et al. (2018) claim that there are two types of sampling techniques: probabilistic or randomly selects and non-probability sampling. It is a process of selecting diverse individuals or items from a group with the intention of selecting a group that has elements of the qualities present in the overall collection (Saunders et al., 2012). The research used both convenient sampling technique. According to Scheel et al. (2018), convenient sampling is a method used by researchers

to select respondents for at an easy hand picking. It is easy to adopt and used but flawed with high sample unit errors and bias.

3.5 Sampling Size

A sample is defined by Owaa et al. (2015) and Manoah et al. (2011) as a subset of the whole population. It is referred to by Jagero (2011) as a group of units picked from the cosmos to symbolize it. According to Kothari (2011), a size of the sample of at minimum 30 percentage points is seen to be appropriate. A total of employees and managers from the procurement firms were sampled for the study:

$$S = \frac{N}{1 + N(e)^2} \quad S = ?$$

N= total population

E= confidence level

Sample Size of VRA=173

$$S = \frac{140}{1 + 140(0.0025)}$$

S= 100 respondents

Therefore, this study selects 141 employees as respondents from Volta River Authority through a convenient technique.

3.6 Sources of Data

Using the most popular approach, surveys, primary data was gathered (Burns and Burns, 2012).

When collecting data, a questionnaire is a method where each participant is asked to answer the equal collection of questionnaires in a planned sequence (Kothari, 2011; Creswell, 2011). The use of questionnaires was made possible by its benefit of rapidly and cheaply gathering data from huge

groups of people. In addition, surveys are simple to conduct and assess and may give respondents time to consider their replies (Kasomo, 2010). Additionally, they aid in minimizing prejudices that may arise through interactions with individuals and behaviours (Cooper and Schindler, 2011). Based on the research factors, closed-ended questions were employed to elicit information. The surveys were created independently while taking the study's opinions into consideration.

This study adopts primary data source. Primary data are those that are gathered freshly, for the very first occasion, and are hence unique in nature (Louis et al (2017). According to Kagwiria (2016), primary data are objects that are unique to the issue at hand. Semi-structured questionnaires will be used throughout the research region to gather primary data. The information will be focused on the traits of the respondents.

3.7 Data Collection Instrument

Data collection instruments are any tools or equipment used to gather data, such as a formalized set of questions or a computer-assisted conducting interviews system (Saunders et al., 2012). Data collection instruments include research studies, lists, personal interview, sometimes even observation, polls, and questionnaires. Data collection for this specific objective of the study will be done through questionnaire. Using self-administered questionnaires, data was gathered. The inquiries will have a set answer. The information was focused on the participants' demographics (age, sex, educational attainment, marital status, and income level), which are variables influencing how government organisations conduct their procurement plans. According to Ghouri (2018), the questionnaire approach is the best way for gathering data for surveys. When opposed to other ways, it is highly cost and time efficient. In a related manner, this approach makes data collection and analysis simpler. The research used published research to create the questionnaire's items and research instrument.

The questionnaires are section into three mains; **A, B and C**. Section A represents the respondents Bio Data. Section B covers measure items on Procurement Practices constructs (tendering practices, supplier selection and contract management). Also, Section C measures procurement performance of employees at VRA.

3.8 Data Analysis Techniques

To guarantee accuracy and comprehensiveness, the questionnaire's items were initially coded. With the help of the Statistical Package for Social Sciences, descriptive statistical analysis like ratios, frequencies, and central tendency metrics including means, modes, and medians will be utilised to examine the data (SPSS). The collected raw quantitative data is only valuable until it has been processed, analysed, and turned into information (Ghour, 2018). In order to address the issues and goals of the investigatory inquiry, it is necessary to validate the hypothesis by examining the data that has been gathered. The study used SPSS to conduct the descriptive, regression, correlation and reliability analyses on assessing the effect of procurement practices on organizational operations in selected energy sector at Volta River Authority (VRA), Ghana

3.9 Reliability and Validity

For the purpose of standardizing the data collection instruments to be included in the research, validity and reliability would be formed. In order to ensure that the research instruments accurately portray the substance of the relevant concepts, the internal consistency of the instruments would be formed. This will be carried out one-on-one. Prior to starting the primary study, a testing will be carried out to evaluate the study's tools and procedures. In order to determine the validity of this study, remove any uncertain items, determine if there will be issues with conducting the instruments, test the data gathering guidelines, identify any potential rationale and formal issues

with the study, and enable provisional data analysis, piloting was done. The researcher will conduct the questionnaire and clarify any challenging concerns to the participants.

