

UNIVERSITY OF CAPE COAST

**PROCUREMENT PRACTICES AND ORGANISATIONAL
PERFORMANCE OF PRIVATE UNIVERSITIES IN GREATER
ACCRA**

FAUSTINA OPOKU AGYEMANG

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UNIVERSITY OF CAPE COAST

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PERFORMANCE FO PRIVATE UNIVERSITIES IN GREATER ACCRA

BY

FAUSTINA OPOKU AGYEMANG

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the award of Master of Commerce Degree in Procurement and Supply Chain
Management.

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DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

Name: Faustina Opoku Agyemang

Supervisors' Declaration

We hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines on supervision of project work laid down by the University of Cape Coast.

Principal Supervisor's Signature: Date:

Name: Mr. Kwamena Minta Nyarku

Co-Supervisor's Signature: Date:

Name: Mr. Innocent Senyo Kwasi Acquah

ABSTRACT

The study was conducted to assess the effect of procurement practices on performance of private universities in Greater Accra. The study employed a descriptive survey research design and was supported by the quantitative research approach. The population included some 250 procurement officers and procurement heads of all the 43 accredited private universities in Greater Accra Region. Descriptive statistics (Mean, standard deviation, frequency and percentages) and inferential statistics (multiple regression) were used for the primary data analysis in respect of the specific research objectives. It was discovered that procurement practices accounted for a statistically significant 55.7% of the variance in the performance of private universities in Greater Accra when the effect of other factors existing in private universities in Greater Accra that can affect performance of these private universities are statistically controlled. Supplier partnership, contract management and procurement planning procedure were found to be significant positive contributors to the improvement in organisational performance. Private universities are advised to implement procurement practices and this will improve their performance.

KEYWORDS

Procurement practices

Organisational Performance

Supplier Partnership

Contract Management

Procurement Planning

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DEDICATION

To my lovely son, Cyril Kojo Boakye.

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CHAPTER ONE

INTRODUCTION

The concept of procurement is increasingly gaining attention among organisations including private universities globally. It is primarily seen as a key driving force in achieving value for money for private universities in developing economies including Ghana. The network theory suggests that private universities can achieve value for money by establishing long term collaboration with their suppliers, contractors and or service providers during procurement. The theory further argues that these universities need to adopt relevant procurement practices in order to their objectives. Literature has revealed such practices to include supplier partnership, contract management, procurement planning and knowledge of procurement principles. However, the extent to which these practises affect the performances of the private universities in Ghana remain scanty. The study, therefore, examined the effect of procurement practices on performance of private universities in Ghana.

Background to the Study

In this 21st century, procurement has been a key driving force of various companies in achieving value for money in their various purchasing procedures (Giunipero, Hooker & Denslow, 2012). Tertiary institutions now offer full academic programs and procurement related bodies have now been formed because of expanded knowledge. Igarashi, de Boer and Fet (2013) suggest that procurement management practices are associated with organisational performance. It is a tactical area that should be handled

strategically because almost 70-80% of the organisational expenditure is incurred there (Mathivathanan, Kannan & Haq, 2018). Procurement practices integrate various firms' operations and support functions, synchronizing production with new orders, purchasing with demand, scheduling and shipping with customer requirements (Mathivathanan et al., 2018).

Procurement describes the overarching function of process and activities to obtain goods and services (Hutt & Speh, 2012). In another view procurement is defined as the activities involved in obtaining material and services and managing their inflow into an organisation toward the end user (Caldwell, Roehrich & Davies, 2009). Chepkesis and Keitany (2018) stated that procurement involves processes that establish essential demands such as purchasing procedures, market research and contract negotiation. Thus, procurement would span across getting major supplies such as raw materials or parts for a manufacturing firm to acquiring consumables for a service organisation.

According to Loader (2013), well implemented procurement practices in an organisation would form an efficient, quick and accurate management tool that reduces cycle time and builds reliability thereby impacting positively on organisational performance. However, poorly coordinated procurement practices do long-lasting damage to companies' stock prices and profitability (Christopher, Payne & Ballantyne, 2013). A vital role is played by the private sector in developing and achieving the goals of the nation. The Ghanaian private sector performs variety of activities associated with the production of goods and delivery of services (Ghana Statistical Service, 2010).

The sector contributes to economic growth through job creation, revenue generation and provision of social amenities (Ghana Statistical Service, 2018). Hence, Procurement practices are unique resources that can be adequately exploited to attain desired objectives while increasing organisational performance of private organisations. According to Giunipero et al. (2008), private firms are recommended to measure performance to gauge their position and take appropriate actions to meet their objectives and increase organisation performance. Thus, this study was conducted to examine the procurement management practices in the private sector with the focus being on private universities.

In Ghana, procurement activities undertaken by public organisations are guided by the Republic of Ghana Public Procurement Act 663, Act 2003. The Government of Ghana introduced this law to regulate and control the expenditure public funds on various procurement practices in the various public institutions. The law was passed in December 2003, by the Parliament of the Republic of Ghana and was enforced into action that same year. The Public Procurement Act 663, Act 2003, established a Public Procurement Authority (PPA) as the central entity to ensure that the laws are been undertaken and also adhered accordingly by various government entities. The PPA as part of its objectives was to manage public institutions and entities procedures to secure reasonable, monetary and effective utilization of state funds and also to guarantee that general acquisition is reasonable, straightforward and void of discrimination in their practices.

Ghana is the 81st least corrupt nation out of 175 countries, with a corruption index 40% according to the 2017 Corruption Perception Index

reported by Transparency International. According to Ameyaw, Mensah and Osei-Tutu (2012) there is no evidence that the passage of the Public Procurement Law and its implementation has made any significant impact in curbing corruption in public procurement in Ghana. Studies show that many private organisations often procure goods without strictly adhering to the provisions in the Procurement Act (Aroral, Ujakpa, Jonathan, Appiahi-Annin & Mwanza, 2016). This is mainly because per the act, private institutions are not compelled to adhere to the procurement act however; they can use it to streamline their processes to ensure effectiveness and value for money.

Statement of the Problem

Today's business environment is very challenging (Brennan, 2014; Sajjad, Eweje & Tappin, 2015). Modern organisations face increasing pressure to reduce costs and improve financial and operational performance (Masudin, Kamara, Zulfikarijah & Dewi, 2018). New regulatory requirements, globalization, increases in contract volumes and complexity have resulted in an increasing recognition of the importance and benefits of the effective contracting process (Odindi, Magutu & Nyaoga, 2018). Despite the immense benefits of effectively implementing procurement practices, it is noted that many organisations in Ghana are not following ethical and up to date procurement practices in their operations (Damas, 2013; Ayeh, 2016).

In Ghana, public procurement is regulated by the Public Procurement Act 663, Act 2003. Even though the private organisations are not regulated by the procurement act they can adopt the act to streamline their procurement practices. Damas (2013) noted that problems in the adoption of procurement

practices in private organisations still persist. Moreover, since the private sector is not so much bound by the practices and guidelines of the Public Procurement Regulatory Authority, managers and people within the organisation may not be eager to follow the right procedures. For instance, Ameyaw et al. (2012) surveyed 49 procurement entities in Ghana, and reviewed data on 384 goods and works contracts and 30 services contracts. They found that, most of the procurement officers in the entities surveyed were not proficient in procurement, thus using procurement methods which are inappropriate for some contracts.

Nutakor (2016) also observed that lack of quality personnel, logistics, awareness and training are major challenges hindering the implementation of sustainable procurement among firms in Ghana's mining sector. Although there have been previous works (Cosmas-Gonzaleves, 2016; Nutakor, 2016), addressing the procurement function in the private sector, there appear to be no studies on the practices in private universities in Ghana. Thus, this study is aimed at addressing the extent to which procurement practices are adopted in the private universities in the Greater Accra region of Ghana.

Purpose of the Study

The purpose of the study was to examine the effect of procurement practices on organisational performance among private universities in the Greater Accra Region of Ghana. Specifically, the following research objectives were developed to:

1. assess the level of procurement officers' knowledge on procurement principles.

2. evaluate the level of effectiveness of procurement officers on procurement planning.
3. ascertain the level of extent of effectiveness of procurement officers in contract management.
4. assess the level of procurement officers' supplier partnering in procurement.
5. examine the effect of procurement practices on organisational performance of private universities.

Research Questions

The study was guided by the following research questions:

1. What is the level of knowledge of procurement officers in private universities on procurement principles?
2. How effective is procurement planning among procurement officers in private universities?
3. How effective is contract management among procurement officers in private universities?
4. How effective is supplier partnering among procurement officers in the private universities?
5. What is the effect of procurement practices on organisational performance of private universities?

Significance of the study

This research seeks to examine the extent to which the available procurement practices among private universities in the Greater Accra region

of Ghana conform to practices. It moreover seeks to establish the effect that conformance to procurement practices could have on the organisational performance of the private universities. This study would serve as a source of reference for academic purposes for students, lecturers and other researchers who may conduct future research into examining procurement management practices in private institutions. It would also serve as a guide for key decision makers (in the area of procurement management).

Delimitations

The study was conducted within the constraint of examining the procurement management practices among private universities in the Greater Accra region of Ghana. Therefore, the study excluded all public universities within the region and all other universities, whether public or private, outside the region. Moreover, the study focused on procurement management practices currently being followed in the private universities in relation to four practices: procurement planning, contract management, supplier partnering and knowledge on procurement principles. All other practices were not considered.

Limitations

This study employed the quantitative research approach and thus any improper representation of the target population could affect the findings of the study. Also, quantitative approach involves structured questionnaire with close ended questions and this could lead to limited outcomes since the results might not represent the actual occurring. Further, the inability to control the environment (respondents) because of the use of structured questionnaires

could affect the findings of the study. Also, the study's findings could be affected by the opinions of the respondents.

Also, since the study targeted procurement officers in private universities in Greater Accra and not procurement officers in all industries in Ghana, it becomes impossible to generalize the findings to all sectors of Ghanaian economy except private universities in Greater Accra. Since the constructs were transformed, only the means were actually considered as values for such transformation which gives some limitations as to how their actual absolute scores interacted with each other in the model.

Definitions of Terms

Procurement Management: This describes the planning of the overarching function of processes of obtaining goods, work and services.

Procurement Management Practices: It is referred to as the process of obtaining good, works and services according to set policies governing the selection of products and suppliers which maximize the value of the organisation.

Organisation of the Study

The study was structured in five chapters with chapter one comprising the background of the study, statement of the problem, purpose of the study, research objectives, research questions, delimitations, limitations, definition of terms and organisation of the study. Chapter two discussed the literature review of the study by discussing theoretical review, empirical review, conceptual review and conceptual framework of the study. The procedures and

techniques employed in carrying out the study were described in Chapter three. Chapter four presented the results and discussion section, while chapter five presented the summary, conclusions and recommendations. It concluded with suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter covered the review of literature in relation to theoretical review, conceptual review, empirical review and conceptual framework.

Theoretical Review

The Network Theory and Resource Based View Theory were adopted due to their direct relatedness to the purpose of the study. The section, therefore, extensively discussed these theories.

Network Theory

Firms' performances do not only depend on how efficiently they cooperate with their direct partners, but also on how well these partners cooperate with their own business partners (Borgatti & Halgin, 2011). Network based theory can be used to provide a basis for the conceptual analysis of reciprocity in cooperative relationships (Oliver, 1990; Borgatti & Halgin, 2011). The firm's continuous interaction with other players becomes an important factor in the development of new resources (Haakansson & Ford, 2002). Relationships combine the resources of two organisations to achieve more advantages than through individual efforts. Such a combination can be viewed as a quasi-organisation (Lin, 2017).

The value of a resource is based on its combination with other resources, which is why inter-organisational ties may become more important

than possessing resources per se. Thus, the resource structure determines the structure of the supply chain and becomes its motivating force (Haakansson & Ford, 2002). The theory contributes profoundly to an understanding of the dynamics of inter-organisational relations by emphasizing the importance of relationship between the parties, the build-up of trust through positive long-term cooperative relations and the mutual adaptation of routines and systems through exchange processes. Through direct communication, the relationships convey a sense of uniqueness, ultimately resulting in supply chains as customization to meet individual customer requirements.

The parties gradually build up mutual trust through the social exchange processes (Castells, 2011). Network Theory is descriptive in nature and has primarily been applied in supply chain management to map activities, actors, and resources in a supply chain (Lin, 2017). The focus has been on developing long-term, trust-based relationships between the supply chain members. An example of this issue includes buyer-supplier relationship.

Resource Based View (RBV) Theory

The RBV theory developed as a supplement to the industrial organisation view with Bain (1968) and Porter (1985) as some of its main advocates. With its focus on the configuration of conduct-performance paradigm, the manufacturing organisation view put the contributing factor of firm performance outside the firm in its industry's structure. Being positioned against this view, the RBV theory unequivocally looks for the internal sources of sustained competitive advantage and aims to explain why firms in the same industry might differ in performance.

