

**Strategic Procurement and Performance of University College Hospital (UCH), Ibadan**

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### **Certification**

This thesis entitled “**Strategic Procurement and Performance of University College Hospital (UCH), Ibadan**” was carried out by **Mariam Abiola GARBA** with Matric. No. **LCU/PG/001552** in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Oyo State, Nigeria and that this work has not been previously submitted.

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## **Dedication**

This review is committed to Almighty Allah.

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‘Even though the above mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work’.

## Abstract

The procurement system invariably suffers various forms of malpractices and unethical conduct which includes high incidence of vested interest, contract inflation, delay in suppliers' payment and increased procurement cycle. The review explored the effect of strategic procurement on performance of University College Hospital (UCH), Ibadan. Theories considered relevant to this study are systems, balanced scorecard, agency and social exchange theory. Descriptive and survey design was embraced for the review. The populace in the review contained 158. A stratified sampling technique was used and the strata's are procurement, stores, payment units (Account) and the different end users department. An organized poll was directed. The instrument was approved and information assembled was broke down utilizing mean, standard deviation and correlation analysis. Out of the 158 polls directed, 136 were recovered (86% reaction rate). The review discovered that negotiation management (mean worth 4.2581), competitive bidding (mean worth 4.2581), suppliers' relationship management (mean worth 4.3065), green procurement (mean worth 4.3145) and strategic procurement indices utilizing correlation co-efficient: (negotiation the management 0.737, competitive bidding 0.230, suppliers' relationship management 0.311 and green procurement 0.214) were found to have an effect on organizational performance of UCH. The study subsequently inferred that strategic procurement practices are proactive in nature and a panacea to organizational performance. It was suggested that there is need for UCH to organize trainings, capacity buildings, provide more financial resources for the acquisition of substitute products and public awareness on the need to conserve the environment through green procurement.

**Keywords:** Competitive Bidding, Green Procurement, Negotiation Management, Strategic Procurement, Suppliers' Relationship Management

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## **List of Acronyms**

<b>Acronyms</b>	<b>Meaning</b>
BPP	Bureau of Public Procurement. It was set up by Public Procurement Act, 2007. It is a regulatory authority responsible for the checking and supervision of public acquirement, harmonizing the present administration strategies and practices by managing, set principles, standards and fostering the legal framework and expert capacity with respect to public procurement in Nigeria.
FEC	Federal Executive Council. It comprised of all government ministries and the Governor-General who decide the overall direction of homegrown and international strategies of the Government of the Federation.
PPA	Public Procurement Act, 2007. It was set up by the Bureau of Public Procurement, accused of the obligation to give legal and institutional framework and expert capacity with regards to public procurement in Nigeria.
UCH	University College Hospital, Ibadan. It is a federal government teaching hospital in Ibadan, Nigeria that is connected to University of Ibadan.

## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Organizational performance is operational management that is concerned with converting materials and labor into services as efficiently as possible. It is the ability of an organization to fulfill its focal objective through strong organization, solid administration and an eager rededication to achieving results<sup>1</sup>. Organizational performance has been characterized as a bunch of both monetary and non-monetary markers equipped for evaluating how many authoritative objectives and goals have been refined. It includes breaking down an organization's presentation against its targets and objectives. All in all, organizational performance involves genuine outcome or outputs contrasted with planned outputs<sup>1</sup>.

Internationally, organizations are consistently confronting the strain of conveying results in an unsure world. The advanced business environment requests organizations to persistently further develop cycles and method of getting things done to meet organizational targets in an ideal and practical way while keeping up with the organization's benefit and market importance. In this unique worldwide marketplace, strategic procurement should assume a main part in catching the value at stake<sup>2</sup>.