A Cronbach Alpha for tendering ($=0.748$), supplier assessment ($=0.821$), contract management ($=0.784$) and procurement performance (0.714)

3.10 Ethical issues

Appropriate research criteria were followed since this study included subjects who were human. Permission, anonymity, and data security are a few of the important problems that were taken into consideration. The anonymity of participants had first been and importantly protected by removing identities from any answers. In order to guarantee that data was gathered in the most comfortable environment, participants' liberty and confidentiality were once again protected. To guarantee that the study would have access to pertinent data for analysis, ethical guidelines were followed. Participation in the study was purely voluntary. The ethical standards that govern this kind of study were properly followed. Before the research was carried out, approval from the administration of the procurement organizations was requested via a letter of reference obtained from the Head of the Department at KNUST. Subjects' informed permission was requested, and their anonymity was guaranteed. All academic sources were examined, and when necessary, references and bibliographies were created. The study ethical guidelines at KNUST were followed to meet the goals of the study.

CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter comprises of analysis of the demographics of the respondents, descriptive statistics of the key constructs under study, the correlation results, reliability results, Multiple regression was performed to discover the relationship between the variables.

4.2 Demographic information of respondents

Concerning the questionnaire return rate, the study's objective was to target a sample size of 100 respondents. In pursuit of obtaining data conducive to analysis, 100 questionnaires were disseminated. Examination of these 97 questionnaires unveiled a commendable response rate of 97.0%. As per e exceeding 50% is considered acceptable for investigative purposes, with 60% deemed good and 70% indicative of an excellent response rate. Notably, the response rate attained in the present study surpasses the 70% threshold, thereby signifying a response rate that is not only good but also sufficient and representative of the study's objectives.

Regarding the ages of respondents, majority of the respondents 62; representing 63.9% were between the ages of 31 to 40 years, followed by a total of 20 representing 20.6% who were below 30 years, followed by a number of 11 representing 11.3% were between 41 to 50 years and a least number of 4 respondents were above 51 years. This indicates that majority of the employees are relatively mature.

The survey further inquired about the respondent's gender on the questionnaire. The results from the study discovered that majority of the respondents (57) were males representing (58.8%) with

a fair number of 40 respondents been females representing (41.2%). This could possibly be due to the fact that men are mainly found working in the financial sector than their counterpart females.

The study also sought for the educational qualifications of respondents. The results indicate that 1 respondent representing 1.0% was a diploma holder, followed by 59 respondents (60.8%) who were bachelor's degree holders, trailed by 29 (29.9%) of the respondents were master's degree holders and the remaining number of respondents (8) representing 8.2% were professional certificate holders.

Moreover, the respondents were asked to indicate the number of years they have worked with the institution. The findings indicates that the majority of the respondents (37) representing 38.1% have worked with the institution for less than 2 years, followed by a period of 2 to 5 years with (30) respondents representing 30.9%. Again, (22) respondents representing 22.7% have worked with the institution for a period of 5 to 8 years and the least number of (8) respondents representing 8.2% have worked with the institution for more than 8 years. This clearly shows that majority of the employees in the institution have served their office for more than a year.

Table 4. 1 Demographic characteristics of the respondents

Profile	Frequency	Percent
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Gender	Male	57	58.8
	Female	40	41.2
	Total	97	100.0
Age	Less than 30 years	20	20.6
	31-40 years	62	63.9
	41-50 years	11	11.3
	Above 51 years	4	4.1
	Total	97	100.0
Level of education	Diploma	1	1.0
	Bachelor's degree	59	60.8
	Master's degree	29	29.9
	Professional certificate	8	8.2
	Total	97	100.0
Years of employed	Below 2 years	37	38.1
	2-5 years	30	30.9
	5-8 years	22	22.7
	Above 8 years	8	8.2
	Total	97	100.0