Peteraf and Barney (2003) explain that RBV theory adopts two conventions in examining sources of competitive advantage. First, this model assumes that firms within an industry may be distinctive with respect to the bundle of resources that they control. Second, it assumes that resource uniqueness may persist over time because the resources used to implement firms' strategies are not perfectly mobile across firms. Resource distinctiveness is considered a necessary condition for a resource bundle to contribute to a competitive advantage. The argument goes that if all firms in a market have the same stock of resources, no strategy is available to one firm that would not also be available to all other firms in the market (Kraaijenbrink, Spender & Groen, 2010).

RBV theory proponents argue that simultaneously valuable, rare, inimitable and non-substitutable resources can be a source of superior performance and may enable the firm to achieve sustained competitive advantage (Kraaijenbrink, 2011). The theory is, therefore, a suitable approach to understanding the competitive dynamics whereby resources are intangible and tangible assets linked to the firm in a semi-permanent way, including: technological, human and physical assets. Wong and Karia (2010) contends however that having resources alone is not sufficient. The RBV theory therefore adds a category of capabilities which result from complex patterns of interactions and coordination between resources.

The theory maintains that resources and capabilities are often synergistic in nature and can be more valuable when combined (Paulraj, 2011). RBV proposes that firms have different resource endowments and that the manner in which they require, develop, maintain, bundle and apply those

leads to the development of competitive advantage and superior performance over time. The theory's tenets prescribe that resources and capabilities, for instance bundle of resources need to be valuable, rare, inimitable and organisationally utilizable, for example a firm has complementary resources to leverage and maximize capabilities to drive sustainable competitive advantage.

In general, RBV theory indicates that exploiting a firm's non-imitable resources enables a firm to create long-lasting competitive capabilities and to generate a competitive advantage (Paulraj, 2011). According to resource-based views, firms perform well and create value when they implement strategies that exploit their internal resources and capabilities. This theory will be used to explain the relationship between the selected procurement practices and organisational performance of the private universities. It will be significant in explaining how firms can adopt excellent procurement practices as a form of capabilities and sources of competitive advantage so as to improve their performance especially when such capabilities are applied alongside the resources allocated by the firms.

Concept of Procurement

Procurement in the early 1970s was regarded as a clerical, reactive and a cost centre within most institutions. However, the situation has evolved in contemporary times. Accenture Global Service (2015) highlighted that procurement has become a strategic, pro-active, value-adding, solution-providing business function, which aids the organisation with complex concerns like profitability, corporate growth and competitive advantage. A

great range of forces that embodies globalisation, changing demographics, shifts in consumer demand, resource scarcity, environmental pressures, technology advances, governmental regulation and activism are currently reshaping the markets, industries and products (Carter, D'Souza, Simkins & Simpson, 2007).

Carter et al. (2007) indicated that organisations are turning to their procurement function for aid during these trying times and the procurement function can represent between 50 to 75 percent of the overall expenditure of these organisations. Knight (2012) defined procurement as the acquisition of goods and/or services at the possible total cost of ownership, in the right quantity and quality, at the right time and in the right place for the direct or indirect benefit of use to the organisation. Angeles and Nath (2007) highlighted that procurement normally represents one of the largest expense items in an organisation's cost structure.

According to Stentoft Arlbjørn and Vagn Freytag (2012), procurement is the process whereby sector organisations acquire goods and services from third parties. Public procurement includes much that supports the work of government and ranges from routine items. Examples include stationery, temporary office staff, furniture or printed forms; to complex spend areas (e.g. construction, Private Finance Initiative projects, aircraft carriers or support to major change initiatives). He added that, procurement also involves a growing spend where the private and third sectors provide key services directly to citizens in areas such as welfare-to work, further education, social care and health.

Moreover, such services may also be provided by the public sector directly and in some cases even this public provision can be handled through procurement mechanisms (Snider & Rendon, 2008). A public body may bid for government work against private sector firms through a formal competitive process. Sound planning of procurement is crucial. Clients determine what goods and services are required to carry out the project, when they must be delivered, what standards are needed, the need for co-financing and which purchasing and contracting procedure is most suitable for each contract.

Benefits of Procurement

The procurement functions in an organisation or institution derive certain benefits or advantages that improve the performance of its operations. According to the journal (Loppacher, Cagliano & Spina, 2011), implementing procurement practices result in reduced operational and administrative costs and processing times for both governments and their vendor community, increased spending control and buying power and improved vendor relations. Pal, Wang and Liang (2017) commented that a firm by entering into a long-term relationship with a vendor and locking down prices over an extended period for key material could help the organisation reduce cost significantly. The following are some of the identified benefits:

Good procurement services can help your company get the value for its money, because the procurement process involves comprehensive research about cost and value (Lingg, Wyss & Durán-Arenas, 2016). A strong procurement function in a company may also be able to negotiate better prices and value with suppliers and independent contractors because these companies

will be eager for continuation of businesses. Also, for most companies' warehouse and floor space, is at a premium, thus keeping extra inventory can get expensive while not having enough can lead to serious shortages and unexpected crises (Kakwezi & Nyeko, 2019). A good procurement division will keep inventory streamlined ensuring that parts, materials, and equipment are on hand when they are needed, but not taking up valuable space while they are not needed in the organisation.

Additionally, ensuring lower costs while providing better value are only part of a procurement function's research responsibilities (Kakwezi & Nyeko, 2019). Good procurement departments ensure that the materials and services being used are in line with all local, state, or federal regulations and that, products and services continue to be available devoid of environmental hazards. Similarly, procurement services also ensure that the quality level of the goods or works being procured is up to the standards of the company. Good procurement services help protect companies against contractors and service companies that provide shoddy workmanship and against parts and equipment that are prone to frequent breaking or shortened lifespans (Kakwezi & Nyeko, 2019).

Communicating and conferring with suppliers, vendors, and contractors can literally be a full-time job depending on the size of the company and the scope of the project. Tasking regular employees with this challenge on top of their day-to-day responsibilities can be a recipe for a disaster. A dedicated procurement department or procurement company can take the headache out of complicated logistics (Okinyi & Muturi, 2016; Nzimande & Padayachee, 2017).

The Procurement Processes

Lyson and Farrington (2012) defined procurement process, as a series of sub process or stages determined in achieving an outcome. The procedure of acquisition is generally point by point, it ranges from the preparation of works involved with the demand process, the appraisal of alternatives, endorsement invoicing, payments and record keeping. The procurement process is also known as the procurement cycle, which helps in arriving at the reasonable cost in other to have value for money spent. Management in any company must understand the art of obtaining products and services. The procurement cycle takes particular strides for identifying a necessity or need of an organisation through the final step of award of the items or an agreement (Hughes & Jonathan, 2010).

Responsible management of public and corporate funds is essential when taking care of this important procedure, whether in strong or weak financial markets and taking after a demonstrated orderly system would help administration effectively accomplish its objectives (Hutt & Speh, 2012). Identification of needs or need recognition is the first step which talks about knowing what the business or the department actually want. The business has to clearly define the need, and this may be done by a study team whether the need can be obtained internally or from external source. By so doing, it will it will set focuses for what should be obtained alongside set up criteria for adequate quality standard and estimating (Emmett & Crocker, 2008).

The needs are determined by daily request of various departments which are consolidated to become the overall institutional needs. Therefore, the identification of need, talks about the purpose or what the need is and how

to achieve it (Lysons & Farrington, 2012). This process too brings about how the requirement should be in terms of specification. The specification should avoid the use of brands and other features that would limit competition, but rather should be opened that every interested party could take part in other for the institution to have value for money spent as required by Public Procurement Act 663, Act 2003 of Ghana.

Identifying the supplier or sourcing for a supplier is the second step in the process. This brings us to the point of knowing and having a suitable and potential supplier who can really get the business with what they actually need. It also helps in the designing stage of the need; where devise information on the need or request can be obtained to make decision on whether to make the need in-house or to buy the need externally. Weele and Van (2010) made a statement that, the source should be identified and assessed at the same time, rather than regarding it as a different stage in the procurement cycle. The Public Procurement Act 663 brings sourcing by including pre-qualification of potential suppliers, preparation and issue of tender documents, requests for quotation, or solicitation for proposition, assessment of responses and the selection of successful tender which constitute the whole sourcing process.

Communicating with the supplier is very important in the procurement process; because it helps in getting quality in the outcome of the required need to be procured. Communicating with the supplier by the procurement team would help them to know the capability and capacity of the supplier in terms of its' financial stands, facilities, equipment and managerial skills (Emmett & Crocker, 2008). The University has divided this process into four stages which start with preliminary selection of tenders with prescribed or already

determined criteria. The second is the commercial evaluation which is based on the delivery period given the buying entity and the ones provided by the suppliers or tenderers.

The next stage is the terms of payment stated by both parties in the required documents, and the final stage which is the commercial responsiveness stage where legal documents concerning the supplier or the tenderers is also considered. Lysons and Farrington (2012) said that instances where quantities are essential, while quality of deliveries are of great importance, then further negotiation with suppliers on capacity to undertake such contract should be done in order to achieve those essential elements of the procuring entity. Negotiation is the vital stage of the process which brings you to the discussion on price, availability, timelines, and the possibilities for customization. Service level agreements and contracts are drawn up and signed if all terms are accepted and agreed upon.

Negotiation is defined by Kreitner and Kinicki (2009), as a give and take decision making process including associated parties with various preferences. Lysons and Farrington (2012) defined negotiation as any verbal communication in which members try to exploit their upper hand and need to accomplish explicit or implicit goals within the overall purpose of trying to resolve problems which are hindrances to agreement. The PPA's regulation does not allow public institutions to go into negotiation before drafting a contract. However, this can be allowed after the contract has been awarded using the prescribed method or procedure by the Public Procurement Act, if further information and clarification is needed to improve performance and relationship building.

Milligan and Blockley (2009) proposed that sufficient preparation should go into arranging and data gathering, investigation, clear goals should be served as an aide for the negotiation group" as far as what they have to say and do to land at the win-win circumstance. Liaison with suppliers is the next step in the procurement process which place emphasis on the past performance of the supplier they are dealing with. During the supplier liaison phase, the supplier is evaluated based on performance, support, quality and service. It is done to keep a file or scorecard to help the institution to decide in the future whether to continue with the current supplier or considering finding a new supplier.

Logistics management deals with these three distinct stages, which are progressing/expediting, delivery and return, and payment (Milligan & Blockley, 2009). Once the request is given out and the supplier needs to affirmed receipt and after that consent to the agreement terms and conditions, the part and the arrangement of work that the staff in procurement needed to embrace would be depended and influenced by the performance of the suppliers. For efficiency, it is important for the procurement staff to examine and screen the advancement of requests and the performance of the suppliers. Supplier performance would determine the amount in terms of efforts on time and cash that must be spent in assisting orders and the overseeing of suppliers in the different contracts.

To guarantee a continuous stream of products and administrations in favour of the buyer, speeding up and monitory should to be a consistent procedure, particularly in crises cases (Milligan & Blockley, 2009). The persistent observing empowers the association to choose separate focuses

inside the chain of exercises in the framework and rapidly distinguish answers for them. The physical receipt and examination of the products happens at the conveyance point which is the stores. Procurement just needs to realize that delivery has occurred and that the supplier has delivered as per the attached local purchase order given to them, and complied with delivery contract requirements. Whoever is in charge of accepting delivery and examine the products should understand the process to follow, that there wouldn't be any errors or discrepancies in the deliveries.

Whenever products or services are received and acknowledged into stock, stores then facilitates payment of the supplier by giving essential documentation to finance by adding stores receipt voucher to the whole contract documents. As the products are delivered to the stores yard or warehouse and transported to final distribution points, extra documents are generated in the process to support the transactions. All these documents are assembled together as one to support vendor payment (Rushton, Croucher & Baker, 2014). Therefore, from the afore-mentioned, one could see that procurement function is a very vital key function for the company's ability to continue operations.

For this reason, it is usually part of every company to involve its internal stakeholders in its procurement function to obtain strong strategies in their procurement processes (Rushton et al., 2014). However, with this, various needed materials are purchased at a very reasonable cost which can make or cause a difference between a successful company, and one not successful.

Overview of Procurement Practices

Procurement practices are concerned with the management of a significant proportion of the non-pay expenditure and ensuring that the possible value for money is obtained when committing organisation expenditure (Petcavage & Pinkerton, 2010). The procurement practices are concerned with obtaining the required goods and services from appropriate suppliers to enable the institution to meet its strategic objectives in an economic, efficient and effective manner. Supplier partnership will be operationalized through reduction in lead time, product quality, and strategic sourcing.

Procurement practices include: effective procurement planning, understanding procurement principles, managing supplier partnerships, contract management, among others (Petcavage & Pinkerton, 2010). Procurement practice will lead to improvement in quality and reduction in cost. It improves proper allocation of firm resources, high quality and timely procurement. This eventually results in budgetary saving and increase profitability in organisations. Organisation performance will be measured by customer satisfaction, quality of products and quality of service delivery.

