

MSC LOGISTICS AND SUPPLY CHAIN MANAGEMENT



**THE EFFECT OF PROCUREMENT POLICIES AND PROCEDURES ON
PROCUREMENT PERFORMANCE. THE MODERATING ROLE OF TOP
MANAGEMENT SUPPORT.**

BY

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cept where appropriate acknowledgement is made.

(PG9445621)

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.....

Signature

Date _____

DEDICATION

I dedicate the work to my husband, Prophet Andrews Gyamfi, of Re-Assign God's Fire Ministries and to my children, Golden, Marigold and Jewel, also to my mummy Madam Sarah Asamoah and my Sister Mavis Owusu Ansah.



ACKNOWLEDGEMENT

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ABSTRACT

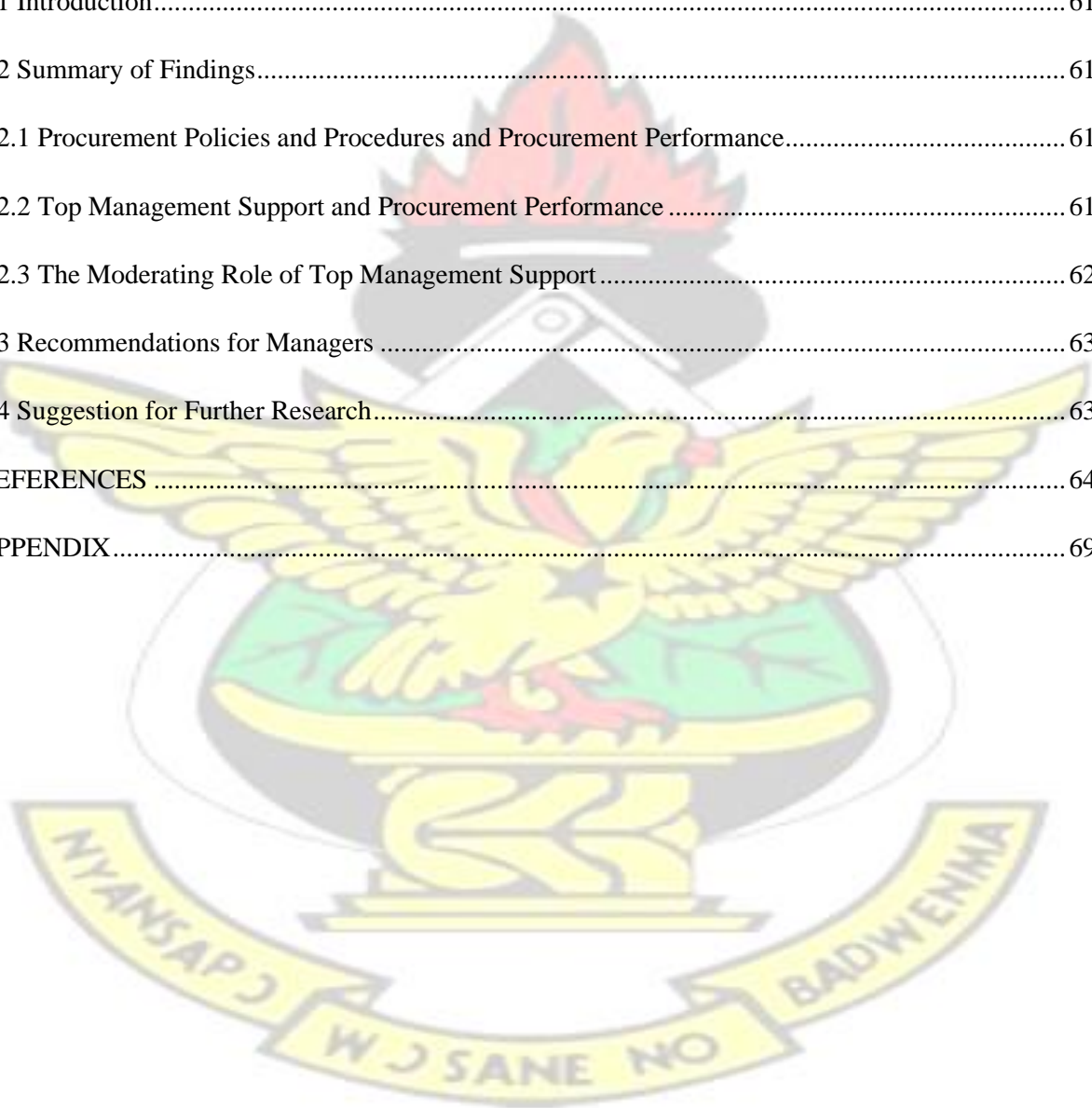
Procurement policies and procedures are crucial for shaping the procurement process, ensuring fairness, transparency, and efficiency. Top management involvement and support are essential for compliance with regulations and achieving favourable outcomes. In this study, we will investigate the relationship between top management support and procurement performance, as well as the relationship between procurement policies and performance in the public sector. The study will also assess the moderating impact of top management support on the relationship between procurement policies and performance. The study was carried out in Ghana, where the public sector is the main area of attention, to help attain these goals. The location of the study's industry and the relevance of adherence to procurement regulations and procedures in the public sector both had a role in the decision to choose Ghana as the research site. One hundred purchasing managers working for public sector firms in Ghana's Greater Accra Region were surveyed as part of the study using a convenience sample technique. IBM SPSS version 26 and SMART-PLS, were used to examine the moderating effects of top management support on the impact of procurement policies and processes on procurement performance. The study found a significant positive relationship between procurement policies and procedures and procurement performance, highlighting the importance of effective policies in enhancing transparency, fairness, competitiveness, efficiency, and effectiveness in government contract awards. Support from top management was also crucial in enhancing procurement performance since it encouraged truthfulness, integrity, and regulatory compliance. The study advises managers to create policies and procedures for procurement that are open, competitive, efficient, and effective. It also advises managers to invest in the training and development of procurement professionals and to regularly monitor and evaluate procurement performance in order to pinpoint areas that need improvement.

TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
CHAPTER ONE:INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	3
1.3 Objectives of the Study	4
1.4 Research Questions.....	5
1.5 Significance of the study	5
1.6 Overview of Methodology	5
1.7 Scope of the Study	6
CHAPTER TWO: LITERATURE REVIEW	7
2.1 Introduction.....	7
2.2 Conceptual Review	7
2.2.1 Public Procurement	7
2.2.1 Procurement policies and procedures	8
2.2.1.1 Policy on Margin of Preference	10
2.2.1.2 Policy Guidelines on Minor and Low Value Procurement of Goods, Works and Technical Services.....	11
2.2.1.3 Single Sourcing Policy.....	12

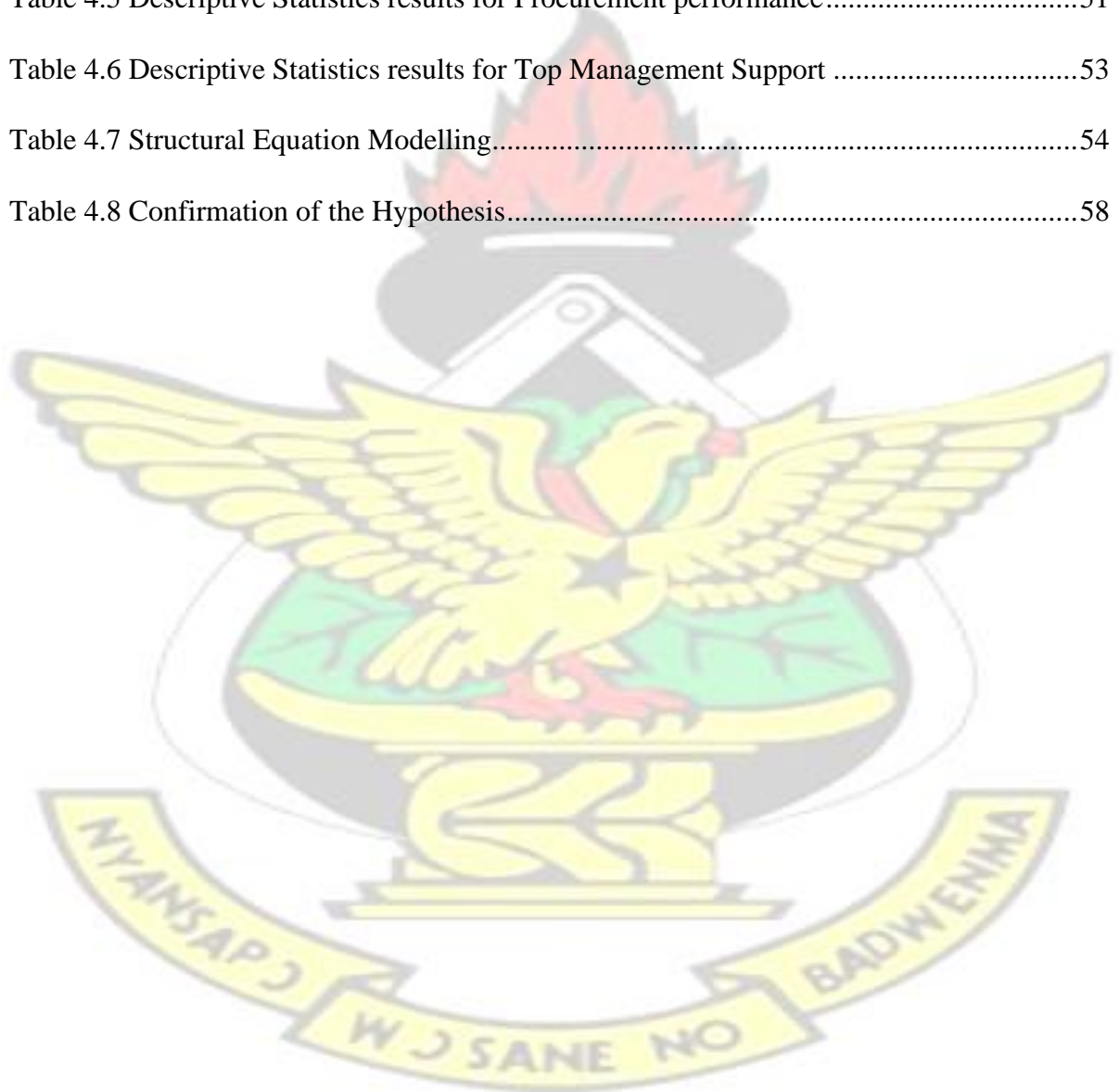
2.2.1.4 Tendering Procedures	13
2.2.2 Procurement performance	16
2.2.3 Top Management Support.....	18
2.3 Theoretical Review	19
2.3.1 The Principal - Agent Theory	19
2.3.2 Institutional theory	21
2.4 Empirical Review.....	22
2.5 Hypothesis Development and Conceptual Framework.....	32
CHAPTER THREE: RESEARCH METHODOLOGY.....	36
3.1 Introduction.....	36
3.2 Research Design.....	36
3.3 Population of the Study.....	37
3.4 Sampling Techniques and Sample Size	38
3.5 Data Collection Procedure	38
3.6. Validity and Reliability	40
3.7 Data Analysis	41
3.8 Ethical consideration.....	42
CHAPTER FOUR: DATA PRESENTATION , ANALYSIS AND DISCUSSION OF RESULTS....	43
4.1 Introduction.....	43
4.2 Demographics of the Respondents.....	43
4.2.1 Age Distribution of Respondents	44
4.2.2 Position	44
4.2.3 Educational Level	44
4.2.4 Working Experiences.....	44
4.3 Reliability and Validity.....	45
4.4.1 Procurement Policies and Procedures.....	49

4.4.2 Procurement Performance.....	51
4.4.3 Top Management Support.....	52
4.4 Structural Equation Modelling.....	54
4.6 Hypotheses Confirmation	58
4.7 Discussion of Results	58
CHAPTER FIVE:SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS ...	61
5.1 Introduction.....	61
5.2 Summary of Findings.....	61
5.2.1 Procurement Policies and Procedures and Procurement Performance.....	61
5.2.2 Top Management Support and Procurement Performance	61
5.2.3 The Moderating Role of Top Management Support	62
5.3 Recommendations for Managers	63
5.4 Suggestion for Further Research.....	63
REFERENCES	64
APPENDIX.....	69



LIST OF TABLES

Table 4.1 Demographics of Respondents	43
Table 4.2 Cronbach Alpha, Composite Reliability, and Average Variance Extracted	45
Table 4.3 Fornell Larcker Criterion	47
Table 4.4 Descriptive statistics results for Procurement Policies and Procedures	49
Table 4.5 Descriptive Statistics results for Procurement performance	51
Table 4.6 Descriptive Statistics results for Top Management Support	53
Table 4.7 Structural Equation Modelling	54
Table 4.8 Confirmation of the Hypothesis	58



LIST OF FIGURES

Figure 4.1 Confirmatory Factor Analysis48

Figure 4.2 Structural Equation Modelling57



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Because public institutions need to get resources from third parties to operate, public procurement regulations are crucial to the creation and delivery of products and services. The quality of the government's services and responsiveness to the requirements of the public are significantly impacted by how well public procurement regulation's function (Daghfous and Belkhodja, 2019).

When it comes to procuring goods and services, a company's purchasing activities might be compensated by using procurement guidelines. The use of procurement guidelines promotes innovation, a strong brand image, and societal objectives including gender and racial equality (Jones, 2017). As the number of significant players in the global hotel business has increased, so too has the complexity of the hotel sector in Botswana. To help the hotel company unify the flow of goods, services, and money, this growth required the development of highly coordinated and integrated norms and operational structures (Odeny, Kurauka and Kurauka, 2020).

The EU has had regulations in place since the 1970s to guarantee an open and competitive public procurement market in the EU. The methods for evaluating the company's qualifications, contract advertising, awarding, and ensuring adherence to these rules are covered by the procurement policies. The procurement regulations of the European Union are described in a number of directives that are often amended. To execute the EU procurement rules under domestic law, Member States must create national laws (regulations) within certain deadlines. The most recent revision to the regulations controlling the EU procurement policy was made in 2015.