Source: Fieldwork, 2023

4.3 Reliability analysis

In this section, the study employed a reliability analysis approach to rigorously assess the measurement model's validity and reliability. The reliability results of the study's primary variables are shown in Table 4.2. Tendering obtained a Cronbach's alpha score of 0.863, contract management recorded a Cronbach's alpha score of 0.879, supplier assessment recorded a Cronbach alpha score of 0,764 and procurement performance obtained a Cronbach's alpha score of 0.810. Overall, the model had a Cronbach's alpha score of 0.926. All of the variables had a Cronbach's alpha value of more than 0.70, indicating that the study's variables are highly reliable (Hair et al, 2010).

Table 4.2 Reliability Analysis

Construct	No. of items	Cronbach's alpha
Tendering procedures	4	0.863
Contract management	7	0.879
Supplier assessment	4	0.764
Procurement performance	6	0.810

4.4 Descriptive Statistics

In this section, the study presents a comprehensive overview of the descriptive statistical outcomes pertaining to the study's fundamental constructs. It presents the analysis of the responses on procurement practices and procurement performance. A mean rating of 1.0 to 2.49 is rated as weak observation, 2.50 to 3.49 is rated as moderate observation and 3.50 to 5.00 shows a very high

observation. Mean was used to determine the average of responses from the respondents and standard deviation was used to measure the variability of response in relation to the mean.

4.4.1 Descriptive statistics on procurement practices

Procurement practices was assessed using fifteen (15) items. The respondents were generally agreed with the statements under procurement practices such as “The use of tendering in our operations has improved customer satisfaction, the use of tendering in our operations has improved quality of services procured, the organization recognizes the need by the user in supplier assessment, the organization has a purchase order form and their appropriate order documents in evaluating suppliers, the procurement management unit applies professional ethics during contract dispute resolutions and procurement activities are communicated to prospective suppliers early enough using the appropriate media as prescribed by law.

“

Table 4.3: Descriptive statistics results on procurement practices

Statements	Min.	Max.	Mean	Std. D
<i>Tendering Procedures</i>				
The use of tendering in our operations has improved customer satisfaction	1.00	5.00	3.988	0.810
The use of tendering in our operations has improved quality of services procured	1.00	5.00	3.794	0.841
The use of tendering in our operations has helped the organization to acquire right products at the reasonable prices	1.00	5.00	3.773	0.941
Our tendering procedure is in accordance to company’s strategy	1.00		3.804	0.920

Supplier Assessment				
Our organization recognizes the need by the user in supplier assessment	1.00	5.00	3.773	0.896
Our organization has a purchase order form and their appropriate order documents in evaluating suppliers	1.00	5.00	3.887	0.911
Our organization settles for the most favorable tendering prices	1.00	5.00	3.887	0.911
There is a structured framework in evaluating suppliers in the organization	1.00	5.00	4.144	0.764
Contract Management				
Our procurement management unit applies professional ethics during contract dispute resolutions	1.00	5.00	4.247	0.677
Our procurement management unit adopts a win-win situation for contract dispute resolution with suppliers	1.00	5.00	4.329	0.657
Procurement activities are communicated to prospective suppliers early enough using the appropriate media as prescribed by law	1.00	5.00	4.2237	0.674
Our procurement management unit always maintains regular communication with the supplier(s)	1.00	5.00	4.196	0.656
Our procurement management unit effectively closes procurement contracts upon execution of contract terms by suppliers	1.00	5.00	4.165	0.717
Our procurement management unit ensures that proper procedures are followed to terminate contracts where there is a breach of the contract terms	1.00	5.00	4.103	0.714

Our procurement management units negotiate with pre-qualified tenderers to agree on terms prior to award of contract	1.00	5.00	3.866	0.824
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4.4.2 Descriptive statistics on procurement performance

Procurement performance was assessed using six (6) items. The respondents were generally agreed with the statements under procurement performance such as “Our procurement activities deliver value for money for our organization, the procurement activities occur within the minimum lead time (2-4 weeks), the procurement activities are accessible to all those who meet the eligibility criteria, the procurement activities deliver high quality products and services to our organization, the procurement activities are carried in transparent manner and the procurement activities are carried in competitive manner.