Supplier Partnership

According to Petcavage and Pinkerton (2010), supplier and client relationship have unfolded from transactional to collaborative relationship. Conforming to Fawcett, Ellram and Ogden (2007) and Melynk, Copper and Hartley (2011), strategic sourcing principles act as the indicator to an appropriate relationship. Strategic sourcing consists of strategic outsourcing

and supplier capability analysis. Supply partnership emphasizes direct, long-term association and encourages mutual planning and problem-solving efforts (Baker, Croucher & Rushton, 2017). Such supply partnerships are entered into to promote shared benefits among the parties and ongoing participation in one or more key strategic areas such as technology, products and markets.

Strategic partnerships with suppliers enable organisations to work more effectively with a few important suppliers who are willing to share responsibility for the success of the products (Baker et al., 2017). Suppliers participating early in the product-design process can offer more cost-effective design choices, help select the components and technologies, and help in design assessment. Strategically aligned organisations can work closely together to eliminate wasteful time and effort. An effective supplier partnership can be a critical component of a leading-edge supply chain (Lega, Marsilio & Villa, 2013).

Supplier relationship acts as a focal point between the organisation and the final consumers. Organisations that have problems with their supply chain networks or channels can adopt Supplier Relationship Management practice hence supplier partnership to enhance their supply chain efficiency. Hughes and Jonathan (2010) stated that, inefficient supply chains were the major cause of poor organisational performance. He insisted that organisations with integrated supply chains recorded high profits than those who paid little attention to supply chains (Hughes, 2010).

Firms that adopt this strategy allows for the development and maintenance of these strategic relationships with key suppliers and forces enterprises to adopt a new way of thinking about the supply chain and supply

chain transparency (Hughes, 2010). Rather than seeking the greatest short-term advantage in each transaction, suppliers and their customer organisations seek to work together in close collaboration for long-term mutual advantage. These relationships require a new level of trust and commitment that, in past the absent. The trust and commitment mentioned above, motivates suppliers to share their manufacturing and transport expertise with the organisation.

By gaining access to this intellectual capital, the organisation will be able to design better products and implement leaner and more efficient manufacturing processes. Supplier expertise on transport economics can also be employed by the organisation to cut distribution costs and get to market quicker. Cost reductions can be passed onto consumers as decreased prices and this, together with increased speed to market, increases the organisations profitability and strategic competitive position (Srinivasan, Mukherjee & Gaur, 2011).

Through strategic supplier relationship, organisations can work closely with suppliers who can share responsibility for the success of the products (Li, Ragu-Nathan, Ragu-Nathan & Rao, 2014). A result of increasing reliance on suppliers has been that shortcomings in supplier performance and/or competency may present buying firms with problems such as missed shipping dates and inferior quality levels. For other companies however, superior supplier performance or capability may lead to superior quality and/or rapid integration of the latest technological breakthroughs into the buying firm's own products through early supplier involvement (Cao & Zhang, 2011).

Contract Management

Mutua, Waiganjo and Oteyo (2014) have stated that in a highly connected and competitive world, most functions in an environment that interacts with joint ventures, alliances, multinational sourcing, and sub-contractors and indicate vendor relations. Relationships with external organisations are managed through contracts. In general, companies provide services or products based on the results of direct contract negotiations with the client. According to Bailey and Francis (2008), contract management includes the activities of a purchaser in the period of contract to ensure that the liable parties meet their respective obligation. According to PPA, the procurement function and department are tasked with ensuring they oversee the management of contract by various sectors in regards to the terms and stipulated conditions.

The procurement department is responsible for compliance by the contractor to the buyer's contractual terms and conditions and to make sure that the final product of the project meets requirements. Wafula and Makokha (2017) further states that under fixed-price arrangement, buyers need to precisely specify the product or service being procured since changes in scope may only be accepted with an increase in contract price.

Reports are done in case of parties' failure to meet the stipulated terms. Thus, the person in charge of the procurement department ensures monitoring and evaluation of the existing projects. According to Cleland and Bidanda (2009), in an eminently joined and aggrive globe most projects operate through the management of relationships which arise from contract management. Organisations therefore must understand the types of contract

awarded to ensure the management. The implementation of the contract requires procuring entities to focus on ensuring that the contract is completed on time, quality is satisfactory, risks are minimised and cost are minimum.

The practices of contracts management consist of a range of activities that are carried out together to keep the arrangement between customer and provider running smoothly. These include delivery management and contract administration. Delivery management ensures that whatever is ordered is then delivered to the required level of quality and performance as stated in the contract; contract administration handles the formal governance of the contract and any permitted changes to documentation during the life of the contract and also keeps the relationship between the two parties professional, open and constructive, with the aim of resolving or easing tensions and identifying potential problems at an early stage, while also identifying opportunities for improvement (Moffat & Mwangangi, 2019). Both activities must be managed successfully and should not be separated from each other, but rather form an integrated approach throughout.

Procurement Management Principles

It is very important that the public procurement function is discharged with probity, transparency and accountability in a manner that secures value for public money (Diabagate, Azmani & El Harzli, 2014). Probity requires the purchasing process to be conducted ethically, honestly; and with fairness to all participants. Transparency and accountability require that the basis for decisions is demonstrably clear and objective and that the purchaser is held to account for the conduct of the procurement process. Contracting authorities

must be cost effective and efficient in the use of resources while upholding the highest standards of integrity. Management in contracting authorities should ensure that there is an appropriate focus on good practice in purchasing and, where there is a significant procurement function that procedures are in place to ensure compliance with all relevant guidelines.

Value for money in the private sector require deliberation of the contribution to be made to evolving policies and priorities while realizing the value and performance for the money being spent (Bauld & McGuinness, 2010). Sometimes these private universities are at liberty to consider other criteria than the lowest price; for example, technical capabilities, qualifications of key personnel, and past performance records in awarding contracts to potential suppliers (Cummings & Qiao, 2013). Some of the challenges which need to be considered in order to attain value for money are lack of education and training programs.

Value for money is a very broad concept including a range of factors, and it is very important to understand the implications it has for the public sector. Although VFM criteria often seem self-explanatory, managing and controlling cost to attain value for money can be very difficult. Probity is another important principle of public procurement. Purchasing professionals are held to higher standards of ethical conduct than people in other professions, yet some do not even know what is expected of them (Williamson & Zeng, 2010). If the workforce is not adequately educated in such matters, this may lead to serious consequences; including, breaches of codes of conduct.

According to Weele and Van (2010), there are approximately 500,000 professional purchasing people in the United States and only 10 per cent of these have been members of a professional Supply Chain Management Association which trains members in purchasing ethics, and the rest are not even aware that there are ethical and legal standards involved in procurement. Recent developments in the United States of America, the United Kingdom, and other developed countries have shown that the practice of making financial contributions to Party funds or to Members of Parliament in order to secure benefits are prevalent in both developed and developing countries (Baily, Farmer, Crocker, Jessop & Jones, 2008).

However, procurement related corruption tends to be a serious problem in developing countries rather than in developed countries. World Bank studies put bribery at over \$ 1million per year accounting for up to 12 percent of Gross Domestic Product (GDP) of nations like Nigeria, Kenya, Venezuela and Sri Lanka (Nwabuzor, 2015). The function of transparency is also important in procurement and it refers to openness. Transparency therefore is an essential aspect of ensuring accountability and minimizing corruption, and has gained prominence in Organisations for Economic Cooperation and Development (OECD) countries, and is particularly associated with the rise of the governance agenda as transparency is a core governance value.

The transparency of the procedures used in awarding contracts and the right which the agreement would give to aggrieved suppliers to challenge the decisions would restrain both domestic and foreign suppliers from making under the table payments and deter public officials and political parties from receiving such payments (Raymond, 2008). Transparency in the private sector

will provide an assurance for both domestic and foreign investors that contracts will be awarded in a fair and equitable manner. In all markets, a lack of transparency in the sense of absence of information on rules and practices could operate as a barrier to trade and may affect foreign suppliers more than local ones (Halter, De Arruda & Halter, 2009).

These rules would also ensure that goods and services are obtained at the most economic prices and thus lead to a reduction in costs. According to Halter et al. (2009), the most important benefit of transparent and open procedures is the impact which their adoption may have on the level of corruption in countries where it is widespread. Therefore, transparency promotes trust by allowing stakeholders to see and judge the quality of actions and decisions (Lee, Oh & Kwon, 2008).

The concept of accountability does not only apply to the public sector (Ngugi & Mugo, 2012). The Boards of private sector organisations are also accountable to their stakeholders (Hughes, 2010). Accountability, an important principle of procurement, comes into play at both the national and international levels. At the international level, governments are often involved in trading activities and procure goods and services such as defence equipment, provide or receive aid, and operate diplomatic posts in other nations (Atuilik, 2013) and the conduct of these activities results in financial risk exposures, and accountability problems.

At the national level public sector managers have to deal with a more competitive environment than has been the common practice in the past. The public is also demanding greater accountability and better service (Ramanathan & Gunasekaran, 2010). Therefore, managing the risks associated

with the complex competitive environment give rise to accountability problems (Smythe, 2009) as the roles and responsibilities of the participants in the process are not clear.

The general purchasing environment can create an atmosphere conducive to unethical behaviour (Kangogo, J., & Kiptoo, 2013). An environment characterized by an absence of clear ethical policies can contribute towards unethical behaviour. Tuval-Mashiach (2017) stated that the ethical level of behaviour of procurement staff is mainly determined by the climate of the organisation, top management, limited productive resources and lack of intellectual support in the organisation. The study also outlined the environmental factors affecting the ethical standards in procurement as internal environment, legal environment, political environment and socio-economic environments.

Procurement Planning

Procurement planning is one of the primary functions of procurement with a potential to contribute to the success of most private institutions' operations and improved service delivery. It is a function that sets in motion the entire acquisition/procurement processes (Basheka & Tumutegereize, 2010). Planning both as a concept and function is probably one of the extensively talked about concepts in the management literature. It is a function that forms the foundation for the rest of management functions. When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources.

Planning generally enhances the gathering, evaluating and interpreting of essential data and information in order to produce knowledge relevant to good policy making. In many African countries, planning has not arrived at the level of achieving the aims described because of problems related to human and technical capacities and financial resources). In management literature planning implies that managers think through their goals and actions in advance and that their actions are based on some method, plan or logic rather than on a hunch (Mbae, 2014).

Procurement Planning entails the identification of what needs to be procured (which is the result of a Needs Assessment), how the organisation's needs can be met, the scope of the goods, works or services required, what procurement strategies or methods to be deployed, setting the time frames, and the accountability for the full procurement process. According to (Mbae, 2014), needs assessment is a systematic process for determining and addressing the needs, or gaps between current conditions and desired conditions or wants. This is important in procurement; because it is an effective tool to identify appropriate interventions or solutions by clearly identifying the problem to ensure that finite resources (Prior budget appropriations) are directed towards developing and implementing a feasible and applicable solution for identified projects.

According to the Public Procurement Oversight Authority of Kenya (Kilonzo, 2014), the beginning of the procurement process is need realization and identification of the requirements. This is informed by the inventory status, projects plan, production schedules, work plans, capital or operational requirements budgets and the procurement plan. Establishment of the

requirements is the foundation for conducting market survey to ascertain aspects such as prices, new products or alternative or substitute products, new sources of supply, nature of competition and environmental aspects that may affect the supply market.

On the other hand, according to Kilonzo (2014), quality is defined using five different approaches namely; the transcendent approach; the product-based approach; the user-based approach; the manufacturing-based approach; and the value-based approach. The transcendent approach equates quality with Innate excellence: The product-based approach defines quality as a sum or weighted sum of the desired attributes in a product: The user-based approach identifies a high-quality item as one that satisfies consumer needs or wants. Hu, Kandampully and Juwaheer (2009) defined service quality as a measure of how well the service level delivered meet customer expectations.

Despite rigorous academic debate and attention to issues related to understanding service quality from an external customer's perspective, research on the procurement needs domain is relatively new (Hu et al., 2009). Korda and Snoj (2010) contended that specification is an integral part of the procurement function. Without a quality specification the process can be filled with pitfalls and obstacles for the purchasing department. He lists the characteristics of a good specification as follows: Identifies the minimum requirements of the end user, allows for a fair and open procurement process, provides for testing/inspection to ensure the goods/services received meet the standard set forth in the specification and provides equitable award at the lowest possible cost.

Organisational Performance

Organisational performance positions to how thriving an organisation accomplishes its market-oriented goals as well as its financial objectives (Huang, 2006). The immediate aim of procurement management is primarily to increase efficiency and reduce inventory cycle time, while long term objectives are to increase market share and profits for all members of the supply chain. Hassanzadeh, and Jafarian (2010) posits that organisational performance aided by financial matrix can be used as a tool for comparing organisations and evaluating an organisation's behaviour over time.