A variety of public procurement reforms, some of which are still in the early stages, are being adopted in Africa to, among other things, infuse innovation into public procurement. Tanzania's TPPP 2012,

Kenya's PPDA 2015, Ghana's PPC 2003, and Uganda's PPDPA 2003 all place an emphasis on public procurement that ensured the general public received value for their money (Abdul-Karim, 2020). Studies, for instance, have revealed that in the case of South Africa, progress has been made after the implementation of affirmative procurement. However, there is still a lack of proper implementation of procurement regulations and processes, which encourages more corruption and lowers income for government parastatals. According to Hussein and Wanyoike's (2015) research, the state's financial expenses in implementing assertive and successful procurement policies have shown to be little in comparison to the final results and benefits that were previously anticipated. Jones (2017) also notes "substantial gains" that have happened in South Africa as a result of the implementation of affirmative procurement regulations.

For the purposes of this study, top management is defined as a single individual or group of people with the ability to inspire the workforce to realize the mission and vision of the company. TMS is regarded as a crucial component for determining the acceptance, deployment, and success of IT (Mandal, 2019). The upper echelon hypothesis states that an organization or business develops and changes to mirror the traits of its top executives (Mason, 1984). CEOs in particular are in charge of corporate management and accountable for their performance on behalf of shareholders. Additionally, senior executives, especially top management, are the primary decision-makers in an organization, and the choices they make affect the operation of the business and whether it will remain in business or be eliminated (Boone et al., 2016; Takeuchi et al. 2017). The directors, division managers, chief executives, and other members of top management are examples. These people oversee the organization's strategy and growth. It will be simpler to guarantee procurement as a function performs procurement operations ethically and professionally to obtain greatest value for money if compliance with procurement rules and procedures has top management backing (Albrecht J., 2018).

According to Schiele (2017), the success of a firm's procurement goals is reflected in its procurement performance. This involves efficiency and efficacy, two key components. The cost of information gathering for products and services, the acquisition of high-quality products and services, the flexibility

of order recycling times, and lead-time delivery of products and services are just a few examples of the indicators that are taken into account when determining how effective a procurement process is. By concentrating on lead time delivery, flexibility, quality, and cost, procurement performance may be evaluated. How existing supplier relationships are handled to ensure continual availability of necessary, high-quality goods at the company is a key factor in achieving optimal procurement performance (Shalle et al.,2014). This will guarantee that sourced items are really purchased at a fair price and at the appropriate time. The goal of procurement performance is to make it feasible for the organization's procurement process to be improved in order to increase the quality of firm goods and services delivered in the shortest amount of time and money. Management may increase performance and accountability by using effective procurement performance assessment to guide their decisions. In order to promote operational flexibility, it improves both the evaluation of different procurement strategies and the appropriate allocation of resources (Deva raj, 2018).

1.2 Statement of the Problem

It is unclear to what extent Ghanaian public procurement laws are actually being followed. The way public institutions see compliance is always evolving. Academic study findings, regulatory authority reports, and other oversight organizations' reports provide as proof of this even though Ghana's public procurement organizations have made some success in raising compliance levels with the public procurement legislation and procedures, the majority of public institutions disregard their management systems and contract management processes, among other things. Unawareness and ineptitude Political meddling and inadequate oversight are important causes of non-compliance with Ghana's public procurement laws. Rule-breaking by those in charge of public procurement is quite legal (Chikwere et al, 2019). The value for money aim, which often describes the success of the procurement in public institutions, has been significantly impacted by this.

The audits, according to the Auditor-General, exposed gaps and weaknesses in the internal controls of the several District Assemblies, which all contributed to persistent irregularities because of insufficient

supervision, loose expenditure controls, and a lack of enforcement of relevant laws. According to the reports, procurement, store, and contractual irregularities led to compliance violations that allowed the use of anti-competitive procurement strategies such as single-source without prior approval from the Public Procurement Authority (PPA), unaccounted-for fuel and stores, payments for maintenance work without certification, and contracts that were not carried out in accordance with specifications. The Auditor-General also stated that management had failed to hold individuals accountable for the frequent occurrence of irregularities in the procurement process accountable in the audit findings. (Auditor General, 2018)

Examples of policies in the public sector include the public procurement act, rules, and modules. Strict adherence to these rules hasn't been implemented yet, though. The study focuses on compliance with the current rules, which has been an issue for the majority of public sector organizations, rather than trying to ascertain the existence of those policies.

The topic of compliance with procurement laws and procedures in the public sector and how it affects performance with top management support mitigating the effect is debatably unstudied. According to the auditor general, top management assistance is crucial in maintaining adherence to procurement rules and procedures. Thus, the study indicates a knowledge gap about the function that senior management performs in ensuring that procurement regulations are followed.

1.3 Objectives of the Study

- 1.To determine the relationship between procurement policies and procurement performance in the public sector
- 2.To determine the relationship between top management support and procurement performance
- 3.To determine the moderating role of top management support on the relationship between procurement policies and procedures and procurement performance in the public sector.

1.4 Research Questions

1. What is the effect of compliance to procurement policies on procurement performance?
2. What is the effect of top management support on procurement performance?
3. What is the moderating effect of top management support on the relationship between compliance to procurement practices and procurement performance?

1.5 Significance of the study

This study makes the following contributions related to the most recent research in procurement.

My earning of a master's degree is the very first noteworthy aspect of my study. The supply chain management master's degree is partially satisfied through this study. I wouldn't have received my supply chain management master's degree without this program. The findings of the study would also give significant information to a variety of individuals, including the leaders of both public and commercial procurement organizations. They would learn from the research the need of ensuring rigorous adherence to procurement regulations and procedures.

1.6 Overview of Methodology

The methodology is divided into areas like population, sample, and sampling technique, data collecting method, data analysis, reliability and validity, ethical issues, and industry profile. It also includes sections on reliability and validity. When doing a research study, there are many different types of research designs, including descriptive, exploratory, and explanatory research designs. This study, however, uses an explanatory research approach. Additionally, the study uses a convenience sample approach that enables the researcher to select from readily available respondents. Despite being conversant with a variety of data collecting methods, the researcher decides to ask the selected respondents questions using a semi-structured questionnaire.

1.7 Scope of the Study

Geographically, Ghana is chosen as the study area to enable the researcher tests the proposed theoretical framework empirically. The choice of the country was because, that is where the study's sector (public sector) is located. Contextually, the public sector was chosen to assess how procurement performance can be achieved through compliance to procurement policies and procedures. The choice of the sector was informed by the requirement of compliance to procurement policies and procedures. Also, the public sector is a regulated environment relative to the private sector where red tapes can be cut at all times.

1.8 Organization of Research Study

There are five primary chapters in the research. The study's background, problem statement, aims, research questions, importance, scope, restrictions, and organizational structure are all covered in chapter one. The study's literature review, which includes a conceptual, theoretical, empirical, and conceptual framework review, is presented in Chapter 2. The study methodology is covered in detail in Chapter 3, along with the research design, approach, population and sample methods, data collecting tools, data analysis techniques, validity, reliability, and ethical considerations. The data analysis, presentation, and discussion of the results are also included in chapter four. The summary of findings, conclusion, recommendations, and ideas for more research are presented in Chapter 5.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the conceptual review, theoretical review, empirical review and conceptual framework model of the study. The chapter covers into detail the definitions of variables (i.e., Public procurement, public procurement policies, top management support and procurement performance) being studied, the theories related to the topic (i.e principal agency theory and institutional theory) and empirical evidence propelled by other researchers regarding the topic under study. The literature review shows the impact of buyer-supplier relationships on productivity and the mediating role of leadership.

2.2 Conceptual Review

2.2.1 Public Procurement

Many stakeholders, including practitioners, researchers, and politicians, now show increased interest in procurement. Procurement is frequently described as the act of acquiring products, services, and/or labor from a supplier, whether that provider is a business or an individual. The procedures involve sourcing (identifying and evaluating planning needs, choosing suppliers), contracting, monitoring and evaluating, and expediting. Private or public organizations may carry out this. Public procurement is the term used to describe the government's acquisition of goods, building projects, and services through any contractual process. The great majority of definitions are drawn from statutory frameworks, however it must be kept in mind that public procurement is a highly regulated industry with inherent political sensitivity. Public procurement is sometimes described as a form of purchasing that is organized and methodical. (Offei and Badu, 2016)

The government and its numerous departments and agencies have the authority to investigate items as tiny as clips or as large as the building of a new road, a group of power plants, or an airport.

Governments do make major purchases all around the world; in 2015, public procurement totaled over \$2,000 billion (or roughly 7% of the global GDP and 30% of global sales) (Bashuna, 2013). Additionally, it is anticipated that public procurement represents about 16.3% of the EU-15's overall GDP. Additionally, it is predicted that public procurement accounts for between 9 and 13 percent of GDP in poor countries. In Malawi, public procurement accounts for 40% of government spending, whereas it accounts for 58% of government spending in Angola and 70% of government spending in Uganda, according to Bashuna (2013). After personal emoluments, public procurement makes up between 50 and 70 percent of Ghana's and Kenya's national budgets, respectively (Osei-Tutu et al., 2011). According to reports, the government is currently spending up to 14 percent of GDP on purchases. In Ghana, more than a quarter of all imports fund public projects including roads, schools, and hospitals (Quacoo, 2021). Responsible use of taxpayer funds is a top goal (Financial Accountability and Transparency in the Public Sector, 2019). The considerable share of government spending that goes into public procurement policy requires the government of Ghana to invest a lot of time and effort in it.

2.2.1 Procurement Policies and Procedures

The rules and procedures for procurement are operational instructions that specify the functionally necessary occupations or tasks. The division between the public and private sectors, according to Lisa (2015), creates two unique worlds that need for different procurement techniques. Due to the obligations surrounding public responsibility that come with public ownership, certain processes and rules are required. Every step of the procurement process needs to be meticulously documented and approved by the appropriate authority. According to Maiyo (2019), public procurement practices are frequently characterized by excessive bureaucracy regardless of order value, poor communication, and a focus on short-term ties over long-term partnerships.

The norms of engagement in public procurement are set up to attain the best quality at the best price, to prevent corruption in the public sector, to guarantee the efficient completion of public projects and services, and to provide value for money via careful financial management. Governmental procurement

policies are essential for development objectives. The goal of these policies is to maximize the public's benefit from the scarce resources available, which will, among other things, reduce poverty and enhance the delivery of health and educational services. Planning the procurement procedure enables administrators of public funds to prioritize things on the list of public expenditures, hence enhancing budgetary decision making. (Mansaray,2018)

Increasing interest in the intricacies of public procurement processes is mostly attributable to their relationship to certain national aims and objectives. The murky relationship between the governmental sector and the private sector frequently raises eyebrows, particularly in Ghana. Through the attainment of project objectives and the cost of such projects, the impact of public procurement policies and compliance levels can be observed. In fact, these rules may tell volumes about a variety of other national interests, practices, and concerns. (Mansaray et al, 2018).

Public procurement in Ghana is governed by the Public Procurement Act (Act 663) and the related administrative and regulatory rules. The Ghanaian government's general procurement policies are outlined in the Act and its regulations. On the other hand, the public procurement handbook offers procurement bodies guidelines and detailed procedures for performing public procurement in compliance with the Act (Public Procurement Manual, 2003). The Public Procurement Authority (PPA) was formed to oversee the Public Procurement Act of 2003 (Act 663) as amended by the Public Procurement Act of 2016 in order to achieve the expected benefits of efficient procurement procedures in Ghana (Act 2016). (Act 914). The goal of the public procurement system is to provide value for money by making sure that public funds are spent fairly, effectively, and transparently (Public Procurement Manual, 2003). The public procurement Act's main goal is to address flaws in the public financial management system, specifically those related to developing practitioners' human resource capacity, creating a uniform institutional framework for public procurement, developing a public procurement policy, creating a regulatory and legal framework for public procurement, and defining the roles and responsibilities of public procurement stakeholders, among other things. (Public Procurement Manual, 2003)

The procurement cycle is a cyclical process that involves significant milestones in the acquisition of goods or services, claims CIPS (2014). It is referred to as a roadmap of procurement function actions by Ohene-Addae (2012). The project procurement cycle illustrates the procurement processes, which start with the decision to buy a good or service and finish with the settlement of bills and contracts for the acquisition of goods. It starts with determining a need and market research, then it goes on to include choosing a supplier, managing their performance, and reviewing any lessons gained. It sets a standard for the monitoring and evaluation of the process by procurement monitors and evaluators and outlines the important activities required at each point of the procurement process.

2.2.1.1 Policy on Margin of Preference

The Public Procurement Authority has released recommendations for implementing margins of preference for domestic Contractors and Suppliers of products, works, and services in accordance with Section 60(3) of the Public Procurement Act, 2003 (ACT 663). These Draft Guidelines for Margins of Preference have been created by the Authority in accordance with its legislative mission and in conjunction with the Minister of Finance and Economic Planning. They will be utilized by all procurement entities until Parliament grants its approval. According to Section 3(t) of Act 663, the main goal of using margin of preference is to help local businesses become effective and competitive suppliers to the public sector. The margin of choice is applied to Goods, Services and Works.

Both national and international competitive tendering processes permit the use of margins of preference.

The domestic sources of the commodities, not the tenderer's country of origin, determine eligibility for preference for goods. It is made obvious that the priority is given to the GOODS and not to the Tenderer by the fact that the Nationality of the Tenderer or Supplier is irrelevant:

The following prerequisites must be satisfied for an item to qualify as domestic goods:

1. when the cost of the product, including labor, raw materials, and components, is at least 15% (or more) of the Ex-Works (EXW) price in Ghana.

2. When local labor and extra components are needed to turn imported raw materials or component into completed goods, and the proportion of domestic value added is equal to or greater than 10% of the product's Ex Works (EXW) price.

Products matching Condition 1 will receive a 20% margin of preference, while those satisfying Condition 2 would receive a 15% margin.