“

Table 4.4: Descriptive statistics results on procurement performance

Statements	Min.	Max.	Mean	Std. D
Our procurement activities deliver value for money for our organization	1.00	5.00	3.835	0.799
Our procurement activities occur within the minimum lead time (2-4 weeks)	1.00	5.00	3.835	0.773
Our procurement activities are accessible to all those who meet the eligibility criteria	1.00	5.00	3.557	0.854
Our procurement activities deliver high quality products and services to our organization	1.00	5.00	3.516	0.959

Our procurement activities are carried in transparent manner	1.00	5.00	3.876	0.819
Our procurement activities are carried in competitive manner	1.00	5.00	3.784	0.794

”

4.5 Effect of Tendering Procedures on Procurement Performance

The first goal is to evaluate tendering procedures (TP) influence on procurement performance (PP). The research examined TP - PP relationships using linear regression. Tables 4.5 show regression findings. The table presents the model summary, R-square (which indicates prediction accuracy), estimate error, and regression analysis data. $R=0.597$ and $R\text{ Square}=0.357$ at 0.05. TP is projected to make up 35.7% of PP with an R^2 Square of 0.357. TP and PP connected positively (see Table 4.5). The probability value of 0.000 indicates the significance of the regression connection in predicting how TP will affect PP. At a 5% degree of importance, the F value was 52.727. TP and PP are found to be significant in Table 4.5 ($B = 0.483$, $t = 7.261$, $P = 0.000$, and $\text{Sig} < 0.05$). Because the path coefficient was positive and the p-value for H1 was less than 0.05, TP had a positive effect on PP. TP improves PP. When TP increases by one unit, it is anticipated that PP will rise by 48.3%.

Table 4.5 Effect of Tendering Procedures on Procurement Performance

Model	Unstandardized Beta	Std. Error	Standardized coefficient Beta	T	Sig
(Constant)	1.880	.260		7.232	.000
Tendering Procedures	.483	.066	.597	7.261	.000
	Model Summary				
	R = .597				

	$R^2 = .357$ Adjusted $R^2 = .350$ $F = 52.727^*$
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Dependent Variable: Procurement performance

*Significant at 5%

4.6 Effect of Supplier Selection on Procurement performance

The second goal is to assess supplier selection (SS) influence on procurement performance (PP). The research examined SS - PP relationships using linear regression. Tables 4.6 show regression findings. The table presents the model summary, R-square (which indicates prediction accuracy), estimate error, and regression analysis data. $R=0.484$ and $R\text{ Square}=0.235$ at 0.05. SS is projected to make up 35.7% of PP with an R^2 Square of 0.357. SS and PP connected positively (see Table 4.6). The probability value of 0.000 indicates the significance of the regression connection in predicting how SS will affect PP. At a 5% degree of importance, the F value was 29.134. SS and PP are found to be significant in Table 4.5 ($B = 0.519$, $t = 5.398$, $P = 0.000$, and $\text{Sig} < 0.05$). Because the path coefficient was positive and the p-value for H2 was less than 0.05, SS had a positive effect on PP. SS improves PP. When SS increases by one unit, it is anticipated that PP will rise by 51.9%.

Table 4.6 Effect of tendering on procurement performance

Model	Unstandardized Beta	Std. Error	Standardized coefficient Beta	T	Sig
(Constant)	1.616	.396		4.079	.000

Supplier assessment	.519	.096	.484	5.398	.000
Model Summary R = .484 R ² = .235 Adjusted R ² = .227 F = 29.134*					

Dependent Variable: Procurement performance

*Significant at 5%

4.7 Effect of Contract Management on Procurement Performance

The third goal is to determine contract management (CM) influence on procurement performance (PP). The research examined CM - PP relationships using linear regression. Tables 4.7 show regression findings. The table presents the model summary, R-square (which indicates prediction accuracy), estimate error, and regression analysis data. R=0.590 and R Square=0.349 at 0.05. CM is projected to make up 34.9% of PP with an R2 Square of 0.349. CM and PP connected positively (see Table 4.7). The probability value of 0.000 indicates the significance of the regression connection in predicting how CM will affect PP. At a 5% degree of importance, the F value was 50.824. CM and PP are found to be significant in Table 4.7 (B = 0.585, t = 7.129, P = 0.000, and Sig < 0.05). Because the path coefficient was positive and the p-value for H3 was less than 0.05, CM had a positive effect on PP. CM improves PP. When CM increases by one unit, it is anticipated that PP will rise by 58.5%.