Lau and Lee (2010) measured performance in organisations using both financial and market criteria, including return on investment (ROI), market share, profit margin on sales, the growth of ROI, the growth of sales, the growth of market share, and overall competitive position. In line with the above literature, customer satisfaction and quality of products were adopted to measure organisational performance in this study. The study considers organisation performance relative to the competition from multiple organisational perspectives including quality, productivity and quality service delivery (Schonberger, 2007; Richard, Devinney, Yip & Johnson, 2009).

Empirical Review

In global and local perspective, several studies have been conducted with respect to procurement management practice and their effect on organisational performance. In analysing public procurement reform in developing countries Agaba and Shipman (2007) based his work on the Ugandan economy and contended that poor accountability measurement in

public procurement was the major reason why service quality was compromised within the public service. Costello (2008) argues that suppliers get motivated to do business with firms that have effective contract units where activities are straightforward, needs and deadlines met, and costs are well managed; hence enhanced operational performance.

Cleland and Bidanda (2009) have stated that in a highly connected and competitive world, most projects must function in an environment that interacts with joint ventures, alliances, multinational sourcing, sub-contractors, and intricate vendor relations. Arrowsmith (2010) identifies that the application of principles of public procurement would lead to value for money (efficiency) in the acquisition of required goods, works or services; Integrity - avoiding corruption and conflicts of interest; Efficient implementation of industrial, social and environmental objectives (horizontal policies) in procurement; Opening up public markets to international trade; Efficiency in the procurement process; Equal opportunities and equal or fair treatment for providers.

Mamiro (2010) argues that one of the major setbacks in public procurement is poor procurement planning and management of the procurement process which include needs that are not well identified and estimated and unrealistic budgets and inadequacy of skills of procurement staff. Cherotich (2012) in the study, contract management practice and operational performance of state corporations in Kenya established that effective contract management directly affected quality operational performance. Dubey et al. (2018) argues that supplier management is an important part of any organisation's strategies. Having the right information

on suppliers and supplier's performance is imperative to the operational effectiveness of organisations.

Relationships with external organisations are managed through contracts (Mutua et al., 2014). In their study, the influence of contract management on performance of outsourced projects, findings indicated that an increase in the importance of fixed-price contract and project objectives led to improved product quality, on time delivery, budgetary compliance and better customer satisfaction. Khan, Liang and Shahzad (2015), argues that buyer-supplier partnerships play an important role in achieving supply chain performance through the antecedent of information integration.

Mokogi, Mairura, and Ombu (2015) surveyed the state-owned business in Nairobi to demonstrate the impact of procurement practices on performance. Their main objective was to ascertain the significance of procurement practices on the government- owned enterprises performance in Nairobi. Their study confirmed that procurement practices are very significant in enhancing the performance of profitable enterprise in Nairobi County. Therefore, those practices enhanced the performance of these enterprises. The study showed that there was a substantial liaison between procurement practices and the overall performance in the organisations.

Karanja and Kiarie (2015) conducted research on Guaranty Trust Bank to indicate the impact of procurement practices on organisational performance in private scope. Their purpose was to demonstrate the effect of procurement practices on an organisation. Ricarda (2016) surveyed the influence of procurement practices on the global supply chain of electronics. He found out

that it is important to enhance procurement practices to have a smooth and efficient supply chain.

Aleman and Guererro (2016) researched procurement practices and SME's in global supply chain in Switzerland. Their main objective was to examine which SMEs employed procurement practices. In their study, they established that most procurement practices centre on delivering fair prices. They also concluded on the fact that most SMEs in the second tier were excluded from the benefits of good procurement practices. From the research there were no solid evidence that that lead firms have deployed procurement practices with the principal aim of supporting SME development. The research showed that there was still a gap in the literature on systematic evidence from monitoring and evaluation of pro-SME procurement practices and their impact on both economic and social upgrading of intended SMEs.

To add to this, Leiyang (2016) also researched on procurement practices and organisational performance at the University of Nairobi. The main aim of this study was to examine the practices in procurement and their effects to organisational performance of the University of Nairobi. The study based on the assumption that proper inventory management; procurement monitoring; procurement controls; procurement planning; as well as training of workforce can result to better organisational performance. Descriptive research design was followed. The target population of the study was the employees working at the department of procurement from which primary data was collected using structured questionnaire.

Data analysis was done using descriptive and regression methods. The study established the University of Nairobi had adopted procurement practices

to a moderate extent. It further found out that procurement planning and training workforce are important in influencing the organisation's performance. The study concluded that application of the procurement practices in the organisation is founded on proper planning and training workforce. Therefore, recommends that the key procurement actors should come up with viable ways of managing procurement process. Revitalization of the entire procurement process should be a requirement as it can help in ensuring that organisations embrace modern technological ways and trends in handling and addressing procurement issues.

A study by Lubale and Kioko (2017) revealed that supplier evaluation, supplier incentives and supplier partnership have significant and positive effects on organisational performance. In their study, influence of supplier relationship on performance of small-scale enterprises, Mumelo, Selfano and Onditi (2017) established that information sharing between the supplier and the small-scale enterprises in Kenya was very crucial for the performance of these organisations. The study further found that, increased financial performance is a result of well-integrated industrial relations that lead to speedy delivery and quality of goods.

That notwithstanding, Miuende (2017) also conducted a study on procurement management practices and organisational performance of construction firms in Nairobi County. Examining the effect of procurement management practices within the construction firms' performance in Nairobi County was the main objective of the study. The target population was 836 firms of which a sample of 84 firms was taken. Data was collected using questionnaires. The findings revealed that procurement management practices

to a moderate extent has an effect on the performance in the constructions firms in Nairobi and concluded that firms that had not implemented procurement management practices should incorporate the practices into their system.

Also, the effect of procurement practices on organisational performance within the public sector at East African Portland Cement Company limited was explored by Kipkemoi (2017). The study's objective was to determine how organisational performance is affected by procurement practices. Questionnaires were used as a form of data collection. The study population for this research were the finance and procurement employees of the East African Portland Cement Company Limited. The research embraced a descriptive design, which depicts participants in an accurate way; it describes the people who take part in the study.

Kipkemoi (2017)'s study recommended the building of robust relationships with key suppliers to guarantee unfailing supply and quality of inputs. Manufacturing companies must assess where their greatest investments are made and the benefit procurement can bring to each category. After significant investments are made in machinery, equipment and facilities, the next largest investment should be made in inventories. This is where the organisation can produce savings through more efficient production, better utilization of floor space, better service and products to customers.

Procurement planning influences procurement performance by providing focused and efficient utilization of available resources, assisting in budgeting and planning. Lack of proper planning through effective identification of user needs in an organisation creates an avenue of unethical

practices in procurement department such as corruption and improper use of resources, and excess budget votes (Munyawera, Mulyungi & Ismail, 2018). Chepkesis and Keitany (2018), in their work, the effect of Procurement Planning on Suppliers Performance in Public Institutions in Kenya established that procurement planning enhances supplier's performance in service delivery, especially, enhancing value for money and quality.

Similarly, studies by Gopal, Subashini and Velmurugan (2019), Panahifar, Byrne, Salam and Heavey (2018), Fatemi et al. (2018), Jimenez-Jimenez, Martínez-Costa and Sanchez Rodriguez (2019) and Suh, Jung, Zank and Arend (2019) all found significant positive relationships between supplier partnership as a procurement practice and organisational performance in their respective study areas. These are clear indications that supplier partnership is a key component of procurement practices when firms intend to improve upon their overall performance levels.

Conceptual Framework

The conceptual framework was designed to bring forth the dependent and independent variables of the study. The independent variables are variables that predict the amount of variation in the dependent variable (Kothari, 2008). Thus, the value of the dependent variable depends on any change in the independent variable. This study's independent variable is represented by supplier relationship management, contract management, procurement principles and procurement planning. The choice of these variables was prompted by their relative importance to procurement department in private universities as revealed by existing literature. On the

other hand, the dependent variable was represented organisational performance.

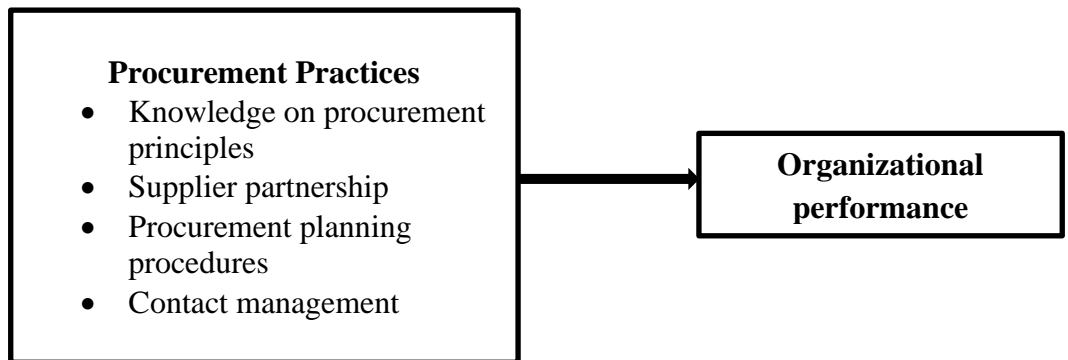


Figure 1: Conceptual framework of the Study
Source: Author's Own Construct (2019)

CHAPTER THREE

RESEARCH METHODS

The chapter presented the methods and techniques followed to assess procurement practices in private universities in Greater Accra Region. It contained a description of the research design, study area, population, sample and sampling procedures, instruments, issues of reliability and validity, data collection procedures, ethical considerations and data analysis.

Research Paradigm

The study used the quantitative approach that specifically utilised the positivist philosophical assumptions as the mode of enquiry. Using the positivist philosophical assumption limited the data collection and interpretation in an objective way that offsets the weaknesses inherent in using qualitative technique. Positivist paradigm is based purely on fact and considers the world to be external and objective. According to Crowther and Lancaster (2008), positivist studies usually adopts deductive approach that either lead to a confirmation or a rejection of the hypotheses an in this context, whether procurement practices in the public universities actually influences performance of these private universities or not. The quantitative data were collected from procurement officers of private universities by using procurement practices questionnaire in order to analyse and explain the practices adopted by the procurement officers of the private universities.

Research Design

A research design is the overall plan for obtaining answers to the questions being studied and for handling some of the difficulties encountered during the research process (Polit & Beck, 2004). Research designs are developed to meet the unique requirements of a study. They further indicated that selecting a good research design should be guided by an overarching consideration, namely whether the design does the possible job of providing trustworthy answers to the research question.

The researcher considered the most suitable research design to be descriptive survey design for the study. Clark and Creswell (2008) maintained that the term survey can be used to designate any research activity in which the investigator gathers data from a portion of a population for the purpose of examining the characteristics, opinions or intentions of that population. A descriptive design was selected because of its high degree of representativeness and the ease in which a researcher could obtain the participants' opinion. In descriptive research the research variable is explored, as it exists without investigator interference. Taking into consideration the strengths of survey, the researcher decided to utilize descriptive survey approach to answer the research questions.

Study Area

The area for the study was Greater Accra Region of Ghana. The Greater Accra Region is the smallest of the 16 administrative regions in terms of area, occupying a total land surface of 3,245 square kilometres or 1.4 per cent of the total land area of Ghana. In terms of population, it is the second

most populated region, after the Ashanti Region, with a population of 4,010,054 in 2010, accounting for 15.4 per cent of Ghana's total population. The region is divided into five districts namely Accra Metropolitan Area, Tema Municipal Area, Ga East District, Ga West District, Dangme West District and Dangme East District. The region has 3 public universities and 44 accredited private universities.

Population

The population for the study comprised procurement officers and procurement heads of all the 43 accredited private universities in Greater Accra Region. An estimated 250 procurement officers and procurement heads in private universities in Greater Accra Region were targeted for the study. The sampling frame was primarily compiled by the researcher prior to the main data collection since there was no such compiled registered capturing the details of procurement officers and procurement heads in the targeted private universities in the region.

Sampling Procedure

Purposive sampling was used to select the institutions that were targeted for the study. Researchers often believe that they can obtain a representative sample by using a sound judgment, which will result in saving time and money (Clark & Creswell, 2008). Purposive sampling will be used to sample respondents from the 43 private universities for the study. The respondents will be reached at Procurement Departments of the 43 private universities. The respondents were randomly selected to participate in study because this gave each respondent equal chance of selection (Kim & Wang,

2019; Lohr, 2019). 151 respondents were randomly selected and surveyed accordingly. The choice of the sample size was based on the population-sample matrix developed by Taherdoost (2017).