2.2.1.2 Policy Guidelines on Minor and Low Value Procurement of Goods, Works and Technical Services

Following the incapacity of procurement bodies to record and document procurement transactions of relatively low value items, works, and technical services, the Low Value & Minor Procurement Forms were created for use in the public sector. The idea has been especially helpful when buying extremely inexpensive things, for which even using the Standard Tender Document for Price Quotation has proven difficult and time-consuming. This includes purchases made by vendors and service providers (such as micro and small businesses, artisans, craftsmen, market women, etc.) who, for odd reasons, are unable to produce formal estimates and other documents for accurate record keeping of such transactions by Entities. Therefore, perishable goods like fish and vegetables, as well as services rendered by artists and craftspeople, fall within the general categories of procurement that fall under this category.

The Low Value & Minor Procurement Forms' successful pilot program among senior high schools across the nation has shown that the LV & MP idea may have broader applications within the public sector. The use of the straightforward LV & MP forms by Entities will help with the documentation of relatively low value procurements over any predetermined period and for inclusion in Entities' procurement plans under the heading "low value procurement" as they capture the most fundamental information about such procurements without violating the rules of Act 663 as amended.

For instance, when bids were solicited from micro and small firms, it became clear that they were unable to manage the 15-page documentation required for the acquisition of items up to GHC 100,000 (under

the price quotation method). They won't be allowed to take part in the procurement procedures as a result. Similar to this, the majority of low-spend companies found the processes to be overly onerous, especially for acquisitions of really little value. They thereby violate the terms of Act 663 as modified by either disobeying the established processes or virtually invariably making purchases straight from a certain supplier without PPA's consent.

Some Entities find it difficult to get their needs in conformity with the Act due to the aforementioned difficulties, which puts them at risk of penalties. The end consequence is excessive purchase costs, sometimes complete procurement errors, and inadequate or non-existent procurement record keeping.

In order to address the aforementioned challenges that entities are facing in the implementation of Act 663 as amended, the PPA has developed this policy on Minor and Low Value Procurement under its regulatory authority under Section 3(a) and (c) of the Procurement Act. This policy aims to improve procurement performance.

Minor or Low Value Procurement entails purchases with comparatively low value that are made mostly from suppliers, market vendors, and craftsmen or artisans who perform maintenance or repairs. These policy recommendations outline the steps to take when procuring minor and low-value goods, works, and technical services (All the procurement forms referred to in these guidelines are attached).

This approach aims to deal with the aforementioned issues. Its objectives are to: a) ensure that records of low value procurement transactions are kept; b) lower administrative costs; c) implement effective procedures for low value and perishable item procurement under the amended Act; and d) establish documentation that is straightforward enough to encourage small businesses' participation while ensuring compliance with Act 663 as amended.

2.2.1.3 Single Sourcing Policy

The Act mandates that institutions get Board permission before implementing single source procurement. On September 17, 2004, the Minister of Finance and Economic Planning released

instructions outlining the Single Sourcing application procedure. However, the majority of single source application submissions to the Board fall short of meeting the fundamental criteria for approval. Sometimes, this causes delays in the approval procedure. The Board is releasing a more thorough set of guidelines to help all institutions that might need to use single source procurement in order to guarantee that single source requests adhere to the major clauses of the Public Procurement Act, 2003 (Act 663).

When submitting a request for single sourcing, institutions must meet the following three requirements:

I. Justification for Act 663's Clause 40 II. The proposed firm's capability and qualifications III. Contractual Requirements and Budgetary Proposal

I. Justification for Act 663's Clause 40

Institutions are expected to show, under this condition, that at least one of the requirements listed below may be used to support their proposed application for single source.

(a) If a certain supplier or contractor is the only source for the products, works, or services, or if they have exclusive rights to those goods, works, or services, and no reasonable alternative or substitute is available.

(b) When there is an immediate need for the products, works, or services and conducting tender processes or using any other form of procurement is unfeasible because of the urgency's unanticipated cause, which is not the result of the procurement entity's dilatory behavior.

(c) When there is an urgent need for the products, works, or technical services as a result of a catastrophic incident, rendering it unfeasible to employ alternative means of procurement due to the time necessary in doing so.

2.2.1.4 Tendering Procedures

Requests for Tenders and Prequalification Applications for National Competitive Tendering 44.

(1) When the procurement organization decides that only domestic suppliers or contractors may submit proposals, national competitive bidding methods must be used in the procurement proceedings. (2) The procurement authority is not required to follow the procedures indicated in sections 47 and 48 of this Act if the anticipated contract value is less than the value level listed in Schedule 3. (3) The contracting authority has the right to stipulate in the tender papers that all bids and payments must be made in local currency. open international contest 45.

(1) If open competitive bidding is used, international competitive tendering is necessary because effective competition cannot be established without requesting the participation of overseas businesses. (2) Open international tendering must follow this Act's Parts IV and V and be subject to the extra requirements listed below. (a) The invitation to tender and tender documents must be in English, subject to sections 34 and 52; (b) the invitation to tender must be published in a newspaper with enough readers to attract international competition as required by section 47; and (c) at least six weeks must be allowed for the submission of tenders to allow candidates enough time to prepare and submit their bids as required. Technical specifications must correspond to Sections 33 and 50 in particular, and must be based on international standards or standards that are regularly used in international commerce, to the degree that they are consistent with national requirements (3). In line with Sections 50(3) and 55(2)(c) of the Tender Papers, Tenderers may additionally express their tenders and any security documents they plan to submit in freely convertible currency.

Suppliers are enticed to submit bids or proposals as part of a process known as tendering. Tendering, according to Lysons and Farrington, is a procurement process where potential suppliers are asked to make a solid and clear offer of the price and terms under which they would deliver particular products or services, which, upon acceptance, shall serve as the basis of the following contract. No matter if the tender is for a national or international project, it should be competitive. Additionally, there are other types of tendering, including restricted open tendering, selected tendering, and open tendering. There are fundamental steps that must be followed in order to prepare the invitation to tender, regardless of the kind and format of tendering.

Identification of a requirement and the creation of a specification are the first stage of the tendering process. It must be communicated to the procurement department that something is needed but is presently unavailable before a procurement exercise or transaction can start. For instance, the transport department might require vehicles for distribution purposes. In this case, the department in question must inform the procurement department via requisition, which should include the following information: a description of the product or service required, the quantity required, the date by which delivery is to be made, the internal department code, the name and signature of the requisition's author, as well as the date. The specification can then be prepared when the demand has been received. To make it easier for the supplier to understand, the specification must be extremely accurate, succinct, and thorough.

Choosing between open and limited tendering and creating a reasonable timeframe for the tender process are the two steps in the second stage of the tendering process. The threshold affects the choice of tendering method in the public sector. All purchases over GHC 10,000 must go via open tendering, under the Public Procurement Act (Act 914) regulations. Selective tendering, where suppliers are required to be pre-qualified as part of the tendering process, should be employed above the GHC 100,000 barrier. When it comes to the private sector, the organizational sourcing policy will determine which method of tendering is used. A realistic timeframe for the process must be created when the proper tendering type has been chosen. The timetable must make sure that enough time is allotted for each of the process's many steps. For instance, several suppliers might compete for the contract in an open tender where the bid is accessible to the public, and at the opening stage, sufficient time would be needed to guarantee that all the offers received are reviewed.

The third step of the tendering process involves the issues of the invitation to tender, together with the specification and deadline for submission of the invitation to tender. In a public tendering, this would be accomplished by open ads. In the case of a selected tender, this would be accomplished by sending a request for bids or a request for quotes to the suppliers who made the short list. The ITT must be completed and returned to the buyer by the time indicated after it has been received by the suppliers.

The major points of each accepted tender should be documented on an analysis sheet for easy comparison, and the tenders should be logged. After the deadline for submission, bids must be unopened and sent back to the vendors.

The next step in the bidding process is the opening and review of the submitted bids. The tender must be open on the scheduled day, at any costs. In an open tender, arrangements must be prepared for a very large, cozy space to host every provider who would be in attendance. Because there would be fewer providers in a selective bidding, less space would be needed for the opening and assessment. The task of assessing the received bids and selecting the best provider should fall under the purview of a cross-functional tender review panel. The most economically advantageous tenderer (MEAT), the lowest price, the best value, or any other objective criteria selected by the panel typically serve as the basis for assessment criteria.

The awarding of the contract, communication of the award, and debriefing follow the evaluation of the bids. The chosen provider is given the contract, and if more discussion is required, it takes place. The announcement of the award or its public announcement is a requirement of governance in order to let the failed suppliers know how the process turned out. Debriefing, or providing the unsuccessful suppliers with information about why they did not receive the contract, is also necessary so they may strengthen the competitiveness of their future bids. (PPA Act 914)

2.2.2 Procurement Performance

The phrase “procurement performance”, while it is widely talked about in scholarly and no scholarly conversations, is often not explicitly defined. A survey of the current literature demonstrates that hardly do even empirical investigations provide any operational definition for the word. In this study, we discuss how the term has been defined or conceptualised and quantified in earlier empirical research and correspondingly define procurement quality performance. Janda and Seshadri (2011) view purchasing performance as the extent to which efficiency and effectiveness goals in the purchasing process are accomplished. According to Barsemoi (2014), procurement performance

illustrates the extent to which tasks that result in customer satisfaction, effective information flow, and quality procurement management are achieved. On the other hand, Batenburg and Versendaal (2018) define procurement performance as how well a company's procurement function performs with regard to procure-to-deliver, price of goods, quality of goods, and transaction expenses. Again, Stephen (2018) defines procurement performance as "quality of goods purchased, correct quantity of goods acquired, dependability, consultant hired, high productivity, and increase in innovativeness and creativity of trained personnel, durable and highly performing product (deliverable) obtained." The above definitions are clear on at least two significant things. First, if procurement is considered as a business activity or process, all operations required to buy products and services must be in accordance with user needs (Novac and Simco 2011).

The procurement function's performance in regard to its set objectives/goals, such as quality, price/cost, and delivery, is reflected by procurement performance. Second, the possibility of numerous objectives and/or goals associated with the procurement function suggests that the concept of procurement performance may be multidimensional. Prior research that sought to empirically test the concept have demonstrated this second point. Van Weele (2015) contends that for an organization to go from being reactive to proactive and meet predefined performance goals, procurement performance must start with the efficacy and efficiency of the procurement function. The basis for assessing an organization's progress toward its objectives, identifying its areas of strength and weakness, and planning subsequent actions with the aim of launching performance improvements is its performance. Performance in procurement is not a goal in and of itself, but a method for controlling and monitoring the procurement function. For every organization to shift its focus and become more competitive, performance is a crucial factor in raising service quality. According to Richard (2019), the financial performance, customer service, social responsibility, and employee stewardship components of the procurement function may be separated. In order for performance to be fulfilled, there has to be close collaboration among the necessary supply chain participants who have customer happiness as their shared goal. In order to reduce transaction costs, time commitment, and the quality and quantity of provided items, a

variety of quality- and quantity-improving factors are incorporated in procurement performance. Their examination of the performance of public procurement officers found that efficient procurement is characterized by strong returns on investment, minimal transaction costs, timely service and supply delivery, high-quality purchases, and straightforward supply chains (Odhiambo and Kamau, 2013). Several indicators, including time management, cost management, job quality, value for money, adherence to procurement regulations, and lawsuit avoidance, can be used to gauge the effectiveness of a procurement process (Mwangi, 2014). Public procurement takes time to advertise, receive bids, assess those offers and the skills of the firms, award bids and sign contracts, resolve any disputes that may arise, and finally implement the project's scope (Telewa, 2014). For the project's scope to be more easily carried out, the organization in responsibility of procurement must be able to finish the procurement process on time. Therefore, the length of the procurement procedure directly impacts how long it takes the procuring company to perform its tasks (Ngotho, 2014).

2.2.3 Top Management Support

Numerous experts and practitioners acknowledge the critical importance of top-level management assistance in the implementation of effective procurement planning (McKinnon, 2015). For instance, Ellram and Ogden (2019) propose that management support would indicate a movement in favor of enhancing the efficacy and efficiency of procurement in public sector enterprises. In a similar spirit, Abrahamsson (2010) contends that senior management's support is the most important element in ensuring that procurement rules and procedures are successfully implemented in both public and private businesses. Thus, it may be claimed that the success of any organization's procurement management system depends on senior managers displaying strong leadership and active support. Through the deployment of essential resources, the establishment of a quality procurement system and the administration of the entire process through close monitoring and assessment, upper management plays a leadership role.

Top management is in charge of setting overarching organizational goals and making sure that they are clearly aligned, claims Prugsamatz (2010). These objectives must to be included in the organization's business strategy and integrated into regular operations. Senior management is also in charge of inspiring each employee about the necessity of big changes. According to Basheka (2019), senior management's job is to inspire workers by outlining the advantages of adhering to rules and regulations. Saleemi (2015) asserts that senior management has to put in place leadership that can encourage adherence to procurement policies and processes. In this way, public sector organizations require both transformative and transactional leadership. The senior management should be at the forefront of the procurement process, according to Katarzyna (2012).

It is regrettable, according to Gorane and Ravi (2013), that certain managers in public procuring institutions do not fully understand the significance of adhering to procurement regulations.

2.3 Theoretical Review

2.3.1 The Principal - Agent Theory

To describe the impact of separating ownership and control in contemporary firms, Berle and Means (1932) suggested the Agency (Jensen & Meckling, 1996). The foundation of the agency theory (AT) is the division of ownership and control over economic activity between agents and principles. There may be a variety of agency problems, such as an informational imbalance between the agent and the principal. The main goals include conflict of interests, variations in risk aversion, unpredictable consequences, self-interested action, and limited rationality (Diamond, 2002). The theory describes principals, such as shareholders, agents, or company leaders and managers. This point of view contends that the shareholders, who are the business's owners, pay the agents to do labor. Managers handle company activities on behalf of the shareholders after being delegated by the principals (Clarke, 2004). This viewpoint holds that all public officials and procurement managers involved in public procurement operations must operate as political actors.