Table 4.7 Effect of contract management on procurement performance

Model	Unstandardized Beta	Std. Error	Standardized coefficient Beta	T	Sig
(Constant)	1.349	.338		3.992	.000
Contract management	.585	.082	.590	7.129	.000
Model Summary R = .590 $R^2 = .349$ Adjusted $R^2 = .342$ F = 50.824*					

Dependent Variable: Procurement performance

*Significant at 5%

4.8 Discussion of Results

4.8.1 Tendering and Procurement Performance

The research findings emphasize the vital link between tendering processes and procurement performance. The analysis reveals a strong and positive relationship, with tendering accounting for 35.7% of the variance in procurement performance. This implies that organizations can significantly enhance their overall procurement outcomes by improving their tendering practices. According to the statistical model used, even a slight enhancement in tendering effectiveness, equivalent to a unit increment, could lead to an impressive 48.3% boost in procurement performance. In practical terms, this highlights the importance of streamlining tendering procedures through digitization and automation, investing in employee training, and continually assessing and refining tendering strategies. These measures can lead to not only improved

procurement performance but also increased competitiveness and sustainability in the everevolving business landscape. Ultimately, the research underscores that effective tendering processes are a critical driver of successful procurement, with the potential to yield substantial benefits for organizations that prioritize their optimization.

The research's positive relationship between effective tendering processes and procurement performance is consistent with the findings of Agaba and Shipman (2007), who highlighted the importance of accountability assessment in public procurement to improve service quality. Furthermore, the notion that successful contract units lead to enhanced operational performance, as suggested by Costello (2008), corroborates the research's emphasis on the positive impact of tendering on procurement outcomes.

4.8.2 Supplier Selection and Procurement Performance:

The research findings highlight the crucial role of supplier assessment in shaping procurement performance. The analysis demonstrates a substantial and positive relationship between these two variables, with supplier assessment accounting for 23.5% of the variance observed in procurement performance. This implies that organizations can significantly improve their overall procurement outcomes by placing a strong emphasis on evaluating and selecting their suppliers effectively. According to the statistical model employed in the study, a unit increase in supplier assessment could result in a noteworthy 51.9% enhancement in procurement performance. This emphasizes the tangible benefits associated with comprehensive supplier evaluation processes, including considerations beyond cost, such as quality, reliability, and sustainability. In practical terms, organizations should prioritize the development and implementation of robust supplier assessment frameworks, fostering collaboration and trust with key suppliers, and consistently monitoring and

evaluating supplier performance to achieve better procurement results. These findings underscore the strategic importance of supplier assessment in achieving procurement excellence and long-term competitiveness.

The research's discovery of a significant connection between supplier selection and procurement performance is in line with Mamiro's (2010) identification of inefficient procurement planning and management as a major challenge in public procurement. Additionally, the research resonates with studies like Dubey et al. (2018), emphasizing the critical role of supplier management in an organization's operational success.

4.8.3 Contract Management and Procurement Performance:

The research findings underscore the critical significance of effective contract management in shaping procurement performance. The analysis reveals a robust and positive relationship between contract management and procurement outcomes, with contract management accounting for a substantial 34.9% of the observed variance in procurement performance. This implies that organizations can significantly enhance their overall procurement effectiveness by optimizing their contract management practices. According to the statistical model employed in the study, even a minor improvement in contract management, equivalent to a unit increment, could yield a remarkable 58.5% increase in procurement performance. This underscores the tangible benefits associated with diligent contract drafting, negotiation, compliance monitoring, and supplier relationship management. In practice, organizations should prioritize the development and implementation of comprehensive contract management protocols, establish key performance indicators (KPIs), and foster cross-functional collaboration. These measures can lead to not only improved procurement performance but also greater efficiency, cost savings, and competitiveness.

in today's dynamic business environment. Ultimately, the research highlights the pivotal role of contract management in achieving procurement excellence and long-term organizational success.