Data Collection Instrument

The instrument for data collection will be questionnaire. Basically, the questionnaire was developed to elicit response from the procurement officers and the procurement heads. Each set of questionnaires was made up of items with close-ended and open-ended questions. The items in the questionnaire measuring the constructs were adapted from the studies by Nutakor (2016) and Mwende (2017) particularly, procurement practices and organisational performance. Procurement practices had four main sub-criteria including knowledge on procurement principles, supplier partnership, procurement planning procedure and contract management.

Organisational performance, on the other hand, was measured with indicators such as improved financial gains, cost reduction, improved value for money, efficiency in procurement, waste avoidance in procurement, procuring right package, timely delivery of goods, services and works, elimination of contract breaches, improved organisational efficiency, timely customer response and improved functional efficiency. The items were measured on a 7-point Likert scale. The respondents were asked to indicate degree of improvement in the items the measured organisational performance. These constructs conformed to procurement practices and organisational performance in the Ghanaian context.

Section A targeted demographic characteristics which included sex, age, school, highest level of education and years of experience. Section B targeted procurement planning with ten close-ended questions, Section C targeted steps in contract management with five close ended questions, Section D targeted supplier partnering function with four close ended questions, Section E targeted knowledge on procurement principles with seven close-ended questions and Section F targeted the extent to which private universities conform to practices with four close-ended questions

Reliability and Validity of Instrument

Reliability and validity are two key components to be considered when evaluating a particular instrument. Administration of surveys should consider the aims of the study, the population under study, and the resources available to enhance the validity and reliability of the study (Liamputtong, 2019). Reliability is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value (Vitiello, Whittaker, Mulcahy, Kinzie & Helferstay, 2019; Gerlach, Arslan, Schultze, Reinhard & Penke, 2019).

Prior to the actual survey, a pilot test was carried out at Methodist University, targeting procurement officers and procurement head. This helped to check redundancy of items, missing information, relevancy, clarity and validity of the questions. Piloting the instruments also paved way for the researcher to gain feedback on the completeness and appropriateness of the items in both instruments. The pilot test of the instrument was administered to

10 procurement officers. The responses of the procurement officers to the questionnaire items were subjected to analysis using the Cronbach alpha formulae.

The results of the reliability test for the variables as presented in Table 1 show that all the constructs are highly reliable in that the results are all greater than the minimum criteria of 0.7 recommended (Creswell & Clark, 2017; Creswell & Creswell. 2017). A Cronbach’s Alpha of 0.923 (with 69 items) was recorded for the internal consistency of the overall scale. The results further indicated that all the items were reliable. The facts are as follows: Knowledge on procurement principles (Cronbach’s Alpha = 0.952; Items = 15); procurement planning principles (Cronbach’s Alpha = 0.922; Items = 24); contract management (Cronbach’s Alpha = 0.922; Items = 14); supplier partnership (Cronbach’s Alpha = 0.763; Items = 4); and organisational performance (Cronbach’s Alpha = 0.929; Items = 12).

Table 1: Reliability Results

Constructs	Cronbach Alpha	No. of Items
Knowledge on procurement principles	0.952	15
Procurement planning procedure	0.938	24
Contract management	0.922	14
Supplier partnership	0.763	4
Organisational performance	0.929	12
Overall	0.976	69

Source: Field Survey (2019)

The validity of an instrument refers to how well and instrument measures the particular concept it supposed to measure (Murphy et al., 2019). They further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once

this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be (Eastwick, Finkel & Simpson, 2019).

The validity of the procurement officers' questionnaire and the procurement heads were determined and improved through the use of expert judgment from my supervisors. In this regard, after developing the questionnaire and the interview guide for the procurement heads, copies of the instruments were sent to my supervisors for them to peruse and make the necessary comments as well as corrections (Wahyuni, 2012; Oluwatayo, 2012). Face and content validity of the instruments were established by ensuring a logical link between the items in the instruments and the objectives of the study.

This was done to ensure that the items in the instruments adequately and comprehensively cover all the objectives of the study. The corrections and suggestions from the experts will be used to make modification in some items in the questionnaire. In a nutshell, the intent of validating the instrument was to discover possible inadequacies, ambiguities and problems associated with the instruments (Oluwatayo, 2012). This enabled the researcher to make the necessary corrections before the actual data collection. The researcher reviewed other relevant literature and those literatures supported the construct of the instrument. Some of the items in the scales were scientifically validated items.

Data Collection Procedure

The researcher used letters from the School of Business and Department of Marketing and Supply Chain to obtain permission from the

administrators of the private universities in Greater Accra Region to collect data from their procurement officers and their procurement heads. The choice of the respondents was based on the lottery method where the elements in the sampling frame were given unique identification numbers that corresponded with their name. After this, the respondents were hand-picked randomly until the sample size was reached. This gave the respondents enough time for completion of the questionnaires (Creswell & Creswell, 2019; Okumu & Bett, 2019).

Questionnaires were randomly issued to the qualified procurement officers through self-administration with the drop-and-pick method (Okumu & Bett, 2019). The questionnaires were administered in March, 2019 and collected in May, 2019. Only one of the 151 questionnaires administered was not retrieved. All the remaining 150 questionnaires were completely filled and returned accordingly. This led to the recording of 99.33% return rate. Thus, the data processing and analysis was based on 150 sample size.

Data Processing and Analysis

The data were cross-checked first after collection. The data were to identify mistakes in any form that could affect the quality of the analysis. The data will thereafter be coded and feed into computer software packages for analysing quantitative data. Hence, IBM SPSS Statistics version 24 was used to process and analyse the quantitative data, and using descriptive statistics, of frequency, percentage mean and standard deviation, demographic information of the respondents, research objectives 1, 2, 3 and 4, were particularly

analysed based on the nature of these objectives (Johnson & Bhattacharyya, 2019; Reiczigel, Marozzi, Fábíán & Rózsa, 2019).

Multiple regression was used to analyse research objective 5. Organisational performance was treated as dependent variable whilst procurement practices including knowledge on procurement principles, supplier partnership, procurement planning procedure and contract management were treated as independent variables in the regression model. The model configuration was based on these parameters. 95% confidence interval, 5% margin of error, 50% pollution variance, 5% significance level and 2-tailed mode of testing. The findings were presented on Tables for easy understanding and clarity of presentation.

Ethical Consideration

Before administering the questionnaires, the researcher first of all met the administrators and key stakeholders of the Universities to provide them with identity as researcher from the U.C.C. and also to explain the purpose of the research to them. This was followed by holding meetings with the various participants to inform them about the purpose of the study and also to obtain their informed consent as well as guarantee the right to voluntarily withdraw, anonymity, confidentiality, privacy, and beneficence. Thus, the researcher assured them that the exercise was be purely academic and it may be of advantage to them and will not, in any form, harm them. The respondents were given the opportunity to stay off from the exercise at any point time. Finally, the study was conducted using the University of Cape Coast code of conduct

and all sources like books, article, data and documents used or consulted were appropriately acknowledged.

Chapter Summary

This chapter mainly focused on the study area, and the procedures that were used to collect data from the field. It also described the research design, sampling methods (techniques), research instruments, and the data processing and tools for analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study was conducted to examine procurement practices and organisational performance in private universities in Greater Accra. The findings were presented and fully discussed in this section. The presentation of the findings was done to chronologically reflect the specific objectives considered in this study. The discussion was done in details that gave cognizance to previously empirically tested claims concerning the relationship among the constructs of interest in this study.

Demographic Information

This section provides information about the demographic information of the respondents that participated in the study. The characteristics of these respondents were descriptively measured with frequency and percentage. The findings were presented on Table 2. Table 2 presented information about the demographic characteristics of the respondents that were surveyed. It was discovered that majority of the respondents (60.7%) were males whilst the remaining 39.3% were females. Although most of the respondents were male, females were somehow fairly represented which also means a comparative analysis could be performed on gender basis.

Table 2: Demographic information of respondents

Variables	Options	Frequency	Percentage (%)
Gender	Male	91	60.7
	Female	59	39.3
Total		150	100.0
Age range	20-30 years	28	18.7
	31-40 years	78	52.0
	41-50 years	21	14.0
	51 years and above	23	15.3
Total		150	100.0
Marital Status	Married	95	63.3
	Single	53	35.3
	Divorced	1	0.7
	Widowed	1	0.7
Total		150	100.0
Educational background	Diploma	2	1.3
	Degree	93	62.0
	Postgraduate	55	36.7
Total		150	100.0

Source: Field survey (2019)

Furthermore, regarding the age range of the respondents, it was found that most of the respondents were aged between 31-40 years (52.0%). 18.7% were within the 20-30 years category. Also, the remaining 15.3% and 14.0% were above 50 years and between 41 to 50 years. The age structure of the respondents was somehow relatively youthful which means their respective universities could engage them activities for relatively longer working period through proper succession planning and talent management practices.

On the marital status, it was discovered that most of the respondents were married, representing 63.3%. Furthermore, the study revealed that 35.3% of the respondents were single. One respondent was a widow and same went

for those that were divorced. The education status of the respondents also showed that most of the respondents had first degree as their most recent educational qualification (62.0%), followed by those with postgraduate degree (36.7%). Only two respondents had diploma certificates. The educational background of the respondents shows all the respondents had some form of formal higher education and therefore warrants the use of structured questionnaire for the primary data collection through the drop-and-pick method employed.

Procurement Officers Level of Knowledge on Procurement Principles among Private Universities in Accra

The study sought to assess the level of Procurement Officers in Private Universities in Accra's knowledge on procurement principles. The attitude of the respondents was measured on a 7-point Likert Scale rated as follows: 1=Very poor, 2=Poor, 3=Fair, 4=Good, 5=Very good, 6=Excellent and 7=Exceptional. The interpretation of the findings was assigned with artificial range of precision of response as follows: 0-1.4=very poor, 1.5-2.4=poor, 2.5-3.4=Fair, 3.5-4.4=Good, 4.5-5.4=Very good, 5.5-6.4=Excellent and 6.5-7=Exceptional. Descriptive statistics (Mean and Standard deviation) were employed to measure this research objective. The findings were presented on Table 3.

Table 3: Procurement Officers Knowledge on Procurement Principles

Knowledge on Procurement Principles	Mean	Std. Deviation
Basic knowledge in Procurement Act (2003/2015)	5.73	.720
Familiarity with procurement rules	5.61	.818
Using of procurement professionals for procuring functions	5.61	.785
Organising procurement training at prescribed time periods	5.52	.967
Knowledge on all stakeholders in public procurement	5.68	.754
Knowledge on procurement regulations and policies	5.67	.728
Knowledge on procurement procedure	5.66	.784
Knowledge on timing of procurement planning	5.72	.743
Knowledge on tendering procedure	5.63	.789
Knowledge on filing of all necessary procurement documents at appropriate units	5.70	.721
Knowledge on terminating contracts	5.62	.887
Handling complaints from prospective suppliers through due procedure	5.57	.718
Knowledge on procurement advertising procedure	5.48	.783
Knowledge in selecting procurement committee members	5.55	.909
Relating with all procurement stakeholders	5.50	.740

Source: Field survey (2019)

On the individual variable level it was discovered that the respondents agreed to an excellent extent that they have: knowledge about procurement principles (M=5.73; SD=0.720), knowledge on timing of procurement planning (M=5.72; SD=0.743), knowledge on filling of all necessary procurement documents at appropriate units (M=5.70; SD=0.721), knowledge on all stakeholders in public (M=5.68; SD=0.754), knowledge on procurement

regulations and policies (M=5.67; SD=0.728) and knowledge on procurement procedure (M=5.66; SD=0.784).

Again, the findings revealed that respondents' agreed to an excellent extent that they have knowledge on tendering procedure (M=5.63; SD=0.789), knowledge on terminating contracts (M=5.62; SD=0.887), familiarity with procurement rules for public procurement (M=5.61; SD=0.818), knowledge of the usage of professionals for procuring functions (M=5.61; SD=0.785), knowledge of handling complaints from prospective suppliers through due procedure (M=5.57; SD= 0.718), knowledge in selecting procurement committee members (M=5.55; SD=0.909) and knowledge for organising procurement training at prescribed time periods (M=5.52; 0.967). It was disclosed that respondents to an excellent extent that they have the knowledge in relating with all procurement stakeholders (M=5.50; SD=0.740) except knowledge on procurement advertising procedure that respondents agreed to a very good extent (M=5.48; SD=0.783).

The findings showed that all the respondents have an excellent knowledge about procurement principles though the respondents' responses were not close as showed by their individual standard deviation. This result implied that Procurement Officers in Private Universities in Greater Accra Region have an excellent knowledge on procurement principles. This may be as a result of Procurement Officers finding themselves in an academic environment that enables them to abreast themselves with new information regarding procurement principles. Arguably, the Procurement Officers of these Private Universities are good at their job and do understand the details of the job requirement perhaps due exposure and good communication among them.

These findings support some empirical studies that showed that procurement officers have good knowledge on procurement affairs particularly on procurement principles (Balduis & Hatton, 2019; Thomas, 2019; Liu, Shi, Xue & Wang, 2019). Atkinson, (2003) was of the opinion that purchasing officers do not know what is expected of them. However, the study's result proves otherwise of Atkinson (2003) assertion.