Procurement basically implies the acquisition of products, administrations and works by an obtaining entity, while public procurement is the utilization of public assets by the public authority through its ministries, departments and agencies, for the benefit of its residents, for the procurement of merchandise, administrations and works with the best quality, and additionally right amount, at the most ideal cost, from the perfect spot or source, contractors, providers, and service providers, and for the right reason utilizing the right method(s) and in accordance with set down rules and guidelines, following due process<sup>2</sup>. To improve procurement activity,

organizations might attempt approaches like tactical procurement or strategic procurement. Where tactical procurement normally center around short term objectives like buying merchandise at the most reduced possible price, strategic procurement has a long term concentration and considers factors like provider relationships. Public procurement is progressively seen as more encompassing than a method for saving money for government. Indeed, the pith of public acquisition is to accomplish value for money, which shows in upgraded human government assistance and further developed economic growth <sup>2</sup>.

Strategic procurement is an organization wide interaction that intends to guarantee the timely supply of labor and products in accordance with the organization's business objective, while diminishing the danger not in excess of our supply chain. It is an action that requires participation from all cooperation's all through the organization. Organizations might select to have a committed vital procurement group to set the heading of the business by utilizing the information from the past acquirement cycle to carry out future plans<sup>16</sup>. Strategic and effective acquirement in health sector guarantees the accessibility of the right drugs, hardware, stationeries, in the right amounts, at sensible costs and at perceived standards of quality. Lately, some public sector procurement frameworks especially in Latin America have presented e-procurement which basically implies online tendering<sup>3</sup>.

The objectives of strategic procurement are probably going to incorporate accomplishing cost savings on investment funds, as this isn't the main thought. By zeroing in on the more extensive targets of the business, organizations utilize strategic procurement by linking the best provider to the business objectives, acquire more excellent products, construct powerful associations with providers, work together with providers on research and development, limiting inventory network hazard by recognizing alternative providers in various geographical areas, diminishing the provider base to zero in order to focus on key relationships and advantage from economies of

scale, green acquisition, timely conveyance of materials, value for money, hazard reduction, creating integrity in the organization<sup>16</sup>. A strategic procurement group is urgent with regards to setting the general heading for acquirement lined up with your organization's business procedure. Strategic procurement is concerned over the comprehensive organization targets and objectives. The essential acquisition applications are proactive in nature and are focused on offering value over a long time. It is a repetitive, holistic technique that looks past the traditional acquirement of essential cost saving measures yet more on overall value. One huge objective of vital obtainment is to attract with suppliers who support with the fundamental business and operational goals<sup>5</sup>. The level of challenge in the business place has reached out to consolidate both local and worldwide marketplace. Purchasers now don't look at most minimal price but anyway share information, group up, and chat with their suppliers pretty much on total costs, life-cycle costs, and cost reduction. This requires a consideration on process improvements as opposed to short term relationship and price reductions<sup>6</sup>.

Strategic procurement can be drawn closer from three principle measurements to be specific: Development and the organization of key providers, inner activity of procurement capacity and coordination of buying with different capacities not really inside the firm, and endeavors to meet or surpass client expectations. It is viewed as one of the basic capacity of an organization with the possibility to; save cost, work on functional effectiveness, access to confided in providers and progress in quality of item or service, sharing of best practices between others <sup>7</sup>.

Organizational performance is the limit of an organization to fulfill its focal objective through strong organization, strong governance and a diligent commitment to achieving results. Organizational performance has been characterized as a bunch of both monetary and non-monetary pointers fit for surveying how many organization objectives and destinations have been accomplished. It includes investigating an organization's performance against its targets and

objectives. All in all, organizational performance contains genuine outcome or yields contrasted with intended outputs <sup>18</sup>.

Regarding this study, the non-monetary angle of the operational performance is deliberated on. Non-monetary part of organizational performance isn't cash related. In spite of the fact that, they can be estimated scientifically, they add to the accomplishment of the organization. Organization set non-monetary key performance pointers to accomplish their organization objectives. The base of non-monetary key performance pointers ideas comes from balanced scorecard. A balanced scorecard classification of performance management and measurement incorporate client experience, internal processes, innovation, development and improvement. Non-monetary organizational performance incorporate clients satisfaction and loyalty, on-time delivery, product and service quality, organization and brand reputation, employee training and advancement, new item and process development. Basic for organization performance are business exercises and worker efforts. Accordingly, non-monetary key performance pointers are created to measure their viability. In particular, non-monetary performance measures are created to monitor the activities connected to organization strategy<sup>17</sup>.