The principal-agent theory was seen as being extremely relevant in this study for a variety of reasons. First, the majority of definitions of public procurement (Robert and Clifford (2004), Baily et al. (2005), Lysons & Farrington (2012), and the World Bank) place an emphasis on legal and regulatory processes and procedures (2004). Public accountability is a crucial component of public procurement, according to Van Weele (2010), which explains why public organizations' processes are mainly dictated. The second difference between public and private procurement is not one of goals but rather one of funding source and, as a result, approach. In the private sector, business owners choose to take a certain amount of risk while investing their own money, but in the public sector, expenses are paid for with money donated by tax payers. As a result, those in charge of public sector procurement must answer to the members of the public whose money they are spending (Arrowsmith, 2010). Public procurement, according to Witting (1999), is a commercial procedure carried out inside a political framework that takes national interest, responsibility, and integrity into consideration. Thirdly, the Accounting Officers of all public entities in the nation are responsible for ensuring compliance with Ghana's Public Procurement Act. The concept illustrates how the government (as principal) and other stakeholders are impacted by the actions and results of procuring companies (as agents) (Muranda, 2006).

The connection between the parties is governed by the contract between the principal and agent. In order to motivate the agent to act in the manager's best interests, the most effective contracts integrate behavior- and outcome-based incentives (Maiyo, 2009). This indicates that the agent's sole responsibility is to protect the main interest by using the approved procurement policy and procedures. The agent-principal theory must be studied because it clarifies the relationships between the many parties involved in supply chain transactions and demonstrates how buying policies and procedures may be applied to achieve the desired performance outcome.

The agency theory has been used extensively in the literature on public administration to explain some of these characteristics (Kauppi and Raij, 2014). It is significant to emphasize that in the circumstances of impoverished nations, incentives may not always contain rewards but rather the potential for punishment when responsibility bearers violate their obligations. Such a statement is necessary to

temper the steward theory's supporters' arguments, who regularly refute the idea that government servants are by nature self-serving (Schillemans, 2013; Jensen, 1994). (Dicke and Ott, 2002; Schoorman, Donaldson and Toward, 1997). Contrary to what Rossi (2010) and Gelderman et al. (2006) said, the study found that a robust enforcement mechanism, not only familiarity with or clarity of the law, is what ensures compliance (Gunningham and Kagan, 2005).

2.3.2 Institutional Theory

The traditional approach for examining many facets of public procurement is the institutional theory (Gibbens, 2010). The normative, cultural-cognitive, and regulatory basis of institutions are defined by Kamau (2004). Speed is the key to compliance, and the regulatory pillar places a focus on the application of rules, laws, and penalties as a weapon for enforcement. According to Scott (2004), institutions are composed of cultural, cognitive, and regulatory components that, when joined with pertinent activities and resources, give life purpose. The author identifies normative, cultural-cognitive, and regulatory as the three bases of institutions. Speed is the key to compliance, and the regulatory pillar places a focus on the application of rules, laws, and penalties as a weapon for enforcement.

The normative pillar covers values, which are things that are desired or desirable, and norms, which are things that should be done, with social responsibility acting as the foundation for compliance. The cultural-cognitive pillar is supported by mutual understanding (common beliefs, symbols, shared understanding). The PPA Act 914, rules, and recommendations that are routinely released by the Public Procurement Authority must be rigorously adhered to by all governmental organizations and suppliers in Ghana.

Institutional theory suggests that organizations tend to mimic the structures and practices of other successful organizations in their environment to gain legitimacy. In the context of procurement, organizations may adopt certain procurement policies and practices because they are perceived as legitimate in their industry or society. For example, implementing sustainable procurement practices

may be driven by the desire to conform to institutional expectations regarding corporate social responsibility.

Institutional theory suggests that organizations seek legitimacy by conforming to institutional expectations. In the context of procurement, organizations may choose performance metrics and indicators that align with prevalent institutional norms. For instance, if industry benchmarks emphasize cost savings, organizations are likely to prioritize cost-effective procurement practices to demonstrate legitimacy within the industry.

Top management plays a crucial role in shaping the organizational culture. Institutional theory suggests that organizational culture is influenced by the desire for legitimacy and conformity to institutional norms. Top management can influence procurement practices by setting the tone for adherence to ethical standards, transparency, and socially responsible procurement.

2.4 Empirical Review

To provide light on the link between procurement rules and processes and procurement performance is one of the study's particular objectives. The relationship between procurement policies and procedures and performance has already been studied by several scholars. In order to give this project direction, this part will undertake an empirical evaluation of the prior researchers' work.

Mansaray et al. (2018) compared the influence of public procurement compliance behavior on delivering high-quality services. To meet the study's objectives, an explanatory research design was used. The demographic for this study consisted of properly sampled ECG employees and customers. The data was then subjected to a descriptive analysis using the Statistical Package for Social Science. The study made use of regression models, multivariate data analysis, and descriptive statistics. The results showed that just 15.9 percent of ECG employees were in compliance. This score is increased by noncompliance by an astonishing 84.1 percent. Whatever the justification, this level of compliance is inadequate on all counts. They claim that certain influential and powerful people own or control the

procurement procedures, shielding them from the negative effects of negligence or non-compliance. Noncompliance has "become entrenched, making it impossible to pinpoint and handle properly," according to another key informant.

The goal of Normanyo et al. (2016) was to pinpoint the gaps in Ghana's Public Procurement Act that prevent SME access to public procurement contracts and to explore how a supportive legal environment may increase SME access to these opportunities. The sample consisted of thirty (30) randomly chosen public sector organizations and one hundred and twenty (120) SMEs that were purposefully selected for their ability to engage in public procurement procedures. The researcher employed a combination of exploratory and descriptive research methodologies. Survey questionnaires were used to collect primary data, which was then examined on both a quantitative and qualitative level. The Ghana Act (Act 663) section 2(t) was found to be administratively disproportionate because it fails to take into account the unique characteristics of size, capacity, experience, and financial resources of SMEs. As a result, it does not provide an even playing field for the various categories of local businesses, despite the fact that the provision's intent is to promote local businesses. We can draw the conclusion that the regulatory and procurement framework's limitations regarding the disproportionate application of requirements have an impact on SME participation in and success in obtaining public procurement contracts, and that governments have the ability to affect the nature and rate of SME growth through the differential effects of government legislation on businesses of various sizes.

Small and medium-sized enterprises (SMEs) are unable to access public procurement contracts due to shortcomings in Ghana's Public Procurement Act. Normanyo et al. (2016) sought to identify these issues and explore how SMEs could have better access to public procurement opportunities with the help of a supportive legal environment. The sample, which included exploratory and descriptive research techniques, was made up of thirty (30) randomly selected public sector organizations and one hundred twenty (120) SMEs that were chosen for their suitability to participate in public procurement procedures. Primary data were collected through the distribution of survey questionnaires and afterwards evaluated both statistically and subjectively. Despite the fact that section 2(t) of the Ghana

Act (Act 663) aims to support small and local businesses, the provision lacks administrative balance because it fails to account for the special qualities of SMEs, such as their size, capacity, experience, and financial resources. As a result, it does not create an even playing field for the different types of local businesses. Conclusions can be drawn that the regulatory and procurement framework's limitations regarding the disproportionate application of requirements have an impact on SME participation and success in obtaining public procurement contracts, and governments have the ability to affect the nature and rate of SME growth through the differential effects of government legislation on businesses of various sizes.

According to Jaafar et al. (2016), the link between explanatory variables and the present Sustainable Public Procurement (SPP) practice in Malaysia was examined for the moderating effects of adherence to the government procurement policy. They carried out this inside a well-organized structure. Surveys were distributed to 104 government bodies, and 177 procurement officers responded. This study's intended conclusion is how little procurement compliance ensures the adoption of SPP practice, as determined by the findings of the hierarchical multiple regression analysis. In accordance with the study's findings, adherence to GPP moderates the influence of shariah ethics and professionalism on overall SPP practice. Unexpectedly, there is a strong negative impact on SPP practice as a whole from the interaction between professionalism and GPP compliance.

In research, Aigheyisi and Edore (2014) examined how public procurement, governance, and economic growth are related. According to the report, effective governance and sound public procurement processes are indissolubly connected and share the goal of promoting growth. The Gross Domestic Product (GDP) was calculated using the Keynesian income-expenditure method, and it was shown that effective public procurement is a key component of economic growth. According to some, public procurement procedures and practices that are marked by corruption and a lack of accountability, transparency, fairness, and other factors have hampered the economic development and prosperity of African countries.

In a study, Fosu (2016) discovered a connection between Senior High School procurement success in Ghana and adherence to the Public Procurement Act. The Ashanti Region's 18 Senior High Schools (SHS) were chosen at random, and each one's bursars and procurement officials, as well as 15 significant suppliers to the various schools, were purposely recruited for data gathering. The population was sampled using a specific technique. According to the study, the effectiveness of SHS procurement was significantly impacted by both contract management and management system compliance. There is just a weak correlation between information and communication, purchasing practices, and the effectiveness of purchasing in senior high schools. Overall, a strong correlation was found between the degree of Public Procurement Act compliance and the efficiency of the various institutions' procurement procedures. Compliance with procurement management systems has the highest influence on the efficiency of the procurement process.

Chikwere et al. (2019) conducted a study to look at the difficulties with adhering to Ghana's public procurement laws. A straightforward random selection approach was used to choose a sample of 100 practitioners from Ghana's public institutions. The collected information was examined using descriptive and inferential statistics. The majority of public institutions neglect their management systems and contract management procedures, among other things, according to the study's results, despite the fact that Ghana's public procurement organizations have made some success in raising compliance with the public procurement legislation. The study shows that familiarity, incompetence, political participation, and insufficient monitoring were significant factors in explaining non-compliance with the legal framework of public procurement in Ghana, notwithstanding their negative association. The research also showed how freely public procurement officers flout rules and regulations. The Public Procurement Authority must stop applying what is most accurately described as selective justice to all non-conforming public institutions in order to address the issue of non-compliance by public officials. To ensure that violators are apprehended and dealt with fairly, the authority must also upgrade its monitoring systems.

The goal of Quarshie (2019) was to critically examine the District Assemblies' public procurement procedures. Utilizing theological approach, District Assemblies' compliance with federal public procurement laws is assessed. The assembly's investigation into procurement practice revealed that the main challenge facing Ghana's public procurement is the implementation of the regime's principles. After pointing out the problems with the procurement system, the article suggests employing ideas that have been studied in other nations to close the gap.

Akomah and Nani (2016) discussed the types and causes of corruption in public procurement. The most prevalent types of corruption in public procurement as well as its main causes were sought after. To ascertain the origins and manifestations of corruption, a questionnaire survey was given to contractors and specialists. 112 people from the Central and Greater Accra Regions took part in the field study, including 52 professionals, 30 building contractors, and 30 road contractors. Greed, flaws in institutional structures, and a failure to implement and enforce rules and laws are the main reasons of corruption in public procurement, according to the relative significance of the causes and their ranks. According to the rankings of several corruption types, systemic corruption is the most pervasive type of corruption.

Etse and Boateng (2016) looked into how Ghana's public procurement statute affected the purchase of resources for academic libraries. This study used a questionnaire to gather data in accordance with survey technique. Tables were used to display the findings after descriptive statistics were used to examine the data. The procurement structure of university libraries in Ghana looks to have been enhanced by the Public Procurement Act's implementation. The Act was found to have little impact on the competency of procurement employees, addressing issues of transparency and accountability, and achieving value for money.

Grandia and Meehan (2017) assessed theoretical and empirical evidence emphasizing the significance of public procurement for generating public value. This special issue analyzed the varied literature on public procurement and demonstrated how it is applied to provide public benefit. In order to convey the

contributions to this particular issue, the article analyzed prior research and emphasized the necessity to approach public procurement as a policy instrument. They discovered that in a variety of disciplines, public procurement has frequently been utilized to advance public policy. The collection of essays in this special issue advances understanding of the potential and function of public procurement in accomplishing society's stated policy goals. The articles demonstrated that political leaders are drawn to public procurement because of its potential to address broader societal problems and that it has strategic goals. The collection of papers also demonstrates the several challenges that public procurement frequently encounters, including how to communicate and assess its results and "success" and a lack of strategic maturity.

Ibrahim et al. (2017) investigated how well public procurement laws ensured value for money in a setting of poor countries. This study investigates three local government departments in Ghana using a qualitative case study technique. Focus group interviews, semi-structured questionnaires, and open-ended surveys were utilized to gather information from respondents. Both stratified and purposeful random selection processes were employed. The study employs a subjectivity- and co-creation-friendly interpretivist/constructivist paradigm. The study found that compliance and cost-effectiveness are not always guaranteed by the existence of a legal and regulatory framework. Furthermore, it's likely that even reported instances of compliance may not result in value for money because compliance proof is usually a ruse, especially in developing nations.

In order to help Ghana's SME construction companies become more capable, Offei et al. (2016) aimed to empirically identify public procurement strategies and practices. The study's data collecting and analysis included both qualitative and quantitative techniques (i.e., one sample t-test and factor analysis). To increase the capability of SME construction enterprises, the report recommends that the following procurement rules and procedures be put into place. These include simplifying procurement procedures to make them more transparent and uniform, aggressively enforcing contract payment deadlines, and supplying generic local content standards for bids review. Executing these initiatives won't increase the capacity of the target construction businesses, though, unless they are well-positioned

to benefit. It is envisaged that the procurement policies and processes specified will contribute to the establishment of an environment that promotes the capabilities of SME construction enterprises.