Procurement Officers' Effectiveness on Procurement Planning

The study sought to assess the effectiveness of procurement officers on procurement planning in private universities in Greater Accra region. The attitude of the respondents was measured on a 7-point Likert Scale rated as follows: 1=Very poor, 2=Poor, 3=Fair, 4=Good, 5=Very good, 6=Excellent and 7=Exceptional. The interpretation of the findings was assigned with artificial range of precision of response as follows: 0-1.4=very poor, 1.5-2.4=poor, 2.5-3.4=Fair, 3.5-4.4=Good, 4.5-5.4=Very good, 5.5-6.4=Excellent and 6.5-7= Exceptional. Descriptive statistics (Mean and Standard deviation) were employed to measure this research objective. The findings were presented on Table 4.

On the individual variable it was disclosed, the respondents agreed to an excellent extent that they engage in procurement planning activities (M=5.73; SD=0.887), determine procurement package (M=5.56; SD=0.790), submit procurement plan to PPA at approved time (M=5.54; SD=0.738) and submit procurement plans to tender review boards for threshold above estimated threshold in schedule 3 (M=5.52; SD=0.721).

Table 4: Procedures Used in Procurement Planning

Procurement Planning	Mean	Std. Deviation
Engaging in procurement planning activities	5.73	.887
Adopting appropriate procurement planning format	5.33	.807
Planning for procuring consultancy services	5.35	.912
Planning for procuring technical services	5.51	.961
Planning for procuring works	5.46	.856
Planning for procuring goods	5.47	.880
Inputs from user units for procurement planning	5.31	.778
Taking inputs from external stakeholders	5.23	.991
Inputs from annual estimated budget	5.33	.755
Inputs from previous procurement plans	5.35	.761
Inputs from implemented projects	5.44	.781
Determining procurement package	5.56	.790
Inputs from ministry of education	5.31	.677
Inputs from public procurement authority	5.48	.683
Engaging procurement professionals	5.49	.833
Submitting procurement plan to PPA at approved time	5.54	.738
Preparing plan within the prescribed time limits	5.45	.799
Monitoring changes in procurement demands	5.45	.816
Updating procurement plans timely	5.36	.668
Procurement plans covering prescribed methods	5.40	.714
Determining estimated cost for each package	5.45	.856
Submitting plan to entity tender committee	5.39	.818
Submitting procurement plans to tender review boards for threshold above estimated threshold in Schedule 3	5.52	.721
Promoting professionalism in procurement planning	5.49	.653

Source: Field survey (2019)

Similarly, it was disclosed that the respondents agreed to a very good extent that they use procurement professionals for preparing procurement

plans (M=5.49; SD=0.833), promote professionalism in procurement planning (M=5.49; SD=0.653), use inputs from public procurement authority for procurement planning (M=5.48; SD=0.683) and planning professionalism in procurement planning (M=5.47; SD=0.880).

Again, it was disclosed that the respondents agreed to a very good extent that they prepare procurement plan within prescribed time limit (M=5.45; SD=0.799), monitor changes in procurement demands regularly (M=5.45; SD=0.816), determine estimated cost for each package (M=5.45; SD=0.856), use inputs from implemented projects for procurement planning (M=5.44; SD=0.781) and ensure procurement plans covered prescribed procurement methods (M=5.40; SD=0.714). Furthermore, it was disclosed that the respondents agreed to a very good extent that they submit procurement plans to entity tender committee (M=5.39; SD=0.818), update procurement plans timely (M=5.36; SD=0.668), plan for procurement consultancy services (M=5.35; SD=0.912) and use inputs from previous procurement plans for procurement (M=5.35; SD=0.761).

Also, it was revealed that the respondents agreed to a very good extent that they adopt appropriate procurement planning format (M=5.33; SD=0.807), use inputs from annual estimated budget for procurement planning (M=5.33; SD=), use inputs from user units for procurement planning (M=5.31; SD=0.778), use inputs from ministry of education for procurement planning (M=5.31; SD=0.677) and take inputs from external stakeholders (M=5.23; SD=0.991). The results revealed that the respondents are excellent at engaging procurement planning activities, determining procurement package, submitting

procurement plan at approved time and submitting procurement plans to tender review boards.

Nonetheless, the results revealed that the respondents are good at taking inputs from external stakeholders, use inputs from ministry of education for procurement planning, adopt appropriate procurement planning format, update procurement plans timely, submit procurement plans to entity tender committee and plan for procurement consultancy services. The implication of this result is that Procurement Officers at private universities in Greater Accra Region are good what really needs to be procured, how to meet organisational needs in relation to procurement and what procurement strategies to deploy for a full procurement process. This shows that the Officers are channelling the resources of their institutions towards developing and implementing any identified feasible project. This result supports some empirical studies (Kipkemoi, 2017; Miuende, 2017; Leiyan, 2016; Karanja & Kiarie, 2015; Mokogi et al., 2015).

Effectiveness of Procurement Officers in Contract Management

The study sought to assess the effectiveness of procurement Officers in contract management in private universities in Greater Accra. The attitude of the respondents was measured on a 7-point Likert Scale rated as follows: 1=Very poor, 2=Poor, 3=Fair, 4=Good, 5=Very good, 6=Excellent and 7=Exceptional. The interpretation of the findings was assigned with artificial range of precision of response as follows: 0-1.4=very poor, 1.5-2.4=poor, 2.5-3.4=Fair, 3.5-4.4=Good, 4.5-5.4=Very good, 5.5-6.4=Excellent and 6.5-7=Exceptional. Descriptive statistics (Mean and Standard deviation) were

employed to measure this research objective. The findings were presented on Table 5.

Table 5: Procurement Officers Effectiveness in Contract Management

Contract Management	Mean	Std. Deviation
Achieving required quality service level	5.67	.728
Appointing professional contract administrators	5.33	.755
Ensuring compliance with terms of procured contract	5.49	.775
Achieving low supplier defect rates	5.46	.856
Following due process in executing contract	5.48	.721
Communicating to all stakeholders in public contract	5.55	.782
Communicating changes in contracts to all contracts	5.38	.808
Formulating elaborate performance indicators	5.39	.801
Maintaining good relationship with contracting parties	5.42	.861
Auditing contracts	5.25	1.018
Ensuring transparency in contract administration	5.47	.817
Instituting resilient contract risk management framework	5.75	.604
Complying with contract close-out procedures	5.32	.805
Undertaking contract term audits	5.50	.642

Source: Field survey (2019)

On the individual variable it was revealed that the respondents agreed to an excellent extent that they follow the steps in instituting resilient risk management framework (M=5.75; SD=0.604), that they follow the steps to achieve required quality service level (M=5.67; SD=0.728), that they follow the steps in communicating to all stakeholders in public contracts (M=5.55; SD=0.782) and that they follow the steps to undertake contract term audits (M=5.50; SD=0.642). Similarly, it was disclosed that the respondents agreed to a very good extent that they follow the steps to ensure compliance with terms of procured contract (M=5.49; SD=0.775), that they follow due process

in executing contract (M=5.48; SD=0.721) and that they ensure transparency in contract administration (M=5.47; SD=0.817).

Again, it was disclosed that the respondents agreed to a very good extent that they follow the steps to achieve low supplier defect rates (M=5.46; SD=0.856), that they maintain good relationship with contracting parties (M=5.42; SD=0.861) and that they formulate elaborate performance indicators (M=5.39; SD=0.801). Furthermore, it was revealed that the respondents agreed to a very good extent that they followed the steps in communicating changes in contracts to all contracts (M=5.38; SD=0.808), that they appoint professional contract administrators for public procurement contracts (M=5.33; SD=0.755) and that they comply with contract close-out procedures in public procurement (M=5.32; SD=0.805).

The result showed that most of the respondents at Private Universities in Accra are excellent in instituting resilient risk management framework, achieving required quality service level and in communicating to all stakeholders in public contracts. Also, the result revealed that the respondents are excellent at undertaking contract term audits and follow the required steps in contract management. Nonetheless, the results revealed that the respondents were very good at achieving low supplier defect rates, maintaining good relationship with contracting parties and formulating elaborate performance indicators.

The implication of the result is that, Procurement Officers in the Private Universities in Greater Accra Region are good at following the steps that are needed or required for contract management since most projects according Cleland and Bidanda (2009), operate through the management of

relationships which arise from contract management. This creates a good relationship with external organisations. A highly connected and competitive business has good interactions and relationship with alliances (Cleland & Bidanda 2009).

Level of Procurement Officers’ Supplier Partnering in Procurement

The study sought to examine the level of procurement Officers level of effectiveness in supplier partnering in procurement in private universities in Accra. The attitude of the respondents was measured on a 7-point Likert Scale rated as follows: 1=Very poor, 2=Poor, 3=Fair, 4=Good, 5=Very good, 6=Excellent and 7=Exceptional. The interpretation of the findings was assigned with artificial range of precision of response as follows: 0-1.4=very poor, 1.5-2.4=poor, 2.5-3.4=Fair, 3.5-4.4=Good, 4.5-5.4=Very good, 5.5-6.4=Excellent and 6.5-7= Exceptional. Descriptive statistics (Mean and Standard deviation) were employed to measure this research objective. The findings were presented on Table 6.

Table 6: Supplier Partnering in Procurement

Supplier Partnership Function	Mean	Std. Deviation
Monitoring materials and supplier	5.81	.617
Information flow between organisation and suppliers	5.40	.760
Inclusion in continuous improvement programs	5.42	.788
Main suppliers are part of planning process	5.37	.700

Source: Field survey (2019)

On the individual variable level, it was disclosed that the respondents agreed to an excellent extent that they monitor materials and suppliers (M=5.81; SD=0.617). Similarly, the respondents agreed to a good extent that

suppliers are included in continuous improvement ($M=5.42$; $SD=0.788$). Also, the respondents agreed to a good extent that there is information flow between their organisation and suppliers ($M= 5.40$; $SD= 0.760$) and that the main suppliers are part of planning and objective setting ($M= 5.37$; $SD= 0.700$). The result revealed that the respondents are excellent at monitoring materials and suppliers though the result indicated further that they are good at ensuring the main suppliers are part of the planning and objective setting in the organisation.

The implication of this result is that Procurement Officers at the Private Universities in the Greater Accra Region of Ghana are good at strategically partnering with suppliers to work more effectively for the success of their institutions. According to Mumelo et al. (2017), suppliers participating at the early stages of the product design processes offer more cost-effective design choices. This gives Private Universities in Accra a competitive edge over their rival firms as gets them thinking for new way of maintaining the supply chain.

Procurement practices and Organisational Performance

The study further sought to examine the relationship between procurement practice (procurement practices, contract management, supplier partnership and procurement planning process) and firm performance among private universities in Greater Accra. Pearson product-moment correlation was used to measure the relationships. Preliminary analyses were performed to ensure no violation of the assumption of normality, linearity and homoscedasticity. The interpretation of the correlation results is based on the

following cut-off points (Cohen, Manion & Morrision, 2007; Creswell & Creswell, 2017) in that respect: $r = 0.10$ to 0.29 or $r = -0.10$ to -0.29 (Very weak); $r = 0.30$ to 0.49 or $r = -0.30$ to -0.49 (Weak); $r = 0.50$ to 0.69 or $r = -0.50$ to -0.69 (Moderate); $r = 0.70$ to 0.99 or $r = -0.70$ to -0.99 (Large). The findings are presented on Table 7.

The study further sought to assess relationship between the elements in procurement practices and organisational performance among private universities in Greater Accra. It was discovered that there was a statistically significant large positive correlation between procurement practices and organisational performance ($r=0.771$; $p=0.00001$: $p<0.05$) which essentially means large levels of procurement practices are associated with large levels of organisational performance. This does not suggest causal relationship between the variables. This finding is empirically supported (Marshall, McCarthy, Claudy & McGrath, 2019; Shafiq, Johnson & Awaysheh, 2019; Donada, Mothe, Nogatchewsky & de Campos Ribeiro, 2019).

Furthermore, it was discovered that there was a statistically significant moderate positive correlation between supplier partnership and organisational performance ($r=0.697$; $p=0.00001$: $p<0.05$) which essentially means moderate levels of supplier partnership are associated with large levels of organisational performance. This does not suggest causal relationship between the variables. This finding supports some empirical studies that collective held that supplier partnership has positive bearing on organisational performance (Panahifar et al., 2018; Fatemi et al., 2018; Gopal et al., 2019; Jimenez-Jimenez et al., 2019; Suh et al., 2019).