## **1.2 Statement of the Problem**

In most free establishments, procurement offices are portrayed by different shortcomings like helpless record keeping, favourism, delays in paying providers, expanded procurement process duration among others. On the off chance that acquisition practices are occasioned by shortcomings, they would be moved to different areas in an organization which at last hampers the capability of good performance <sup>13</sup>. The test of exact for quality affordable medical services, further developed medical services framework, and world class medical tourism has understood the requirement for quality service delivery and efficient key procurement<sup>11</sup>. Coupling the size of acquisition costs with a new expanding pattern for outsourcing entire processes, it is not really

surprising that the purchasing profession is turning out to be more strategic. In numerous organizations, vital obtainment is currently seen as key to competitiveness<sup>12</sup>. Public procurement represents as much as 70% of government financial plans across Africa<sup>10</sup>. The best measure of monetary fraud dwells in public procurement frameworks, and by and large, a large percentage of public expenditure on acquisition is lost because of spillages and misbehaviors in developing countries<sup>2</sup>. There is a need to order for quality, affordable medical gadgets, including standard remedial, diagnostic and radiotherapy hardware's and consequently supply chain arrangements including knowledge and innovation to adequately distribute pharmaceutical and clinical supplies is required and in this way need to utilize strategic procurement management<sup>8</sup>.

For the most part, procurement in many rising nations like Nigeria has been related to inherent shortcomings, making the framework incapable and non-receptive to key acquirement needs of organizations and government parastatals. One predictable shortcoming in most non-industrial nations is the absence of a substance inside government that is accused with overall responsibility regarding formulation of acquirement policy and to guarantee that the system is working properly<sup>15</sup>. Over repetition of procurement handbook prompt dissimilar interpretation and implementation of existing rules across various public agencies and even within a portion of the organizations, absence of supervision responsibilities regarding the appropriate functioning of the acquisition framework makes serious gap in the implementation of policy. The procurement framework constantly experience different types of acts of malpractices and unethical conduct, including a high rate of personal interest, interference and insider dealings and coincidental occurrences of audit underwriting of contract awards. There was enormous shortfall of professional knowledge and expertise in the procurement and contracting functions at all levels<sup>15</sup>.

Notwithstanding, quite a lot of researchers have checked regarding the matter of strategic procurement practices and its effect on organizational performance. The role of strategic procurement practices on organizational performance; a case study of Kenya national audit office discovered those practices like expenses management, information advancement and records management have a direct constructive connection with organizational performance<sup>9</sup>. Influence of strategic procurement practices on performance of parastatals in Kenya. A case study of Kenya Airport Authority. The review recognized that strategic outsourcing had an optimistic and mathematically considerable pressure on performance of parastatals in Kenya<sup>11</sup>. Role of strategic procurement practices on performance of Nyandarua County Government. The review saw that purchaser- provider relationship and institutional performance relationship is dependably huge and as such assumes a huge part in deciding the performance of the county government of Nyandarua. Empirical audit and analysis of public procurement practices in Nigeria: Challenges and Prospects. The review uncovered that the presence of different acquisition guidelines and procedures, clear emphasis on procurement of labor, the dread of vigilance, low quality training and absence of centralized data sharing facility were the complexity as well as issues of effective public procurement practices in Nigeria<sup>14</sup>.

Consequently this review will in general clarify further on negotiation management, competitive bidding, suppliers' relationship management and green procurement towards efficient organization performance. Albeit, different investigations have been led to inspect the effect of procurement practices on organizational performance, it shows up there is no known concentrate yet that tends to the subject of this review in Nigeria Health sector as most of those examinations are from different nations most particularly Kenya. With this knowledge gap, this study investigate the effect of strategic procurement practices via negotiation management, competitive bidding, suppliers' relationship management and green procurement on performance of

University College Hospital, (UCH), Ibadan. UCH was chosen because of its proximity to the researcher and it is the only tertiary teaching hospital in Oyo state.