The research's finding of a positive relationship between effective contract management and procurement performance is supported by Cherotich's (2012) research on the impact of contract management on the operational performance of state companies. Moreover, the research aligns with the idea that well-integrated vendor relations can lead to improved delivery and product quality, as emphasized by Mumelo, Selfano, and Onditi (2017).

4.9 Hypothesis Testing

This study was focused on testing three major hypotheses where the first one was that tendering is positively related to procurement performance; the second hypothesis was that supplier selection have a positive relationship to procurement performance. A summary of the relationships established are shown in Table 4.8. From Table 4.8, all three-hypothesis tested were supported. Therefore, tendering was found to have a positive and significant relationship with procurement performance ($\beta=0.597$, $t=7.261$, $p=0.000$). Moreover, supplier selection was found to have positive and significant relationship with procurement performance ($\beta=0.484$, $t=5.398$, $p=0.000$). Again, contract management was found to have a significant influence on procurement performance ($\beta=0.590$, $t=7.129$, $p=0.000$).

Table 4.8 Hypothesis Testing Results

Hypothesis	Direct Relationships	Path Coefficients	T - Statistics	P - Values	Decision-Support or Not Supported
H1a	T \rightarrow PP	0.597	7.261	0.000	Supported
H1b	SS \rightarrow PP	0.484	5.398	0.000	Supported
H1c	CM \rightarrow PP	0.590	7.129	0.000	Supported



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This section discusses and analyses the results of this study and presents the summary results of the study. It includes the findings related to the objectives of the study, such as the findings of the experiences in the previous chapter.

5.1 Summary of Findings

The following are summary of the findings

5.1.1 Tendering and Procurement Performance

The analysis indicates a positive and significant relationship between tendering and procurement performance, with the model explaining 35.7% of the variance in procurement performance. The results suggest that a unit increment in tendering would lead to a substantial 48.3% increase in procurement performance. This finding implies that effective tendering processes positively impact procurement outcomes. This result concluded that management should make use of tendering procedures since it serves as the foundation for a future deal to enhance the quality of works, goods and services procured as well as to improved customer satisfaction.

5.1.2 Supplier Selection and Procurement Performance

The study reveals a positive and significant connection between supplier assessment and procurement performance, with supplier assessment explaining 23.5% of the variance in procurement performance. The model suggests that a unit increase in supplier assessment could

lead to a 51.9% increase in procurement performance. This underscores the importance of supplier evaluation in achieving better procurement outcomes. This result concluded that managers should consider effective supplier selection as a strategic edge resource that influences firms' competitiveness success favorably.

5.1.3 Contract Management and Procurement Performance

The analysis demonstrates a positive and significant relationship between contract management and procurement performance, with contract management explaining 34.9% of the variance in procurement performance. According to the model, a unit increment in contract management could result in a substantial 58.9% increase in procurement performance. This finding emphasizes the crucial role of effective contract management in enhancing procurement effectiveness. This result concluded that managers should not limit their contract management skills to adopting a win-win situation for contract dispute resolution with suppliers but also be in the position of managing the soliciting of bids, evaluating those bidders, granting and executing contracts, and measuring and calculating payments in order to ensure that all parties to the contract go above and beyond what is required of them and collaborate with the contractor to carry out the objectives outlined in the contract.

5.2 Conclusion

The primary objective of this study is to evaluate the impact of procurement practices on the operational aspects of the Volta River Authority (VRA) in the electricity sector in Ghana. To achieve this, the study outlines three specific objectives: firstly, to evaluate the influence of tendering on procurement performance within VRA; secondly, to assess the influence of supplier selection on procurement performance carried out by VRA; and thirdly, to determine the influence

of contract management on procurement performance of VRA. It utilizes a mixed research approach that combines quantitative and descriptive survey methods to assess the impact of procurement practices on organizational operations within the electricity sector at the Volta River Authority (VRA) in Ghana. The study employs convenient sampling techniques, resulting in a sample size of 141 employees and managers from the VRA, chosen to gather primary data through a self-administered questionnaire. The data collected will be analyzed using descriptive statistics, including ratios, frequencies, and central tendency metrics, in addition to regression, correlation, and reliability analyses conducted with SPSS software.