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Table 2.1: Summary of Empirical Studies

Authors	Purpose	Theory Used	Methodology	Findings
Offei et al., (2016)	To use data from empirical research to identify public procurement laws and procedures that will help Ghana's SME construction companies improve their capacity	None	Qualitative and quantitative methods	For the development of SME construction enterprises' capabilities, the following procurement rules and practices are crucial: rigorous adherence to contract payment schedules, simplifying procurement processes to make them more open and uniform, and including broad local content evaluation criteria in tender evaluation
Ibrahim et al., (2017).	To research whether public procurement policies in underdeveloped countries are effective in ensuring value for money.	Agency theory Stewardship theory	Qualitative case study	A legal and regulatory framework does not by itself ensure compliance or value for money.
Grandia and Meehan (2017)	In a review of past work, the importance of considering public procurement as a tool for policymaking was stated.	Network theory	Systematic literature review	In a variety of disciplines, public procurement has constantly been utilized to advance public policy.
Etse and Boateng (2016)	to investigate how Ghana's public procurement laws has affected the purchase of academic library resources.	None	Quantitative	Academic libraries in Ghana now have a better procurement system thanks to the Public Procurement Act's implementation.
Akomah and Nani (2016)	To pinpoint the main sources of corruption and the most common forms of it in public procurement.	None	Quantitative	The main causes of corruption in public procurement include greed, institutional deficiencies, and a lack of application and enforcement of laws and rules.
Quarshie (2019)	to shine a critical spotlight on the nation's District Assemblies' public procurement practices. Research looks into the extent to which big data helps businesses cut costs.	None	Quantitative	The main issue with public procurement in Ghana is how difficult it is to put the regime's principles into practice.

Chikwere et al., (2019)	to investigate Ghana's public procurement legislation' compliance concerns	None	Quantitative	Despite the fact that Ghana's public procurement organizations have achieved considerable success in increasing compliance levels with the public procurement legislation, the majority of public institutions disregard their management systems and contract management practices, among other things.
Fosu (2016)	to evaluate the Public Procurement Act's compliance and its relationship to Ghana's Senior High Schools' procurement performance.	Technology Acceptance Model	Quantitative	Performance in SHS procurement was highly correlated with adherence to management systems and contract management, separately. The degree of Senior High Schools' procurement success was somewhat correlated with information and communication, as well as the procurement procedures itself.
Aigheyisi and Edeore (2014)	to discuss the relationship between public procurement, governance, and economic growth analytically.	None	Quantitative	Good governance and ethical public procurement practices are strongly connected and share the objective of growth.
Getenga and Mburu (2022)	to evaluate the four-star hotel in Gaborone's operations as well as the efficient application of public procurement rules.	None	Quantitative	Payment procedures, information access policies, and tendering regulations all had a positive and substantial impact on the Peermont Mondior Hotel's success. However, the acquisition of consulting policies lacked significance.
Mrope et al., (2017)	the execution of the procurement duties in public organizations in order to determine the impact of compliance with procurement laws and regulations.	Principal-agent theory	Quantitative	Performance in the procurement process is significantly impacted by rule and regulatory compliance.

Past studies have tried to probe the efficiency of public procurement by looking into how well procurement policies and procedures are followed. Through empirical research, Offei et al. (2016) identified public procurement policies and practices that can strengthen Ghana's small and medium-sized enterprise (SME) construction sector. Public procurement regulations in poor countries were studied by Ibrahim et al., 2017 to see how well they protect taxpayers' interests while yet allowing for competitive bidding.

Academic library resource acquisition in Ghana was also studied by Etse and Boateng (2016), who looked at how the country's public procurement statute impacted the situation. Both the efficiency with which public procurement laws were enforced and the quality of service at Gaborone's four-star hotel were evaluated by Getenger and Mburu (2022). The impact of following procurement regulations on public sector organizations' efficiency in carrying out their procurement duties was studied by Mrope et al., (2017)

None of the research intended to investigate procurement policies and processes on procurement performance, much less to evaluate the moderating effect of top management support. This creates a research gap, as most studies have centered on corruption and compliance issues without addressing the performance effect. This study is novel in the sense that it tries to evaluate the effect of compliance to procurement policies and procedures on procurement performance with top management support moderating the effect.

2.5 Hypothesis Development and Conceptual Framework

In this section, a conceptual model, a hypothesis, and the supporting justifications are presented. The outcome of a researcher's consideration or initial finding is a conceptual framework. The ideas are based on a review of the literature where there is still a lack of evidence or when the hypotheses are not strong enough. It is a group of associated ideas that, when taken together, fully explain a phenomenon (Roginiel, 2020).

The research postulates that the effectiveness of procurement rules and processes is positively and significantly impacted (H1). The research also suggests that senior management support affects procurement performance in a favorable and significant way (H2). Last but not least, the model hypothesizes that top management support modifies the link between adherence to procurement policies and procurement performance (H3). The following is a discussion of the study that served as the basis for this model:

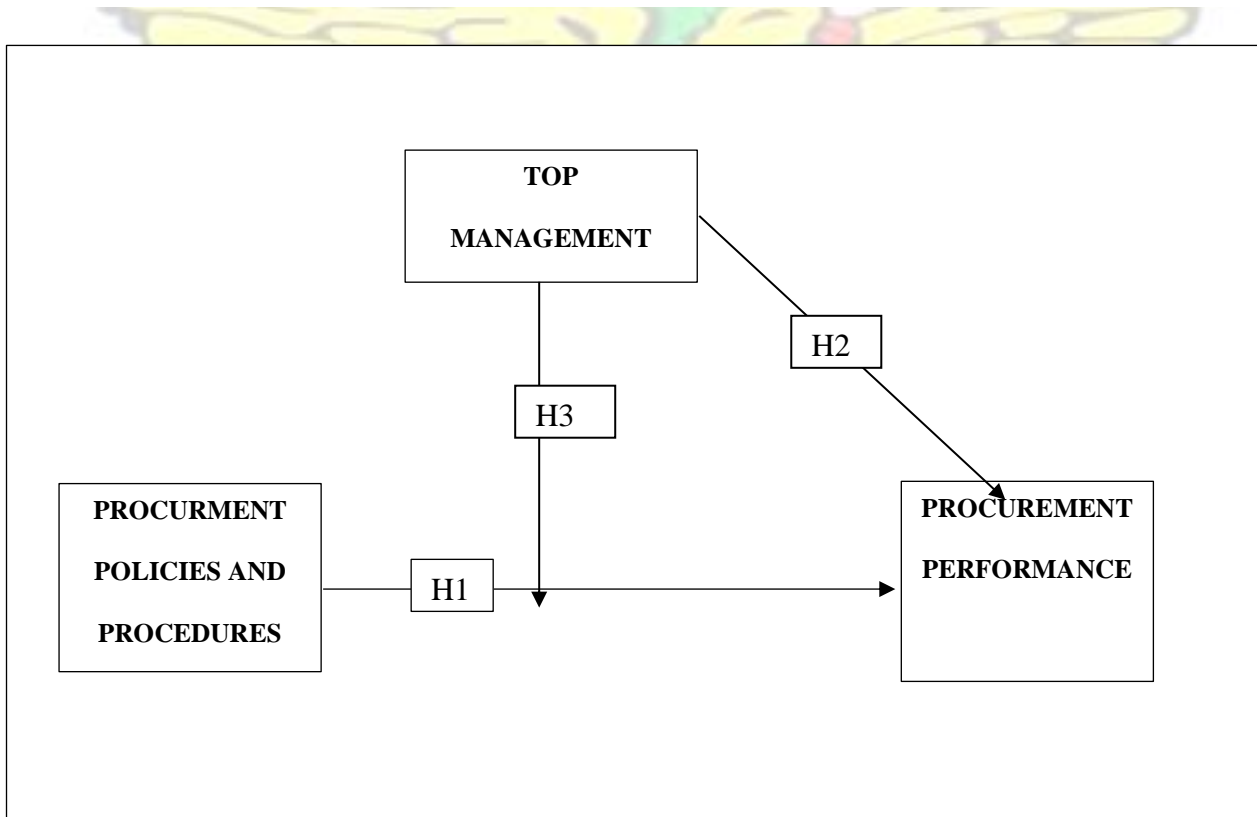


Figure 2.1 Conceptual Framework

2.5.1 Procurement Policies and Procedures and Procurement Performance

The presence of procurement rules and procedures ensures that procurement is not carried out in a manner that denies the company value for money. Policies and procedures give procurement direction and guarantee the consistency of the procurement process. An audit trail is required for procurement by policies and procedures. Policies and procedures also provide the framework for reporting and approval. The actions that procurement experts should take in the event of a conflict of interest are outlined in procurement policies. Thus, the interests of the organization are protected by the procurement function. The Procurement Act has improved fairness, competition, efficiency, and effectiveness in the awarding of government contracts, according to research from 2013 by Sarfoh and Baah-Mintah. The researchers also show that after the Act's adoption, contract awards have been transparent. The study makes the assumption that procurement rules and procedures have a significant and positive influence on procurement performance in this situation. Hence

H1: Procurement policies and procedures have a positive and significant effect on procurement performance.

2.5.2 Top Management Support and Procurement Performance

The importance of senior management's role in setting and directing organizational behavior. Top management may essentially provide facilities and activate organizational resources to achieve a high level of organizational performance (Were et al, 2017). There are several styles of top management, such as those that quickly adapt to and embrace employees' useful suggestions, promote ideas, encourage individuals to act on and finish forward-thinking ideas, provide necessary resources, and implement company-wide norms, procedures, and processes (Antonicic & Hisrich, 2016). In accordance with Hui et al. (2017), the proper division of duties and responsibilities is a method for promoting accountability and transparency and establishes the degree of adherence to rules and regulations that are relevant to a particular organization and industry as a whole. According to Rossi (2017), in order for official obligations to be effective and professional, they must first be precisely defined, approved

of, and delegated from the top down. Public commitment to the public sector's compliance level is revealed by the best administration's responsibility to moral corporate execution (Tom, 2017). An organization's compliance culture must start in the boardroom and be reflected, ingrained, and validated in the actions and attitudes of executives. Obanda (2016) makes the case that in order to encourage honesty and integrity, oversee the public procurement process, and properly implement procurement laws, procurement personnel need institutional support from the highest levels of management. Routine supervision and management are required to successfully comply with procurement regulatory standards and prevent procurement noncompliance (Odhiambo & Kamau, 2016). Therefore, the study's main hypothesis is that top management's support affects procurement performance favorably. Hence

H3: Top management support has a positive effect on procurement performance.

2.5.3 The Moderating Role of Top Management Support

For the sake of this study, top management is referred to as a person or a group of people who have the power to influence other employees to help the company accomplish its objectives and vision. The senior management is responsible for the overall strategy of the company. Roles and expectations for organization members are outlined in the policies. They make sure that no one takes advantage of the company in an unethical way that can lead to personal or professional benefit. The Public Procurement Act (914), guidelines, and modules are available to the government. This guarantees that regulations and processes are presented in plain and understandable terms in the case of an audit and that all public sector organizations use the same vocabulary. The Public Procurement Authority oversees public sector procurement. The PPA, the head of the procurement organization, and the board of directors make up top management. By approving single-source contracts, the PPA makes sure that procurement organizations don't give them to friends and relatives, which would have reduced the value-for-money improvements the public sector would have otherwise seen. Additionally, it guarantees the responsible use of tax dollars. Ndugu et al. (2020) came to the conclusion in their study that top management was a sufficiently important factor in preserving procurement regulatory compliance. They also proposed

using incentives and rewards for workers as a strategy to overcome the personal interests that often conflict with executing their duties. The management department forms the framework for the procurement department's operations. The senior management's attempts to individually inspire staff lead to exemplary procurement performance. Therefore, the study's hypothesis is that if top management support is attained, strict adherence to procurement rules and procedures will ensure the achievement of value for money and procurement performance as a whole. Therefore, the research proposes:

H2: Top management support moderates on the relationship between procurement policies and procedures and procurement performance.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the study's methodology, which comprised the research design, research approach, study population, sampling procedure and sample size, data gathering method, data analysis, and empirical setting.

3.2 Research Design

The design of the research topic determines the kind of research (experimental, survey, correlational, semi-experimental, or review) and its subtypes (experimental design, research problem, descriptive case-study). Data collection, measurement, and analysis are the three basic subcategories of research design. A solid research design reduces data bias and boosts trust in the accuracy of the data that was gathered. In experimental research, it's common to believe that the ideal design is one that produces the smallest possible margin of error. On the other hand, a survey research design was used for the data collecting for the current study.

A thorough plan for doing research is referred to as a research strategy. A researcher's study design, implementation, and monitoring are guided by their research strategy. The researcher is given instructions by the research strategy on how to collect and evaluate data, such as through questionnaires, interviews, or statistical techniques. Research methodologies come in two flavors: quantitative and qualitative. When selecting a research strategy, one must take the study's goal, the sort of information sought, and its availability into account (Naoum, 2018). Both study methodologies are connected and have been considered by academics to enhance one another. By figuring out how the research objectives might be accomplished, the research strategy for this study was devised. As a result, the study will employ a quantitative research methodology.

There are several data alternatives and tools for data collection and analysis since different research methodologies are employed. Research strategy generally refers to whether a study focuses on formulating hypotheses based on the information that is already available (Saunders et al. 2007). Deductive, inductive, and abductive research methodologies are the three different types of research methodologies. The ability of hypotheses to be applied to the investigation is the primary contrast between deductive and inductive methods. While the inductive method results in the production of fresh concepts and generalizations, the deductive method evaluates the veracity of the assumptions (or theories/hypotheses) under examination. The research method is devoted to explaining "surprising facts" or "puzzles" in the abductive technique, in contrast (Berman, 2012). Once more, the deductive approach emphasizes extracting conclusions from a sample and employs statistical techniques and quantitative data (Saunders et al., 2007). The current study adopted a deductive approach as a consequence, which helped to test the research hypotheses (procurement policies and procedures and procurement performance).

Using a cross-sectional survey design, this study will collect information from public sector organisations.

3.3 Population of the Study

Data for this study will be acquired from public sector institutions in Ghana's Greater Accra area, as was previously mentioned. The responders who are being targeted (like informants) are thought to be highly informed top-level staff. They are believed to be knowledgeable on three subjects: procurement performance, top management support, and rules and procedures. Public sector organizations in Ghana's greater Accra region, such as schools, hospitals, local governments, departments, and agencies, make up the study's population.