### **1.3 Aim and Objectives of the Study**

The primary aim and objective of this review is to research the effect of strategic procurement on performance of University College Hospital, (UCH), Ibadan. However, the other specific objectives of the study are set to:

- i. determine the effect of negotiation management on performance of UCH, Ibadan
- ii. examine the effect of competitive bidding on performance of UCH, Ibadan
- iii. evaluate the extent to which suppliers' relationship management enhance performance of UCH, Ibadan
- iv. assess the extent to which green procurement enhance performance of UCH, Ibadan

### **1.4 Research Questions**

Arising from the statement of the problem, the researcher raised the following issues.

1. What is the effect of negotiation management on performance of UCH?
2. How can competitive bidding influence the performance of UCH?
3. In what manner does suppliers' relationship management enhance performance of UCH?
4. In what way can green procurement enhance the performance of UCH?

### **1.5 Hypotheses**

In accordance with the research questions, the accompanying null hypotheses were figured to direct the review. They are:-

**H<sub>01</sub>**: There is no significant relationship between negotiation management as well as performance of UCH, Ibadan

**H<sub>02</sub>**: There is no significant relationship between competitive bidding as well as performance of UCH, Ibadan

**H<sub>03</sub>:** There is no significant relationship between suppliers' relationship management as well as performance of UCH, Ibadan

**H<sub>04</sub>:** There is no significant relationship between green procurement as well as performance of UCH, Ibadan

## **1.6 Significance of the Study**

The review won't just contribute in filling the gap in literature on strategic procurement and organizational performance. This review will likewise add to the practice of procurement by demonstrating new procedures to operational management. It will empower the management of UCH to know the areas in their acquisition capacities that will require improvement for the improvement of their general performance. Additionally, it will help the controlling agency, which is the Federal Ministry of Health, to plan approaches and procedures that will assist with redesigning strategic procurement practices. It will help the scholarly world as a source for future reference in the field of procurement. All in all, the discoveries of this review will distinguish scholarly gaps that will trigger further investigations on strategic procurement.

## **1.7 Scope of the Study**

The review region has to do with the foundation data of University College Hospital (UCH), Ibadan. UCH is a federal teaching hospital in Ibadan, connected to the University of Ibadan in South West Nigeria. The actual improvement of the Hospital started in 1953 in its current site and was officially commissioned after completion on 20 November, 1957. It was at first authorized with 500-bed spaces. As of now, the emergency clinic has 1000 bed spaces and 200 assessment sofas with inhabitation rates going from 65-70%. The review explores the effect of strategic procurement on performance of Teaching Hospitals in Ibadan, Oyo State. The review will zero in on the non-monetary operational performance of University College Hospital (UCH). The non-monetary operational performance was captured by client's satisfaction, quality

products and services, timely delivery of goods and services. This review designated procurement, stores, payment units (Account) and end users department of UCH. In particular, this review thinks about negotiation management, competitive bidding, suppliers' relationship management and green procurement as part of strategic procurement. The rationalization for the decision of UCH was informed by its accessibility and proximity to the researcher.

### **1.8 Limitations of the Study**

In completing an investigation of this nature, the investigator experienced a great deal of restrictions. The significant constraints of this review consist of; the uncooperative and reluctance disposition of certain respondents to deliver data, undependable power supply, extreme transportation cost and related danger of moving in business vehicles to gather information for this review. Time limitation was another factor however the investigator made adequate time for this study. These limits were not crucial to deliver this examination insignificant; rather the investigator actually addressed every one of the things that should be attended to.

### **1.9 Operational Definition of Terms**

Coming up next are the functional meanings of terms utilized in this study.

**Competitive Bidding:** Competitive bidding is a common acquisition practice that incorporates invitation of various vendors or service provider to submit offers for a particular material or service. Competitive bidding takes into account straightforwardness, equal opportunities and the capacity to show that the results address best value.

**Free Establishment:** This is an organizations funded by tax payers money, not for the purpose of making profit but to delivery quality services to the residents and non residents of the country at subsidized rate e.g UCH.