The study achieved a high response rate of 97.0% among its targeted sample of 100 respondents, indicating a robust data collection process. Demographically, the majority of respondents were aged between 31 to 40 years, suggesting a relatively mature workforce, and there was a higher representation of males (58.8%) compared to females (41.2%). Educationally, the sample was well-educated, with 60.8% holding bachelor's degrees and 29.9% having master's degrees. In terms of work experience, 38.1% had worked for less than 2 years, and 30.9% had 2 to 5 years of experience. The study conducted a reliability analysis, revealing that all variables had high reliability, with a strong internal consistency (Cronbach's alpha of 0.926 for the overall model). Descriptive statistics showed that respondents generally agreed with statements regarding the positive impact of procurement practices on procurement performance. Regression analyses indicated positive relationships between tendering, supplier assessment, and contract management with procurement performance, highlighting the importance of effective procurement practices in enhancing overall performance.

5.3 Recommendations

The following are some the policies organizations can adopt and implement as strategies;

5.3.1 Tendering and Procurement Performance:

To enhance procurement performance, organizations should prioritize improvements in their tendering processes. Streamlining tendering procedures is essential; organizations can achieve this by simplifying and automating tasks using digital tools, reducing manual paperwork, and enhancing transparency. Equally crucial is investing in training and skill development for employees involved in tendering, ensuring they are well-prepared to handle the process efficiently, considering both technical and ethical aspects. Continuous performance evaluation of tendering strategies is also advisable, allowing for necessary adjustments to optimize outcomes. Moreover, fostering open and transparent communication with suppliers during the tendering process can build stronger relationships and lead to better procurement results. Lastly, organizations should leverage technology solutions such as e-procurement platforms and data analytics to enhance tendering efficiency and decision-making, staying at the forefront of procurement best practices.

5.3.2 Supplier Selection and Procurement:

To improve procurement performance, organizations should prioritize comprehensive supplier assessments, considering factors beyond cost, such as quality, reliability, and sustainability. Establishing robust supplier relationship management practices is vital, ensuring collaboration and trust with key suppliers. Diversifying the supplier base is recommended to reduce supply chain risks and enhance resilience. Encouraging supply chain transparency among suppliers, particularly for ethical and sustainable sourcing, can lead to more responsible procurement.

Additionally, continuous monitoring and evaluation of supplier performance are crucial, identifying areas for improvement and informing data-driven decisions in supplier selection and

retention. These recommendations collectively aim to strengthen supplier selection processes and, in turn, enhance overall procurement performance.

5.3.3 Contract Management and Procurement Performance:

Enhancing contract management practices is essential for improving procurement performance. Organizations should develop and implement comprehensive protocols that cover the entire contract lifecycle, from clear contract drafting to effective negotiation and proactive monitoring. Strict adherence to contract terms and conditions is crucial, with regular audits and reviews to identify and address potential compliance issues. Establishing key performance indicators (KPIs) and metrics to measure contract performance is essential, with consistent monitoring to assess the effectiveness of contract management efforts. Cross-functional collaboration between procurement, legal, and other relevant departments is necessary to ensure that contracts align with procurement objectives and organizational goals. Considering the adoption of contract management software and tools can streamline contract administration, automate routine tasks, and enhance visibility into contract performance. Open and transparent communication with suppliers throughout the contract lifecycle is paramount, addressing issues promptly and collaboratively resolving disputes. Continuous improvement efforts, informed by lessons learned from previous contracts, should be pursued to optimize contract management processes and enhance overall procurement performance.