3.4 Sampling Techniques and Sample Size

The study used a non-probability sampling strategy that combined convenience and quota sampling. Convenience sampling is a non-probability sampling technique in which the sample is taken from the area of the population that is most conveniently accessible. Because samples are readily available, the researcher chose this approach because it makes it simple to recruit participants for the sample. The use of quota sampling ensures that a population sample's representation of a certain trait is as intended by the researcher. One hundred (100) purchasing managers from both public sector organizations working in Ghana's greater Accra Region served as the study's sample. The sample size is the reason. In quantitative research, having an exact sample size is essential to being able to make fair conclusions with a high degree of confidence since doing otherwise might lead to results that are incomplete, biased, or just plain wrong. The majority of statisticians believe that 100 is the bare minimum sample size needed to get any meaningful results. (Cleave,2021)

3.5 Key Informants

Procurement managers were selected as key informants because they are deemed to be the most knowledgeable about procurement policies and procedures, procurement performance and top management support.

3.6 Data Collection Procedure

A self-administered internet-based survey utilizing Google Forms was used to collect primary data. I got contact information from a commercial business data provider, and I chose each respondent based on job function. The survey was designed for senior managers in purchasing departments who have a broad knowledge of procurement policies and procedures. The study provided respondent anonymity and confidentiality to limit the likelihood of replies that were socially desirable or congruent with how respondents believe researchers want them to react.

Procurement Performance items	Sources
(1) We use the prescribed procurement processes based on the thresholds.	Kamchape, (2020)
(2) Public Procurement Authority approval for single sourcing deals is sought at all times	Kamchape, (2020)
(3) Competitive tendering procedures comply with regulatory requirements	
(4) Tender opening committee and evaluation committee consist of members from various department	Kamchape, (2020)
(5) We strictly adhere to conflict-of-interest policies	Kamchape, (2020)
(6) We strictly adhere to gift policies	Kamchape, (2020)
(7) Penalties are well defined for non-adherence to procurement policies and procedures.	Kamchape, (2020)
(8) Audit trails are left in accordance with public sector procurement regulatory requirement	Kamchape, (2020)
(9) The primary objectives of procurement requirements are considered in the procurement process/cycle in my organization resulting to an enhanced supply chain performance.	Kamchape, (2020)
Fairness and equal opportunity are upheld in the procurement process/cycle resulting to supplier confidence.	Kamchape, (2020)
Top Management Support items	
Our top managers do not spare any effort to persuade the employees to comply with the Public Procurement Regulations	Mutisya et al., (2022)
Our top managers take a leading role successfully implement the provisions of Public Procurement Regulations	Mutisya et al., (2022)
Our top managers collaborate with other departmental heads and stakeholders to ensure compliance with public procurement Regulations	Mutisya et al., (2022)
Top management assesses operation of the public procurement processes and submits proposals for improvement in the processes	Mutisya et al., (2022)

Our top managers facilitate the training of public officials and ensure adherence of trained persons to ethical standards	Mutisya et al., (2022)
Our top managers ensure policy implementation and human resource development for public procurement	Mutisya et al., (2022)
INTERNAL PERFORMANCE (IPR)	
Procurement policies and procedures help our firm reduce transaction time.	Anuar (2015)
Procurement policies and procedures help our firm reduce transaction cost.	Anuar (2015)
Procurement policies and procedures help our firm reduce costs of materials/costs of providing services	Anuar (2015)
Procurement policies and procedures help our firm increase materials/ service quality	Anuar (2015)
Procurement policies and procedures help our firm reduce transaction time.	Anuar (2015)
SUPPLIER-RELATED PERFORMANCE (SRP)	
Procurement policies and procedures enable us reduce number of suppliers	Anuar (2015)
Procurement policies and procedures help us improve communication with suppliers	
Procurement policies and procedures help us improve partnership with suppliers	Anuar (2015)
Procurement policies and procedures enable us improve data sharing with suppliers	Anuar (2015)
INTERNAL CUSTOMER PERFORMANCE (ICP)	
Procurement policies and procedures enable us to improve overall services quality to internal customers	Anuar (2015)
Procurement policies and procedures enable us improve reliability of information to internal customers (reports updates)	Anuar (2015)
Procurement policies and procedures help us meet internal customer expectations	Anuar (2015)
policies and procedures enable us meet internal customer expectations	Anuar (2015)
14) Procurement policies and procedures enable us increase quality products/ services to internal customer	Anuar (2015)

3.6. Validity and Reliability

Reliability is concerned with whether the results of a study are repeatable. The term is commonly used in relation to whether or not the measures devised for concepts in business and management are consistent. Cronbach Alpha test was used to test the study's data for internal consistency. The alpha values of the constructs procurement policies and procedures, procurement performance and top management support were all above the 0.70 threshold (0.949, 0.971, and 0.922 respectively). This shows that the items measuring the construct are reliable and consistent in measuring their respective constructs.

Validity is concerned with the integrity of the conclusions generated from a piece of research. Validity relates to the degree to which an indicator used to assess a concept correctly measures that concept. Confirmatory Factor Analysis (CFA) is used to test the data for validity by comparing the strength of correlation between the scales. All three variables have moderate to high AVE values, ranging from 0.641 to 0.742, which indicates that the items within each variable are convergent and are capturing a substantial amount of the variance in their respective constructs. This indicates the presence of convergence validity. The results also suggest that the three constructs are distinct from each other, and that they are measuring different aspects of the overall model. Therefore, the results provide evidence of discriminant validity.

3.7 Data Analysis

Given the study's explanatory character, a quantitative approach to data analysis was used, which included the use of statistical techniques. There were two kinds of statistical analysis carried out. First, a descriptive analysis on the key informants of the study was presented in frequency and percentages. Second, descriptive analysis, which involved the use of statistical methods such as minimum, maximum, means and standard deviations, aimed at producing descriptive results on procurement

policies and procedures, procurement performance and top management support. Lastly, inferential analysis, which included correlation and regression analyses, was designed to generate conclusions on the effect of procurement policies and procedures and procurement performance. The study used IBM SPSS version 26 with SMART-PLS to examine whether top management support moderates the effect. These statistical tools were useful in testing all the study's hypotheses to establish whether they are supported or not.

3.8 Ethical Consideration

A subfield of philosophy called ethics, sometimes referred to as moral philosophy, "involves systematizing, defending, and promoting conceptions of acceptable and undesirable behavior. Several rules that guide how researchers behave themselves are referred to as "research ethics" (Burns, 2000). In order to meet ethical criteria, the researcher must adhere to two principles: anonymity and secrecy.

Anonymity describes situations when the actor's identity is unknown. Some writers contend that although being technically correct, namelessness fails to fully capture the concerns that are most vitally at stake when anonymity is involved. The key concept is that a person should not be able to be located, reached, or tracked. Therefore, the research questionnaire does not request sensitive personal information from respondents. The names of the respondents were also not required in the questionnaire.

A set of guidelines or commitments typically made through confidentiality agreements that restrict access to or use of particular kinds of information are referred to as confidentiality. To achieve this principle, data obtained from the questionnaires are used for Academic purposes only and not disclosed to any third party.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter presents the analysis and findings of the study, which aimed to answer the research questions and achieve the study's objectives. The data was primarily collected from the field through a questionnaire distributed to employees of manufacturing enterprises in Greater Accra. The chapter is divided into six sections, which include the analysis of respondents' demographics, the reliability and validity of the constructs used in the study, descriptive statistics of the study constructs, partial least square (PLS) structural equation modelling, confirmation and rejection of hypotheses, and analysis of the study's findings. The questionnaire was sent to 100 participants, and a response rate of 100% was achieved. The collected data was entered into SPSS for analysis before being imported into SMART PLS for further analysis. The results of the analysis are presented in the subsequent sections of the chapter.

4.2 Demographics of the Respondents

The demographics of the respondents are included in this section to present information on the individuals and the firms that participated in the research. The key data taken from the respondent include firms' annual sales revenue, respondents' age, highest qualification, work experience, managerial level and position at the firm.

Table 4.1 Demographics of Respondents

Age distribution of Respondents	≤ 30 years	10%	10%
	31 -40years	40%	40%
	41 – 50 years	41%	41%
	>50years	9%	9%
Position	Supervisor	68	38%

	Middle level Manager	24	24%
	Top manager	8	9%
The educational level of Respondents	Degree	45	45%
	Masters or more	55	55%
Work experience of Respondents	≥ 5 years	43	43%
	6-10 years	15	15%
	11-15 years	36	36%
	>15 years	6	6%

Source: Field Data (2022)

4.2.1 Age Distribution of Respondents

As regards the age distribution of respondents, it was recorded that 10% of respondents are less than or equal 30 years old, 40% are between 31 to 40 years old, 41% are between 41 to 50 years old, and 9% are over 50 years old.

4.2.2 Position

Results further shows that 38% of respondents are supervisors, 24% are middle-level managers, and 9% are top managers.

4.2.3 Educational Level

Results also show that 45% of respondents have a degree, while 55% have a master's degree or higher.

4.2.4 Working Experiences

The findings reveal that 43% of the respondents had a work experience of at least 5 years. Another 15% reported having worked for 6-10 years, while 36% of the respondents had work experience between 11-15 years. Only 6% of the respondents reported having worked for more than 15 years.

4.3 Reliability and Validity

The research evaluated the accuracy and dependability of the information obtained from 100 respondents in this part. Heale (2017) claims that dependability relates to a measure's consistency, or the extent to which a research tool yields consistent results when applied again in the same circumstance. In contrast, validity describes how precisely an idea is measured in a quantitative investigation. To gauge the constructions' reliability, we employed the composite reliability and Cronbach's alpha values. These metrics assess how well the measurements consistently capture the variables. For Cronbach's alpha and composite reliability, a threshold value of 0.7 is acceptable. The study used confirmatory factor analysis to look at the factor loadings of each item to its associated latent variable in order to guarantee the validity of the data acquired. A factor loading score over 0.50, demonstrating that the question properly measures the desired latent variable, is required for it to be deemed valid. The study initially employed confirmatory factor analysis to ascertain the factor loadings of each question to its latent variable in order to evaluate the validity of the data gathered. Each item must load at least 0.50 in order to be considered genuine.

The study calculated the average variance extracted (AVE) value using a threshold value of 0.5, as advised by Hair et al., to evaluate the convergent validity of the data (2013). The Fornell-Larcker criteria were also utilized in the study to assess the discriminant validity. The correlation between each item and its own latent variable is compared to the correlation between all other variables in this criteria. An item's correlation with its own latent variable must be higher than its correlation with all other variables in order for it to have discriminant validity.

Table 4.2 Cronbach Alpha, Composite Reliability, and Average Variance Extracted

Variable	Number Items	Cronbach Alpha (CA)	Composite Reliability (CR)	AVE
Procurement performance	12	0.971	0.974	0.742

Procurement Policies and Procedures	14	0.949	0.955	0.641
Top Management Support	6	0.922	0.939	0.720
Total	32			

Three variables—Procurement Performance, Procurement Policies and Procedures, and Top Management Support—were the subject of the dependability study shown in the aforementioned table 4.2. The table lists the total number of items for each variable, along with internal consistency reliability metrics (Cronbach's alpha), composite reliability (CR), and average extracted variance (AVE).

The internal consistency of the items in a variable is measured by the Cronbach's alpha coefficient. It shows how closely the variables' items are measuring the same underlying concept. The strong Cronbach's alpha values in this case—ranging from 0.922 to 0.971—indicate that the items within each variable are accurate and dependable at measuring the corresponding constructs.

Another internal consistency reliability metric that is better suitable for structures with several indications is composite reliability (CR). It calculates the degree to which the observable indicators may accurately assess the hidden component. The items within each of the three variables have high CR values, ranging from 0.939 to 0.974, demonstrating the accuracy with which each construct is measured.

The average variance extracted (AVE) is a convergent validity metric that quantifies how much variation is captured by the concept as opposed to how much variance results from measurement error. The items within each variable are convergent and are capturing a substantial portion of the variation in their respective constructs since all three variables have moderate to high AVE values, ranging from 0.641 to 0.742.

Overall, the findings imply that the three variables are accurate and trustworthy indicators of the corresponding constructs. While the moderate to high AVE values suggest strong convergent validity, the high Cronbach's alpha and CR values imply good internal consistency reliability.

Table 4.3 Fornell Larcker Criterion

Variable	Firm Performance	Procurement Policies and Procedures	Top Management Support
Procurement Performance	0.861		
Procurement Policies and Procedures	0.746	0.801	
Top Management Support	0.702	0.706	0.849

Table 4.3 above shows the results of the Fornell-Larcker criterion analysis for three variables, namely Firm Performance, Procurement Policies and Procedures, and Top Management Support.

According to the Fornell-Larcker criterion, a concept's distinction from other constructs in a measuring model is measured. It serves as a discrimination validity test. The correlations between the constructs are compared to the square root of the AVE (Average Variance Extracted) of each construct to achieve this. The square root of the AVE for each variable is represented by the diagonal components in this table. The off-diagonal components show the correlations between each pair of variables.