**Green Procurement:** This alludes to the obtainment of items and administrations that cause negligible unfriendly natural effects. It joins human wellbeing and ecological worries into the quest for top notch items and administrations at cutthroat costs.

**Negotiation Management:** Negotiation is a process of joint managerial activity wherein individuals with various favored results cooperate with one another to determine their disparities while keeping away from contentions and debates with the standards of reasonableness, looking for common advantage and keeping a relationship.

**Organizational Performance:** This is operational management that is concerned with converting materials and labor into services as efficiently as possible. Organizational performance can be estimated monetarily and non-monetarily through decrease in cost, nature of merchandise/administrations conveyed, productivity and lead time. It is concerned with the non-monetary performance of UCH.

**Procurement:** This is a strategic course of product or service sourcing, identifying needs and prerequisites, sourcing and assessment of home, nationwide or worldwide supplier(s), negotiating terms, conditions and contract agreement, building and managing provider relationships, performing cost savings and profit margin analysis.

**Strategic Procurement:** This is an organization wide course of action that requires participation from other functional departments within the organization, not in violation of our spending plan, which intends to guarantee timely supply of goods and services in accordance with the organization's business objectives while diminishing dangers within the supply chain

**Suppliers' Relationship Management:** This is the connection between a purchaser and a provider to make an upper hand through sharing data, making joint decisions and sharing benefits which results from greater profitability of satisfying customer needs than acting alone.

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## **Chapter Two**

### **Literature Review**

This section is an assessment of accessible text on the subject matter. The assessment of related literature is thematically presented under the following headings;

Conceptual Review

Theoretical Review

Empirical Review

Conceptual Model and

Model Specification

#### **2.1 Conceptual Review**

##### **2.1.1 Organizational Performance**

Organizational Performance is the ability of an organization to fulfill its focal objective through strong management, strong governance and a determined rededication to achieving results. Organizational performance has been characterized as a set of both monetary and non-monetary pointers equipped for surveying how many organizational objectives and targets have been achieved<sup>29</sup>. It incorporates taking apart an association's display against its objectives and goals. Toward the day's end, organizational performance includes real result or yields compared with anticipated yields.

One of the most widely recognized difficulties in the organization is the manner by which to quantify organizational performance. Various organization utilize various parameters yet the most widely recognized measures are subjective attributes, for example, job fulfillment or quantitative measures like profit, working expenses, income per share and so forth. Because of differentials from firms to firm, administrators should use a technique that is most appropriate for their specific firm<sup>30</sup>.

## **Core areas of Organizational Performance**

The following are the primary areas that include organizational performance<sup>114</sup>. They are;

**Monetary Performance:** This alludes to estimating an organization's activities and arrangements in money related terms. At the end of the day, as far as worth in naira, dollars pounds and so forth. For instance, how is the organization's monetary wellbeing, what was profit from venture or resources, has obligation expanded or diminished.

**Non-Monetary Performance:** These are other measures used to access the activities that an organization sees as important to the achievement of its strategic objectives. It is also referred to as the intellectual capital of an organization. It includes measures that relate to clients' relationships, employees, information and data, operations, quality, cycle-time, and the organization's supply chain.

**Market Performance:** This actions how well an organization or item performs in the market place. At the end of the day, regardless of whether an item's market share in industry has risen or decreased, did product updates help sales?

**Shareholder Value Performance:** This measures how an organization enhances its investors. It is likewise alludes to as organization's market capitalization. All in all, it is an authoritative extent of an association's success and senior organization's first concern, i.e., is the organization making its investors more extravagant

## **Key Tools to Measure Organizational Performance**

Tools that measures organizational performance are intended to measure, report and oversee progress to further develop execution both at an individual and corporate level<sup>55</sup>. They are;

**Key Performance Indicator (KPI):** It is a phase to measure how well companies, business units, projects and individuals are performing in relations to their fundamental objectives and targets.