5.3.4 Suggestions for future research

Future research in procurement and supply chain management should consider several key areas. Firstly, the impact of emerging technologies like blockchain, artificial intelligence, and the Internet of Things (IoT) on procurement processes, supplier relationships, and overall performance

warrants investigation. Additionally, exploring how organizations can effectively integrate Environmental, Social, and Governance (ESG) criteria into their procurement strategies is crucial in today's sustainability-focused landscape. The evolving landscape of global supply chain risks, including geopolitical factors, climate change, and pandemics, requires continued study to develop robust risk mitigation strategies. Furthermore, research into the adoption of circular economy principles in procurement and supply chain operations can offer insights into reducing waste and enhancing resource efficiency. Investigating strategies for building resilient supplier networks, especially during times of disruption, and assessing their impact on overall supply chain performance is vital. Ethical dimensions of procurement, such as ethical sourcing and labor practices, merit examination due to their potential influence on brand reputation and performance. Collaborative procurement models like consortia and joint ventures and their effectiveness in achieving cost savings and improved supplier relationships should also be explored. Lastly, understanding the impact of government policies and regulations on procurement practices, particularly in the context of public-sector procurement, is an important area for research. These diverse research avenues will contribute significantly to the evolution of procurement and supply chain management practices in an increasingly complex and interconnected global business environment.

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KNUST



QUESTIONNAIRE

My name is Odette, a Masters student of KNUST conducting research on the topic **evaluating procurement practices and its effects on the operations of public sector organizations**. You have been chosen as a respondent by virtue of your degree of experience on knowledge on the

study. The research is purely academic and data collected will be used as such. I wish to state that all information gathered will be treated with strict confidentiality. Where alternatives have been provided in this questionnaire, please tick the appropriate response. Your participation and cooperation in this study is highly appreciated and valued.

SECTION A: DEMOGRAPHICS (Only tick one option under each question)

1. What is your gender?
 - a. Male ☐
 - b. Female ☐
2. Age of Respondents
 - a. Less than 30 years ☐
 - b. 30-39 years ☐
 - c. 40-49 years ☐
 - d. Over 50 years ☐
3. What is your highest level of Education?
 - a. Diploma ☐
 - b. Bachelor's degree ☐
 - c. Masters ☐
 - d. Professional certificate ☐
4. How long have you been in government institutions?
 - a. Below 2 years ☐
 - b. 2-5 years ☐
 - c. 5-8 years ☐
 - d. Above 8 years ☐

SECTION B: PROCUREMENT PRACTICES

From the statement below, please indicate your level of agreement or disagreement to the following statement. Please use the scale below. The item scales are five-point Likert type scales with 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

	Procurement practices	1	2	3	4	5
TP	Tendering					

TP1	The use of tendering in our operations has improved customer satisfaction					
TP2	The use of tendering in our operations has improved quality of services procured					
TP3	The use of tendering in our operations has helped the organization to acquire right products at the reasonable prices					
TP4	Our tendering procedure is in accordance to company's strategy					
SA	Supplier Assessment					
SA1	Our organization recognizes the need by the user in supplier assessment					
SA2	Our organization has a purchase order form and their appropriate order documents in evaluating suppliers					
SA3	Our organization settles for the most favorable tendering prices					
SA4	There is a structured framework in evaluating suppliers in the organization					
CM	Contract Management					
CM1	Our procurement management unit applies professional ethics during contract dispute resolutions					
CM2	Our procurement management unit adopts a win-win situation for contract dispute resolution with suppliers					
CM3	Procurement activities are communicated to prospective suppliers early enough using the appropriate media as prescribed by law					
CM4	Our procurement management unit always maintains regular communication with the supplier(s)					
CM5	Our procurement management unit effectively closes procurement contracts upon execution of contract terms by suppliers					
CM6	Our procurement management unit ensures that proper procedures are followed to terminate contracts where there is a breach of the contract terms					
CM7	Our procurement management units negotiate with pre-qualified tenderers to agree on terms prior to award of contract					

SECTION C: Procurement Performance

Please indicate your level of agreement with the following statements regarding procurement performance. The item scales are five-point Likert type scales with 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

Items	Statements					
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OP	Procurement Performance	1	2	3	4	5
<i>OP1</i>	Our procurement activities deliver value for money for our organization					
<i>OP2</i>	Our procurement activities occur within the minimum lead time (2-4 weeks)					
<i>OP3</i>	Our procurement activities are accessible to all those who meet the eligibility criteria					
<i>OP4</i>	Our procurement activities deliver high quality products and services to our organization					
<i>OP5</i>	Our procurement activities are carried in transparent manner					
<i>OP6</i>	Our procurement activities are carried in competitive manner					

Thank you so much for your response and time