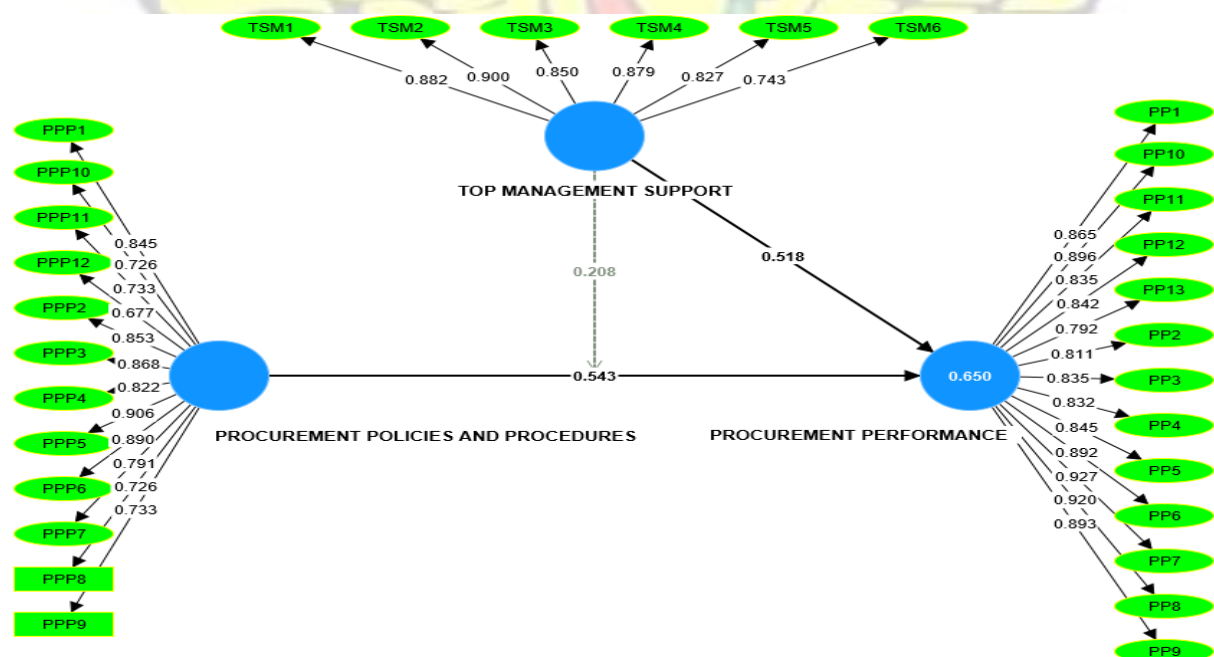
The Fornell-Larcker criteria analysis's findings indicate that the discriminant validity of the three components is upheld. Each construct's square roots of the AVE are larger than their correlations with one another. When it comes to procurement performance, for instance, the square root of the

AVE is 0.864, which is greater than the correlation between procurement performance and procurement policies and procedures (0.746).

These results suggest that the three constructs are distinct from each other, and that they are measuring different aspects of the overall model. Therefore, the results provide evidence of discrimination's validity.

The findings of the confirmatory factor analysis carried out in the research are shown in Figure 4.1. A statistical method called confirmatory factor analysis is employed to evaluate the reliability of a collection of observed data and the underlying constructs. The link between the observable variables and the latent constructs they are meant to assess may be examined by researchers using this technique. Each item must have a loading score of at least 0.50 on the associated latent variable it is intended to measure in order for the measurement model to be considered valid.

Figure 4.1 Confirmatory Factor Analysis



FIN Source: Field Study (2022)

4.4 Descriptive Statistics

The descriptive statistics in this study provide scores for the variables used to measure the three primary constructs. The scores are based on a Likert scale ranging from 1 to 7, with each score indicating the degree to which the indicators of the variables occur in the manufacturing industry. Specifically, the scores represent the following levels of occurrence: 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neutral, 5 = slightly agree, 6 = agree, and 7 = strongly agree. Scores of 1.00-2.99 indicate an extremely minimal or less occurrence of the phenomenon, while scores of 3.00-4.99 indicate a minimal or less occurrence. Scores of 5.00-5.99 indicate a moderate prevalence of the condition, and scores of 6.00-7.00 indicate a regular occurrence. The following sections provide a detailed description of each measure.

4.4.1 Procurement Policies and Procedures

This section presents Twelve (12) items used to measure procurement policies and procedures. Table 4.4 gives numerous descriptive results for procurement policies and procedures in detail.

Table 4.4 Descriptive statistics results for Procurement Policies and Procedures

Items	Min	Max	Mean	Std. Deviation
We use the prescribed procurement processes based on the thresholds.	1	7	5.17	1.86
Public Procurement Authority approval for single sourcing deals is sought at all times	1	7	5.42	1.62
Competitive tendering procedures comply with regulatory requirements	1	7	5.22	1.858
Members from numerous departments make up the committees responsible for the review and opening of bids.	1	7	5.36	1.609
We strictly adhere to conflict-of-interest policies	1	7	5.07	1.986
We strictly adhere to gift policies	1	7	5.32	1.587
For failing to follow procurement regulations and processes, there are clearly stated consequences.	1	7	5.29	1.532

Audit trails are left in accordance with public sector procurement regulatory requirement	1	7	5.39	1.561
The key goals of the procurement requirements are taken into account in my organization's procurement cycle, which improves the performance of the supply chain.	1	7	5.32	1.821
Supplier confidence is a result of the procurement cycle's upholding of fairness and equal opportunity.	1	7	5.3	1.712
To ensure supplier credibility and authentication, key papers needed for supplier selection and vetting are properly recorded and shared.	1	7	4.72	1.945
To encourage accountability, the procurement officers start the procurement process in front of community members, personnel, and sponsors.	1	7	4.98	1.685
OVERALL SCORE			5.21	1.731

Source: Field study (2022)

The table presents the descriptive statistics results for Procurement Policies and Procedures based on twelve different items. The items are rated on a scale of 1 to 7, with higher scores indicating better adherence to procurement policies and procedures. The descriptive statistics include the minimum, maximum, mean, and standard deviation for each item.

The results show that the mean score for each item ranges from 4.72 to 5.42, indicating that overall, the organization has moderately good adherence to procurement policies and procedures. The overall score for procurement policies and procedures is 5.213333 with a standard deviation of 1.731333.

It is worth noting that some items have higher mean scores than others, which may suggest that the organization performs better in some aspects of procurement policies and procedures than others. Additionally, the standard deviation values for each item suggest that there is a significant level of variability in how well the organization adheres to procurement policies and procedures across different items.

4.4.2 Procurement Performance

Measurement of procurement performance is critical to evaluate the effectiveness of procurement processes, and to identify areas for improvement. The procurement performance of the organisation was evaluated using fourteen (14) measures. Table 4.5 provides information regarding the descriptive outcomes of procurement performance.

Table 4.5 Descriptive Statistics results for Procurement performance

Items	Min	Max	Mean	Std. Deviation
Procurement policies and procedures help our firm reduce transaction time.	1	7	4.76	2.079
Procurement policies and procedures help our firm reduce transaction cost.	1	7	5.05	1.746
Procurement policies and procedures help our firm reduce costs of materials/costs of providing services	1	7	4.85	1.802
Procurement policies and procedures help our firm increase materials/ service quality	1	7	4.96	1.783
Procurement policies and procedures help our firm reduce transaction time.	1	7	4.79	1.925
Procurement policies and procedures enable us reduce number of suppliers	1	7	4.68	2.019
Procurement policies and procedures help us improve communication with suppliers	1	7	4.77	2.235
Procurement policies and procedures help us improve partnership with suppliers	1	7	4.79	2.021
Procurement policies and procedures enable us improve data sharing with suppliers	1	7	4.82	2.037
Procurement policies and procedures enable us to improve overall services quality to internal customers	1	7	5.02	1.749
Procurement policies and procedures enable us improve reliability of information to internal customers (reports updates)	1	7	5.21	1.867

Procurement policies and procedures help us meet internal customer expectations	1	7	5.2	1.903
Procurement policies and procedures enable us meet internal customer expectations	1	7	5.25	1.768
Procurement policies and procedures enable us increase quality products/ services to internal customer	1	7	4.98	1.655
OVERALL SCORE			4.943333	1.897

Source: Field study (2022)

The table 4.5 presents the descriptive statistics results for procurement performance based on fourteen different items. Each item is rated on a scale of 1 to 7, with higher scores indicating better procurement performance. The descriptive statistics include the minimum, maximum, mean, and standard deviation for each item.

The results show that the mean score for each item ranges from 4.68 to 5.25, indicating moderate procurement performance in most areas. However, there is a considerable amount of variability in the responses, as indicated by the standard deviation values, which range from 1.655 to 2.235.

The overall score for procurement performance is 4.943333 with a standard deviation of 1.897. This suggests that the organization has moderate procurement performance overall, but there is significant room for improvement in certain areas.

There may be space for improvement in procurement efficiency as indicated by some of the items with lower mean scores, such lowering transaction time and supplier count. Conversely, factors with higher mean ratings, such exceeding internal customer expectations and enhancing general service quality, can indicate that the company has a comparatively strong customer focus.

4.4.3 Top Management Support

With top management's backing, the firm may foster a culture where procurement is viewed as a strategic activity that delivers value to the business (Giunipero et al., 2022). The moderating factor top

management support across studied firms was evaluated using five (5) measures. Table 4.6 provides specifics on the descriptive results of top management support.

Table 4.6 Descriptive Statistics results for Top Management Support

Items	Min	Max	Mean	Std. Deviation
Our senior management make every effort to convince the staff to abide by the Public Procurement Regulations.	1	7	4.85	1.967
Our senior managers take the initiative to properly execute the regulations for public procurement.	1	7	4.97	1.894
our senior managers work together with other department heads and stakeholders.to guarantee that public procurement regulations are followed,	1	7	4.98	1.844
Our top management evaluates the performance of the public procurement procedures and provides suggestions for process improvement.	1	7	5.19	1.782
Our senior managers oversee the execution of policies and the development of human resources for public procurement.	1	7	5.04	1.679
Our senior managers oversee the training of public servants and make sure that those who have received training uphold ethical norms.	1	7	5.03	2.007
Total	1	7	5.01	1.862167

Source: Field study (2022)

Table 4.6 presents the descriptive statistics results for Top Management Support based on six different items. Each item is rated on a scale of 1 to 7, with higher scores indicating higher levels of top management support. The descriptive statistics include the minimum, maximum, mean, and standard deviation for each item. The results show that the mean score for each item ranges from 4.85 to 5.19, indicating moderate levels of top management support. However, there is considerable variability in the responses, as indicated by the standard deviation values, which range from 1.679 to 2.007.

The overall score for top management support is 5.01, with a standard deviation of 1.862167. This suggests that the organization has moderate top management support for procurement activities, but there is significant room for improvement in certain areas.

The item with the highest mean score is "Top management assesses operation of the public procurement processes and submits proposals for improvement in the processes," indicating that the organization's top management is actively involved in monitoring and improving procurement processes. On the other hand, the item with the lowest mean score is "Our top managers facilitate the training of public officials and ensure adherence of trained persons to ethical standards," indicating that there may be a need for top management to provide more support for training and ethical standards.

Overall, the results of the descriptive statistics provide useful insights into the organization's top management support for procurement activities and can guide efforts to improve top management support. The results can also be used to identify specific areas that require improvement and to align procurement objectives with the organization's strategic goals.

4.4 Structural Equation Modelling

The study employed the PLS Structural Equation model to analyze the direct effects (path coefficients) and moderation relationship between the study variables. A bootstrap with 5000 iterations was conducted to estimate the path coefficients in the research model.

Table 4.7 Structural equation modelling

Path	Coefficients	T-value	P-value
<i>Direct Effects</i>			
PPP → PP	0.544	6.360	0.000
TMS → PP	0.517	4.900	0.000
<i>Moderation Effect</i>			
TMS×PPP → PP	0.208	2.673	0.008

Source: Field Study (2022) Notes: PPP (Procurement Policies and Procedures); TMS (Top Management Support); PP (Procurement Performance)

Table 4.7 displays the findings of testing the direct and moderation links between variables using the structural equation model.

The table presents the results of a structural equation modelling analysis, showing the path coefficients, t-values, and p-values for the direct effects and moderation effect between three variables: procurement policies and procedures (PPP), top management support (TMS), and procurement performance (PP).

The direct effects section of the table shows that there is a significant positive direct effect of PPP on PP ($\beta = 0.544$, t-value = 6.360, p-value = 0.000), indicating that the implementation of effective procurement policies and procedures leads to better procurement performance. Similarly, there is a significant positive direct effect of TMS on PP ($\beta = 0.517$, t-value = 4.900, p-value = 0.000), indicating that strong top management support leads to better procurement performance.

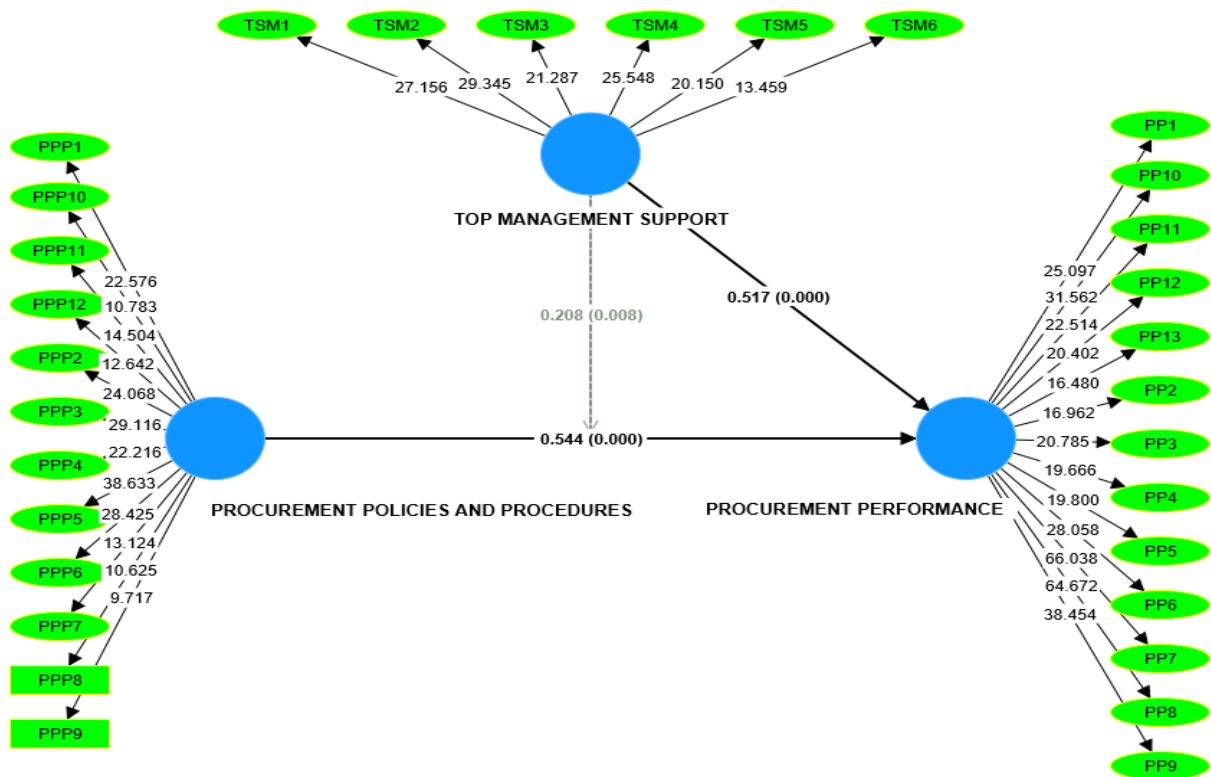
The moderation effect section of the table shows that the interaction between TMS and PPP also has a significant positive effect on PP ($\beta = 0.208$, t-value = 2.673, p-value = 0.008). This suggests that the relationship between PPP and PP is stronger when there is high top management support, and weaker when there is low top management support.