Table 7: Correlation Results

		Org. Perf.	Pro. Practice	Sup. Part.	Contract Mgt.	Pro. planning procedure	Procurement principles
Organisational performance	Pearson	1					
	Correlation						
	Sig. (2-tailed)						
	N	150					
Procurement practices	Pearson	.771**	1				
	Correlation						
	Sig. (2-tailed)	.000					
	N	150	150				
Supplier partnership	Pearson	.697**	.629**	1			
	Correlation						
	Sig. (2-tailed)	.000	.000				
	N	150	150	150			
Contract management	Pearson	.645**	.534**	.707**	1		
	Correlation						
	Sig. (2-tailed)	.000	.000	.000			
	N	150	150	150	150		
Procurement planning procedure	Pearson	.567**	.565**	.538**	.627**	1	
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	150	150	150	150	150	
Knowledge on procurement principles	Pearson	.603**	.617**	.652**	.675**	.738**	1
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey (2019)

Additionally, the study revealed that that there was a statistically significant moderate positive correlation between contract management and organisational performance ($r=0.645$; $p=0.00001$: $p<0.05$) which essentially means large levels of contract management are associated with large levels of organisational performance. This does not suggest causal relationship between the variables however it is empirically supported (Tse, Zhang, Tan, Pawar &

Fernandes, 2019; Cho, Bonn & Terrell, 2019; Zou, Brax, Vuori & Rajala, 2019). Moreover, it was discovered that that there was a statistically significant large positive correlation between procurement planning procedure and organisational performance ($r=0.567$; $p=0.00001$: $p<0.05$) which essentially means large levels of procurement planning process are associated with large levels of organisational performance.

This does not suggest causal relationship between the variables although this relationship is supported by some empirical studies (Sindiga, Paul & Mbura, 2019; Suryanto, Haseeb & Hartani, 2018; Kyalo, Iravo & Maurice, 2019). Finally, the study showed that there was a statistically significant large positive correlation between knowledge on procurement principles and organisational performance ($r=0.603$; $p=0.00001$: $p<0.05$) which essentially means large levels of knowledge on procurement principles are associated with large levels of organisational performance. This does not suggest causal relationship between the variables although this relationship supports some previous empirical studies that collectively held similar view regarding the nature of relationship between procurement principles and firm performance (Gamad, 2019; Komen & Juma, 2018; Myerson, 2018).

The study further examined the effect of procurement practices on performance of private universities in Greater Accra. Since multiple regression analysis was conducted to that effect, composite variables were formed through data transformation process for all the constructs in SPSS software so as to warrant the configuration of the regression model. The Durbin-Watson result (1.976) indicates there is no autocorrelation among the constructs because it was between the recommended ranges of 1.5-2.5 (Pallant, 2014).

Furthermore, there was no multicollinearity based on the findings related to the variance inflation factors recorded for the predictors because none was above 5 as recommended. Effect of the independent variables on the dependent variables was measured by the R-square value, which has been regarded as the most common effect size measure in path models (Garson, 2016). To this effect, tentative cut-off points have been recommended (Hock & Ringle, 2006; Garson, 2016). The prescribed tentative cut-off points for describing R-square are as follows: Results above 0.67 are described as being “Substantial”, those above 0.33 are “ moderate” and those above 0.19 are “weak”. The actual findings relating to the regression results are presented as follows.

Table 8: Model summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.746 ^a	.557	.545	4.33318	1.971

a. Predictors: (Constant), Knowledge on procurement principles, supplier partnership, procurement planning procedure, contract management

b. Dependent Variable: Organisational performance

Source: Filed survey (2019)

The findings in Table 8, first of all indicates that there was a strong positive correlation between the predictors (Knowledge on procurement principles, contract management, procurement planning procedure, supplier partnership) and organisational performance ($r=0.746$). The interpretation of the correlation result was based on the cut-offs indicated by Cohen (1988) for its interpretation. This relationship however is a joint one between the

predictors on one hand and the dependent variable considered in the model. It is therefore envisaged that, higher levels of the procurement practices among private universities in Greater Accra are associated with higher levels of organisational performance as measured the indicators presented in the descriptive statistics for the dependent variable. On the other hand, lower levels of procurement practices are associated with lower levels of performance among private universities in Greater Accra. This does not suggest causal relations however.

It is managerially prudent for private universities in Greater Accra to ensure they execute their procurement practices such as supplier partnership, procurement planning process, contract management and knowledge on procurement principles efficiently so as to promote improvement of their performance. This is a good insight for procurement units and other stakeholders since it shows that higher levels of procurement practices are associated with high levels of improved performance. This will inform as to the kind of strategies to be employed to as to ensure desirable existence of these factors in their business environment.

In order to assess the effect of procurement practices on performance of performance of private universities, one has to consider the r-square which measures the coefficient of determination. The r-square results therefore show that procurement practices, as measured by knowledge on procurement principles, contract management, procurement planning procedure and supplier partnership collectively accounted for 55.7% positive variance in performance of private universities in Greater Accra ($R\text{-square}=0.557$) when the effect of other factors existing in private universities in Greater Accra that

can affect performance of these private universities are statistically controlled for. Thus, other factors not captured in the model could account for only 44.3% positive variance in performance of private universities of Greater Accra when the effect of procurement practices is statistically controlled for.

Conclusively, it is established that procurement practices cause substantial increment in performance of private universities in Greater Accra. These findings are in support of some empirical studies that collectively held the view that procurement practices influence firm performance (Kipkemoi, 2017; Miuende, 2017; Leiyan, 2016; Karanja & Kiarie, 2015; Mokogi et al., 2015). However, it is not substantiated as to whether this changes in performance of private universities in Greater Accra is actually attributed to changes in procurement practices or not hence the need to assess the ANOVA results that come with the Model Summary Report.

Table 9: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3424.409	4	856.102	45.594	.000 ^b
	Residual	2722.584	145	18.776		
	Total	6146.993	149			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), knowledge on procurement principles, supplier partnership, procurement planning procedure, contract management

Source: Filed survey (2019)

The ANOVA results shows whether the 55.7% positive variance in organisational performance from the perspective of private universities in Greater Accra are actually and scientifically attributed to changes in procurement practices (as measured by knowledge on procurement principles,

contract management, procurement planning procedure and supplier partnership) or not. To be significant, the p-value should be less than or equal to 0.05. A close observation of the findings in Table 8 therefore shows that procurement practices is a significant positive predictor of the 55.7% positive variance in performance of private universities in Greater Accra.

Thus, truly, improvement in performance of private universities in Greater Accra (55.7% improvement) in terms of improved financial gains, cost reduction, efficiency in procurement procedure, waste avoidance, procurement of right package, timely delivery of goods, services and works, no breaches of contracts, procurement of needed goods, services and works, improvement in organisational efficiency, timely response to customer needs and improved functional efficiency is actually due positive changes in procurement practices in those private universities ($r\text{-square}=55.7\%$; $p=0.0001$: $p<0.05$).

Therefore, it is concluded that procurement practices among private universities in Greater Accra accounts for a substantial but statistically significant positive variance in performance of private universities in Greater Accra. This finding supports some empirical studies (Li et al., 2006; Hughes & Jonathan, 2010; Cummings & Qiao, 2013; Ricarda, 2016; Belvedere, Grando & Legenvre, 2018; Masudin et al., 2018; Odindi et al., 2018; Marshall et al., 2019; Handfield, Jeong & Choi, 2019).

Now, it has been established that changes in procurement practices among private universities in Greater Accra actually cause substantial yet statistically significant improvement in their performance. However, the contributions of the individual constructs were not presented. The findings in

Table 10, provides information about the individual contributions of the constructs that made up the predictors under this regression model.

Table 10: Coefficients

Model	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	13.195	4.217		3.129	.002
Supplier partnership	1.239	.242	.424	5.112	.000
Contract management	.157	.072	.191	2.174	.031
Procurement planning procedure	.084	.044	.161	1.903	.059
Knowledge on procurement principles	.055	.065	.078	.836	.404

Source: Field survey (2019)

The findings in Table 10 show the contributions of the constructs that measured the main construct (Procurement practices) to predicting the 55.7% positive variance in performance of private universities in Greater Accra. On comparing the individual contributions of the predictors, it was discovered that supplier partnership was the strongest positive significant predictor of organisational performance when the effect of the other predictors in the model were statistically controlled for (Beta=0.424; p=0.0001: p<0.05).

Also, it is established that contract management also made a statistically significant positive contribution to predicting the substantial change in performance in private universities in Greater Accra when the effects of the other remaining variables in the model were statistically controlled (Beta=0.191; p=0.007: p<0.05). This claim is supported some previous empirical studies that also found that prudent contract management cause improvement in firm performance (Muhammad, Saoula, Issa & Ahmed, 2019; Amoako-Gyampah, Boakye, Adaku & Famiyeh, 2019; Muriuki, Guyo,

Odhiambo & Kinoti, 2019; Zou, Brax, Vuori, & Rajala, 2019; Danese, Molinaro & Romano, 2018).

Furthermore, it is established that procurement planning process also made a statistically significant positive contribution to predicting the substantial change in performance in private universities in Greater Accra when the effects of the other remaining variables in the model were statistically controlled (Beta=0.161; $p=0.05$: $p<0.05$). This claim is supported some previous empirical studies that also found that prudent procurement planning process cause improvement in firm performance (Mutua & Juma, 2018; Kiriinya, Ngugi, Mwangangi & Odhiambo, 2018; Luth, 2019; Fleming, 2019; Aloini, Dulmin, Mininno & Zerbino, 2019; Patrucco, Moretto, Ronchi & Luzzini, 2019).

Knowledge on procurement principles also made some statistically insignificant positive contribution to predicting the change in performance of private universities in Greater Accra (Beta=0.078; $p=0.404$: $p>0.05$). It also means knowledge on procurement principles increases performance of private universities in terms of financial gains, cost reduction, efficiency in procurement procedure, waste avoidance, procurement of right package, timely delivery of goods, services and works, no breaches of contracts, procurement of needed goods, services and works, improvement in organisational efficiency, timely response to customer needs and improved functional efficiency but this positive contribution is not statistically reliable. This finding contradicts some previous empirical studies (Mutua & Juma, 2018; Kiriinya et al., 2018; Gamad, 2019; Komen & Juma, 2018; Myerson, 2018; Patrucco et al., 2019).

In construing the regression function (unstandardized beta), the results also demonstrated that a unit increase in supplier partnership will cause 1.239 increases in organisational performance among private universities in Greater Accra. Furthermore, it was discovered that it was discovered that a unit increase in contract management will cause 0.157 increases in organisational performance among private universities in Greater Accra and a unit fall in contract management will cause 0.157 increases in organisational performance among private universities in Greater Accra.

Moreover, it was discovered that it was discovered that a unit increase in procurement planning process will cause 0.084 increases in organisational performance among private universities in Greater Accra and a unit fall in procurement planning process will cause 0.084 increases in organisational performance among private universities in Greater Accra. Mathematically, the estimated regression function is given as follows:

$$OP = 13.195 + 1.239*SP + 0.157*CM + 0.084*PPP.$$

Where: OP= Organisational performance; SP=Supplier partnering and

CM=Contract management and PPP=Procurement planning process.

It, therefore, implies that improvement in supplier partnership has the capacity to improve organisational performance among private universities in Greater Accra; hence the need to ensure that there is constant monitoring of supplier activities, flow of information between suppliers and organisations, inclusion of suppliers in continuous improvement programmes and including suppliers in planning and setting of setting procurement objectives. Besides, special attention should be placed by private universities so as to ensure that there is efficient contract procurement contract management in terms of

achieving required quality service level, ensuring compliance with terms of procured contract, maintaining good relationship with contracting parties as well as undertaking contract term audits timely so as to improve performance of these private universities.

Furthermore, management of private universities should improve procurement planning process in terms of engaging in engaging in procurement planning activities, adopting appropriate procurement planning format, planning for procuring consultancy services, planning for procuring technical services, planning for procuring works, submitting procurement plans to tender review boards for threshold above estimated threshold in Schedule 3, Preparing procurement plan at within the prescribed time limits, submitting procurement plan to PPA at approved time, using procurement professionals for preparing procurement plans, submitting procurement plans to entity tender committee, using inputs from previous procurement plans for procurement planning and the rest could contribute to increment in performance of private universities.

Chapter Summary

This chapter provided information about the findings and discussion of the research data of all the research questions of the study. Demographic information was provided as well as the level of effectiveness of procurement officers, in contract management, supplier partnering, procurements planning and procurement principles in private universities in Accra. Also, the effect of procurement practices on organisational performance was ascertained and

finally the relationship between procurement practices on organisational performance was determined.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to assess the effect of procurement practices on performance of private universities in Greater Accra Region. Procurement practices included four major constructs namely contract management, supplier partnership, knowledge on procurement principles and procurement planning procedure. This chapter specifically presented information regarding the summary of the key findings; conclusions drawn in respect of the specific objective as well as recommendations offered. It finally presented information regarding suggestions for further studies given cognizance to findings obtained from the study.

Summary

The summary of results is presented chronologically per the specific research objectives considered in this study. The following specific objectives guided the analytical approach to the primary data collected.