The results of the structural equation modelling analysis suggest that both PPP and TMS are significant predictors of procurement performance. The results also suggest that the positive relationship between PPP and PP is further enhanced when there is high top management support. These findings provide important insights into the factors that influence procurement success and can help organizations to identify areas where they can improve their procurement processes and practices.

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Figure 4.2 Structural Equation Modelling



Source: Field Study (2022)



4.6 Hypotheses Confirmation

Three hypotheses were created for this study based on a review of past research. Each of these hypotheses is confirmed or refuted by analysing the collected data. The confirmation of hypotheses is summarised in table 4.8 below.

Table 4.8 Confirmation of the Hypothesis

Hypothesis	Path	T-value	Coefficient (P-value)	Decision
H1	PPP → PP	6.360	0.544; p=0.000	Supported
H2	TMS → PP	4.900	0.517; p=0.000	Supported
H3	TMS × PPP → PP	2.673	0.208; p=0.008	Supported

4.7 Discussion of Results

The findings of this investigation are addressed in the context of the examined literature in this study. In accordance with the study's stated aims, a detailed discussion of the findings follows.

4.7.1 Procurement Policies and Procedures

The results of the structural equation modelling analysis covered in the preceding response are in line with those of the 2013 study by Sarfoh and Baah-Mintah. Particularly, both studies show that procurement policies and procedures significantly improve the efficiency of the procurement process. The Procurement Act's implementation in Ghana improves fairness, competition, efficiency, and effectiveness in the awarding of government contracts, according to research by Sarfoh and Baah-Mintah. These results imply that by increasing openness and accountability in the procurement process, good procurement rules and processes may enhance procurement performance.

These conclusions are further supported by the results of the study of structural equation modelling (t-value = 6.360, p-value = 0.000, = 0.544). The fact that procurement policies and procedures have a

positive and significant impact on performance in the area of procurement raises the possibility that better procurement results may result from the adoption of efficient procurement rules and processes.

4.7.2 Top Management Support and Procurement Performance

The results of the structural equation modelling analysis, which show that top management support has a favorable and significant impact on procurement performance ($\beta = 0.208$, $t\text{-value} = 2.673$, $p\text{-value} = 0.008$), are in line with Obanda's (2016) claim that procurement staff members need top management support to uphold honesty and integrity and correctly apply procurement laws. In order to achieve compliance with regulatory procurement principles and prevent noncompliance, senior management must encourage staff in procurement, according to Obanda's (2016) reasoning. In order to ensure consistent compliance with procurement requirements, this support also include the provision of supervision and administration.

According to the study's findings, senior management support is a crucial component of effective procurement performance. Due to the top management's strong support, businesses are more likely to have successful procurement results, according to the large beneficial impact of top management support on procurement performance. For improved procurement outcomes, top management assistance offers the institutional support required to ensure honesty, integrity, and adherence to procurement standards.

4.7.3 The Moderating Role of Top Management Support

The results of the structural equation modelling study that top management supports show that there is a moderating effect on the link between procurement policies and procedures and performance ($\beta = 0.208$, $t\text{-value} = 2.673$, $p\text{-value} = 0.008$), which is in line with Ndugu et al (2020). In order to achieve strict compliance with procurement policies and procedures, which ultimately results in better procurement performance, the authors contend that top management is an essential part of maintaining regulatory compliance with procurement. They also contend that top management's support is required.

Ndugu et al. (2020) argue that top management support is essential for motivating employees to comply with procurement policies and procedures and achieve exemplary procurement performance. They suggest that incentivizing employees through rewards and recognition can help combat personal interests that may arise in preference to doing their assigned jobs.

The study's findings imply that top management support is crucial in modifying the association between procurement policies and practices and performance. This implies that when senior management offers strong support for procurement operations, the favorable association between procurement policies and procedures and procurement performance is increased.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The research findings, conclusions, suggestions, and suggestions for further research are summarized in this chapter. The particular goals of the study were to: (1) Examine the connection between procurement policies, practices, and performance. (2) To investigate the connection between effective procurement and top management support. (3) To investigate how top management influences the link between procurement policies and practices and performance.

5.2 Summary of Findings

5.2.1 Procurement Policies and Procedures and Procurement Performance

The study's initial goal was to investigate the connection between procurement performance and policies and practices. The results demonstrate a favorable and statistically significant association between the performance of the procurement rules and processes. Sarfo and Baah-(2013) Mintah's study, which demonstrated that the Procurement Act's implementation in Ghana boosted fairness, competitiveness, efficiency, and effectiveness in the awarding of government contracts, supported this conclusion. The assumption that procurement rules and processes have a favorable and considerable impact on procurement performance is therefore reinforced.

5.2.2 Top Management Support and Procurement Performance

The study's second goal was to investigate the connection between effective procurement and top management support. A favorable and strong correlation between top management support and procurement success has been found, according to investigations. This agrees with Obanda's (2016) conclusions. This result is also in line with the institutional theory, which contends that in order to be legitimate and acquire societal acceptance, organizations must adhere to institutional norms and principles. Top management assistance may aid in ensuring that businesses follow procurement

standards, which are institutional norms that encourage accountability and openness. The hypothesis is therefore validated.

5.2.3 The Moderating Role of Top Management Support

The study's final goal was to investigate how top management support influenced the association between procurement rules and practices and performance. The study's premise is that the link between procurement rules and processes and performance is favorably moderated by top management support. The analysis's findings demonstrate that the link between procurement rules and practices and performance is favorably moderated by top management support. The findings of Ndugu (2020) support this conclusion. Both the major agency theory and the institutional theory may be used to explain this conclusion. According to the primary agency theory, top management's support may act as an efficient monitoring and control system that encourages staff members to follow procurement policies and procedures. According to institutional theory, senior management assistance may guarantee that firms follow institutional norms and values, such as compliance with procurement laws, which would boost procurement performance. The idea is therefore supported.

5.3 Conclusion

According to the research's findings, obtaining good procurement outcomes depends on top management support and efficient procurement rules and processes. Transparency, fairness, competition, efficiency, and effectiveness may all be improved in the procurement process, which will ultimately lead to higher performance in the procurement process. In order to enforce compliance with procurement laws and inspire staff to achieve exceptional procurement performance, senior management assistance is further required.

5.3 Recommendations for Managers

Managers should develop and implement effective procurement policies and procedures that are transparent, fair, competitive, efficient, and effective. This will help to ensure that procurement activities are carried out in a way that promotes value for money and achieves organizational goals.

Also, managers should ensure that top management provides the necessary support for procurement activities. This includes promoting honesty and integrity, supervising the procurement process, correctly applying procurement legislation, providing institutional support, and incentivizing employees to comply with procurement policies and procedures.

Moreover, managers should encourage employee training and development to enhance the skills and knowledge of procurement professionals. This will help to improve procurement processes and increase procurement performance, ultimately leading to better organizational outcomes.

Finally, managers should regularly monitor and evaluate procurement performance to identify areas of improvement and to ensure that procurement policies and procedures are being adhered to. This will help to ensure that procurement activities are carried out effectively and efficiently and will ultimately contribute to the achievement of organizational goals.

5.4 Suggestion for Further Research

While the studies discussed suggest that procurement policies and procedures and top management support impact procurement performance, there is a need to investigate the role of organizational culture as a moderator. This could involve examining how organizational culture (e.g., commitment to transparency, accountability, and ethical behavior) moderates the relationship between procurement policies and procedures, top management support, and procurement performance.

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APPENDIX

KNUST SCHOOL OF BUSINESS

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

University Post Office, Kumasi-Ghana West Africa

Procurement policies and procedures and Procurement performance; the moderating role of top management support

My name is Joyce Adjapong. I am a student at Kwame Nkrumah University of Science and Technology School of Business. This survey instrument has been designed to enable me carry out research on The Impact of procurement policies and procedures on procurement Performance. The purpose of the research is to provide an understanding of the procurement policies which influence procurement performance and explore the moderating effect of top management support on the relationship between procurement policies and procedures on procurement performance in public sector organizations from Ghana. Any information provided will ONLY be used for general information, and it will be treated as HIGHLY CONFIDENTIAL.

Your participation is greatly appreciated. If you are interested in a personalized copy of the analyzed results, please attach a business card or provide your contact information.

SECTION A

DEMOGRAPHIC PROFILE

Kindly respond to the following demographical information

1. Age?

☐ ≤ 30 ☐ 31 – 40 ☐ 41 – 50 ☐ > 50

2. Gender

☐ Male ☐ Female

4. Education level ☐ diploma/HND ☐ Bachelor's Degree ☐ Professional Qualifications (e.g CIPS)

☐ Master's degree

5. Position with the organisation Managerial level ☐ Supervisor ☐ Middle manager (e.g. head of the department) ☐ Top (e.g. CEO, managing director)

6. Working experience

☐ ≤ 5 years ☐ 6 – 10 years ☐ > 10

SECTION B

PROCUREMENT POLICIES AND PROCEDURES

This section presents different scales for evaluating different sets of statements. Using the respective scales, kindly tick/circle a number that represents your opinion on each statement.

Kindly use the following scale to evaluate the statements in the subsequent table:

Strongly disagree	Disagree	Somehow disagree	Neither agree nor disagree	Somehow agree	Agree	Strongly agree
1	2	3	4	5	6	7

VARIABLES	Strongly disagree			Strongly agree			
	1	2	3	4	5	6	7
(1) We use the prescribed procurement processes based on the thresholds.							
(2) Public Procurement Authority approval for single sourcing deals is sought at all times							
(3) Competitive tendering procedures comply with regulatory requirements							
(4) Tender opening committee and evaluation committee consist of members from various department							
(5) We strictly adhere to conflict-of-interest policies							
(6) We strictly adhere to gift policies							
(7) Penalties are well defined for non-adherence to procurement policies and procedures.							
(8) Audit trails are left in accordance with public sector procurement regulatory requirement							
(9) The primary objectives of procurement requirements are considered in the procurement process/cycle in my organization resulting to an enhanced supply chain performance.							
(10) Fairness and equal opportunity are upheld in the procurement process/cycle resulting to supplier confidence.							
(11) Key documents required for supplier selection/vetting is clearly documented and							

communicated therefore leading to supplier credibility and authentication							
(12) Procurement process is initiated by the procurement officers in the presence of community members, staff and sponsors to promote accountability.							

(Source; Kamchape,2020)

SECTION C

PROCUREMENT PERFORMANCE

This section presents different scales for evaluating different sets of statements. Using the respective scales, kindly tick/circle a number that represents your opinion on each statement.

Kindly use the following scale to evaluate the statements in the subsequent table:

Strongly disagree	Disagree	Somehow disagree	Neither agree nor disagree	Somehow agree	Agree	Strongly agree
1	2	3	4	5	6	7

VARIABLES	Strongly disagree				Strongly agree		
INTERNAL PERFORMANCE (IPR)	1	2	3	4	5	6	7
1) Procurement policies and procedures help our firm reduce transaction time.							
Procurement policies and procedures help our firm reduce transaction cost.							
3) Procurement policies and procedures help our firm reduce costs of materials/costs of providing services							
4) Procurement policies and procedures help our firm increase materials/ service quality							
5) Procurement policies and procedures help our firm reduce transaction time.							
SUPPLIER-RELATED PERFORMANCE (SRP)	1	2	3	4	5	6	7

6) Procurement policies and procedures enable us reduce number of suppliers							
7) Procurement policies and procedures help us improve communication with suppliers							
8) Procurement policies and procedures help us improve partnership with suppliers							
9) Procurement policies and procedures enable us improve data sharing with suppliers							
INTERNAL CUSTOMER PERFORMANCE (ICP)	1	2	3	4	5	6	7
10) Procurement policies and procedures enable us to improve overall services quality to internal customers							
11) Procurement policies and procedures enable us improve reliability of information to internal customers (reports updates)							
12) Procurement policies and procedures help us meet internal customer expectations							
13) Procurement policies and procedures enable us meet internal customer expectations							
14) Procurement policies and procedures enable us increase quality products/ services to internal customer							

Source: Anuar (2015)

SECTION D

TOP MANAGEMENT SUPPORT

This section presents different scales for evaluating different sets of statements. Using the respective scales, kindly tick/circle a number that represents your opinion on each statement.

Kindly use the following scale to evaluate the statements in the subsequent table:

Strongly disagree	Disagree	Somehow disagree	Neither agree nor disagree	Somehow agree	Agree	Strongly agree
1	2	3	4	5	6	7

VARIABLES	Strongly disagree							Strongly agree						
	1	2	3	4	5	6	7							
(1) Our top managers do not spare any effort to persuade the employees to comply with the Public Procurement Regulations														
(2) Our top managers take a leading role successfully implement the provisions of Public Procurement Regulations														
(3) Our top managers collaborate with other departmental heads and stakeholders to ensure compliance with public procurement Regulations.														
(4) Top management assesses operation of the public procurement processes and submits proposals for improvement in the processes														
(5) Our top managers ensure policy implementation and human resource development for public procurement														
(6) Our top managers facilitate the training of public officials and ensure adherence of trained persons to ethical standards														

Source: Mutisya et al., (2022)

THANK YOU.