1. assess the level of procurement officers' knowledge on procurement principles.
2. evaluate the level of effectiveness of procurement officers on procurement planning.
3. ascertain the level of extent of effectiveness of procurement officers in contract management.

4. assess the level of procurement officers' supplier partnering in procurement.
5. examine the effect of procurement practices on organisational performance of private universities.

The study employed the positivism paradigm, quantitative approach and descriptive survey design. Also, Procurement officers in private universities in Greater Accra were surveyed through administration of structured questionnaires. Results of the data analysis as well as the discussion in line with specific objectives, given cognizance to empirical studies were presented in Chapter four.

The summary of the findings in respect of these specific objective are hereby presented. It was discovered that, holistically the respondents agreed that level of knowledge of procurement officers in private universities on procurement principles is excellent, particularly, those relating to basic knowledge in Public Procurement Act 2003 (Act 663) and Public Procurement (Amendment) Act 2016 (Act 914), familiarity with procurement rules for public procurement, stakeholders in public procurement, tendering process, selection and workings of procurement committees, procurement regulations and policies, filing of necessary procurement documents, contract termination, time of procurement planning and relating well with procurement stakeholders.

Furthermore, the study revealed that the respondents perceive procurement planning procedure as excellent given cognizance to the individual mean scores and standard deviation for all the measures of this construct. Particularly, items such as engagement in procurement planning

activities, planning for consultancy services, technical services, works and goods, inputs from user units during procurement planning, submitting procurement plans to PPA for approval, updating procurement plans consistently, professionalism in procurement planning, using prescribed procurement plans, monitoring changes in procurement plan and other remaining indicators were all rated as being excellent.

In terms of effectiveness of contract management, the study revealed that the respondents rated this construct as being excellent. For all the items that measured contract management, the respondents rated them as being excellent including achievement of required quality service level, appointment professional contract administrators for public procurement contracts, compliance with terms of procured contract, following due process for contract execution, maintaining good relationship with contracting parties, periodic contract term audit, compliance with contract close-out procedures in public procurement and the rest.

Regarding supplier partnership, it was also found out that the respondents rated all the items that measured this construct as being excellent with special emphasis on items such as monitoring material flows and suppliers, information flow between their organisations and suppliers, inclusion of suppliers in continuous improvement programmes, and involving suppliers in procurement planning and objective settings.

The results pertaining to the relationship between the predictors and organisational performance among private universities in Greater Accra also showed that there was a statistically significant large positive correlation between procurement practices and organisational performance. At the

individual level, the study proved that there were statistically significant moderate positive correlation between supplier partnership and organisational performance, statistically significant moderate positive correlation between contract management and organisational performance, statistically significant large positive correlation between procurement planning procedure and organisational performance and statistically significant large positive correlation between knowledge on procurement principles and organisational performance.

Per the predictive capacity of the model, it is established that procurement practices in terms of knowledge on procurement principles, supplier partnership, procurement planning procedure and contract management collectively accounted for 55.7% positive variance in organisational performance in terms improved financial gains, cost reduction, efficiency in procurement procedure, waste avoidance, procurement of right package, timely delivery of goods, services and works, no breaches of contracts, procurement of needed goods, services and works, improvement in organisational efficiency, timely response to customer needs and improved functional efficiency. This variance in organisational performance was statistically significant in the changes in the predictors actually accounted for the moderate positive variance in organisational performance.

It was further discovered that supplier partnership, contract management and procurement planning principles all made some statistically significant positive contributions to predicting the significant positive moderate variance in organisational performance. However, although knowledge on procurement principles made some positive contribution to

predicting the positive variance in firm performance among private universities in Greater Accra, its contribution however its contribution was not statistically significant hence relying on knowledge on procurement principles to improve organisational performance among private universities in Greater Accra may not produce desired results as it is established that its contribution is by chance.

Conclusions

Conclusively, it is established that procurement officers in private universities in Greater Accra have excellent knowledge about procurement principles, undertake procurement planning excellently, implement contract management excellently and have excellent supplier partnership arrangements. Furthermore, it is concluded that procurement practices cause moderate increment in performance of private universities in Greater Accra.

Procurement principles such as supplier partnership, contract management and procurement planning process are all significant positive predictors of organisational performance in terms of improved financial gains, cost reduction, efficiency in procurement procedure, waste avoidance, procurement of right package, timely delivery of goods, services and works, no breaches of contracts, procurement of needed goods, services and works, improvement in organisational efficiency, timely response to customer needs and improved functional efficiency.

Recommendations

It was discovered that there was a correlation between the independent variables (procurement planning procedure, contract management, supplier

partnership and knowledge on procurement principles) and the dependent variable. The study therefore recommends that management of these private universities in Greater Accra should ensure they execute their procurement practices such as supplier partnership, procurement planning process, contract management and knowledge on procurement principles efficiently so as to promote improvement of their performance. Higher levels of procurement practices are associated with high levels of improved performance which tells also the kind of strategies to be employed to ensure desirable existence of these factors in their business environment.

It was discovered that among the independent variables, supplier partnership made the highest contribution to predicting the positive variance in organisational performance. This was followed by contract management, procurement planning procedure and knowledge on procurement principles. The study therefore recommends that management of these private universities in Accra pay much attention to their supplier partnership by adopting strategies to maintain them since improvement in supplier partnership has the capacity to improve organisational performance among private universities in Greater Accra. Though knowledge on procurement principles among the independent variables made the least contribution management can educate more the procurement officers on the procurement practices.

It was discovered that the predictive capacity of the model r-square was almost fifty six percent and significant. The study recommends that management should rely on this model to make fifty five percent decision regarding organisational performance in the private universities in Greater Accra Region. It was discovered that the respondents agreed to an excellent

extent that they have knowledge on the principles on procurement. It was further disclosed that the respondents agreed to a very good extent that they were effective in contract management. The study therefore recommends that management of the private universities engage their procurement officers in more contracts arrangement or negotiations that will help the institution raise more revenue. Also, old and experienced employees should be motivated to pass this skill to the new recruits in the procurement department. When this is done, these privates universities would incur less loss when an experienced employee in the procurement department withdraws for quit the job.

In deciding on the predictor of organisational performance among private universities in Greater Accra, management should place most emphasis on supplier partnership because it was the strongest significant positive predictor of organisational performance. Thus, by monitoring materials flows and suppliers, ensuring flow of information between organisations and suppliers, including suppliers in continuous improvement programmes and including main suppliers in planning and objective setting would obviously improve their performance. Also, promotion of contract management and procurement planning procedure will also ensure positive improvement in firm performance among private universities in Accra and Ghana at large.

Conditions affecting knowledge on procurement principles needs to be improve significantly by private universities in Ghana since this factor could not significantly predict positive variance in organisation performance in this context. Special training is therefore recommended for all procurement officers on procurement in general and procurement principle in particular. Several tertiary institutions in Ghana and beyond offer several procurement-

oriented programmes that can be accessed by these procurement officers. Even University of Cape Coast offers similar career opportunities for procurement officers. Management of these private universities continue with their training programs that enlightens the employees on procurement principles. Management can even find a simple way to train procurement officers on these principles and other topics of procurement management.

Suggestion for Further Research

Since procurement practices predicted a significant moderate positive variance in organisational performance in the private universities in Greater Accra, it is recommended that similar studies should be conducted to include public universities in Ghana at large. Furthermore, the study focused only on private universities in Accra hence further studies can be conducted in private universities outside Accra on the effect of procurement practices on organisational performance. Again, further studies can be conducted to examine the other factors that were not captured in the model considered in this study to ensure optimal efficiency in respect of organisational performance at the workplace in private universities in Accra and Ghana at large.

It becomes eminent for scholars to continue to investigate the effect of procurement practices on some specific aspects of organisational performance such as financial performance; non-financial performance as well as operational performance so as to know the kind of relationship that exists among these constructs. Firm characteristics such as size, industry type,

experience and level of integration of procurement in functional areas could be controlled in such studies.

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APPENDICES

Appendix: Questionnaire

Instruction: Kindly write or tick [√] where appropriate

Demographic Information

1. Gender a. Male [] b. Female []
2. Age range a. 20-30 years [] b. 31-40 years [] c. 41-50 years d. 51 years and above []
3. Marital status a. Married [] b. Single [] c. Divorced [] d. Widowed []
4. Educational background a. Diploma [] b. Degree [] c. Postgraduate []

Knowledge on Procurement Principles

5. To what extent do you agree regarding knowledge on procurement principles in this institution?

1=Very poor, 2=Poor, 3=Fair, 4=Good, 5=Very good, 6=Excellent and 7=Exceptional

No	Procurement principles	1	2	3	4	5	6	7
1	Basic knowledge in Procurement Act (2003/2015)							
2	Familiarity with procurement rules for public procurement							
3	Using of procurement professionals for procuring functions							
4	Organising procurement training at prescribed time periods							
5	Knowledge on all stakeholders in public procurement							
6	Knowledge on procurement regulations and policies							
7	Knowledge on procurement procedure							
8	Knowledge on timing of procurement planning							
9	Knowledge on tendering procedure							
10	Knowledge on filing of all necessary procurement documents at appropriate units							
11	Knowledge on terminating contracts							
12	Handling complaints from prospective							

	suppliers through due procedure								
13	Knowledge on procurement advertising procedure								
14	Knowledge in selecting procurement committee members								
15	Relating with all procurement stakeholders								

Procurement Planning Procedure

6. To what extent do you agree regarding your state of compliance with procedures in procurement planning?

1=Very poor, 2=Poor, 3=Fair, 4=Good, 5=Very good, 6=Excellent and 7=Exceptional

No	Procurement planning procedure variables	1	2	3	4	5	6	7
1	Engaging in procurement planning activities							
2	Adopting appropriate procurement planning format							
3	Planning for procuring consultancy services							
4	Planning for procuring technical services							
5	Planning for procuring works							
6	Planning for procuring goods							
7	Using inputs from user units for procurement planning							
8	Taking inputs from external stakeholders							
9	Using inputs from annual estimated budget for procurement planning							
10	Using inputs from previous procurement plans for procurement planning							
11	Using inputs from implemented projects for procurement planning							
12	Determining procurement package							
13	Using inputs from ministry of education for procurement planning							
14	Using inputs from public procurement authority for procurement planning							

15	Using procurement professionals for preparing procurement plans								
16	Submitting procurement plan to PPA at approved time								
17	Preparing procurement plan at within the prescribed time limits								
18	Monitoring changes in procurement demands regularly								
19	Updating procurement plans timely								
20	Procurement plans covering prescribed procurement methods								
21	Determining estimated cost for each package								
22	Submitting procurement plans to entity tender committee								
23	Submitting procurement plans to tender review boards for threshold above estimated threshold in Schedule 3								
24	Promoting professionalism in procurement planning								

Contract Management

7. To what extent do you agree regarding effective contract management in this institution?

1=Very poor, 2=Poor, 3=Fair, 4=Good, 5=Very good, 6=Excellent and 7=Exceptional

No	Contract management variables	1	2	3	4	5	6	7
1	Achieving required quality service level							
2	Appointing professional contract administrators for public procurement contracts							
3	Ensuring compliance with terms of procured contract							
4	Achieving low supplier defect rates							
5	Following due process in executing contract							
6	Communicating to all stakeholders in public contract							

7	Communicating changes in contracts to all contracts							
8	Formulating elaborate performance indicators							
9	Maintaining good relationship with contracting parties							
10	Auditing contracts							
11	Ensuring transparency in contract administration							
12	Instituting resilient contract risk management framework							
13	Complying with contract close-out procedures in public procurement							
14	Undertaking contract term audits							

Supplier Partnership

8. To what extent do you agree regarding effective supplier partnership activities in this institution?

1=Very poor, 2=Poor, 3=Fair, 4=Good, 5=Very good, 6=Excellent and 7=Exceptional

No	Supplier Partnership Variables	1	2	3	4	5	6	7
1	Monitoring materials and supplier							
2	Information flow between organisation and suppliers							
3	Suppliers are included in continuous improvement programs							
4	Main suppliers are part of planning and objective setting							

Organisational Performance

9. To what extent do you agree regarding influence of procurement practices on performance of this institution in terms of these items?

1=Very poor, 2=Poor, 3=Fair, 4=Good, 5=Very good, 6=Excellent and 7=Exceptional

No	Organisational performance variables	1	2	3	4	5	6	7
1	Improved financial gains							
2	Cost reduction							
3	Improved value for money							

4	Promoting efficiency in procurement procedure							
5	Avoiding unnecessary waste in procurement							
6	Ensuring procurement of the right procurement package							
7	Timely delivery of goods, services and works							
8	Eliminating contracts breaches							
9	Procuring needed (planned) goods, services and works							
10	Improving organisational efficiency							
11	Enhancing timely response to customer needs							
12	Promoting functional efficiency							

THANK YOU FOR PARTICIPATING