**Performance Appraisal:** Alongside KPIs, it is probably the most routinely used performance of management tools. When used suitably, it is a reliable device for aligning the destinations of individual with the fundamental aims of the organization. Employees should feel that the assessment process is a common, genuine, sensible and constructive two-way conversation.

**360 Degree Feedback:** It addresses the questions "How well are our kinfolk performing as indicated by individuals who have a stake in their performance". It gives individual to be evaluated by everyone around them. e.g. supervisor, peers, clients, providers, directors and so on outcomes are private and are introduced to the managers by the supervisor.

**Management by Objective:** It includes estimating individual performance and comparing it with standards that have been set. It is the method involved with describing specific objectives and later setting out how to achieve each individual objective.

**Reward and Recognition Programs:** When great performance goes unrecognized and unrewarded, motivation fall and people pull out from company's overall mission. It is a significant part of any thorough performance management systems, making a strategy for commending the people who are superior workers. This should be possible through monetary prizes, rewards, grants or simple praise and affirmation of a task finished the correct way, as it keeps up with assurance and builds high performance.

**Personal Development Plans:** It is a customized action plan that depends taking everything into account and attention to a individual's performance and needs, laying out objective for future performance and actions that will support personal development. It helps individuals with setting out how they need to create and what moves they can make to achieve that growth.

### **2.1.2 Strategic Procurement**

Procurement is the essential process of item or service sourcing, recognizing necessities and prerequisites, sourcing and assessment of home, nationwide or global supplier(s), negotiating

terms, conditions and contract agreement, building and managing provider relationships, performing cost savings and profit margin analysis<sup>1</sup>. Acquisition practices are a bunch of activities attempted by an organization to promote viable managing of its inventory chain<sup>2</sup>.

Public acquisition is the cycle by which government procure inputs for indispensable public sector investments. These speculations, both in physical infrastructure and in strengthened institutional and human capacities, build up systems for national development. In procurement terms, those inputs of information are by and large assembled into three classifications:

**Public Works:** for instance, bridges and structures, highways and essential physical infrastructures;

**Merchandise:** commonly equipments, material and supplies, products, textbooks, clinical supplies; and

**Administrations:** expert advice and training, just as such things as building maintenance, PC programming, and so forth

The quality, appropriateness, fitness and affordability of those acquired inputs can generally decide if the public investments will succeed or come up short. So the valuable effect and commitment of the input, especially on account of specialized help administrations, can surpass their direct expenses. However procurement expenses can be substantial, consuming scarce resources of tightly constrained government spending plans. Regularly the necessary financial support should be on loan. In addition, the process also consumes scarce skilled public-sector human capital. It requires some moments in time, not just for obtainment planning and contracting yet in addition for contract oversight and execution. Furthermore, a lot of this interaction is profoundly noticeable, just as disputable; uncovering public area executives and government workers to investigation and re-thinking for obtainment decisions they made conceded or discarded<sup>55</sup>. There are fundamental worries that oversee acquirement policies which

are to guarantee that labor and products required are procured with due regard for economy and productivity, to guarantee that public asset is utilized to purchase just those labor and products required for national development, to offer all certified bidders an equivalent chance to go after contract agreements, to empower improvement of neighborhood contractors and manufacturers and to guarantee that the acquisition interaction is transparent.

Strategic Procurement is an organization wide course of action that requires collaboration from other functional divisions inside the organization which intends to guarantee the timely supply of goods and services are in accordance with the organization's business objectives while lessening hazard inside the supply chain. Strategic procurement acts are proactive in nature and are centered on offering some value for money over the long period of time. Strategic acquisition fills in as a source of accomplishing competitive advantage<sup>3</sup>. It is a repetitive, all encompassing methodology that looks past basic expense saving measures however more on generally esteem<sup>4</sup>. Strategic procurement involves organizations engaging providers that line up with the essential business and operational objectives of the organizations with a point of maximizing value for money<sup>1</sup>.

Strategic procurement, in any case called strategic sourcing, insinuates the long-range mean to ensure a timely supply of goods and services that are fundamental to an organization's ability to meet its core objectives. Key procurement incorporates exercises highlighted at reducing the overall supplier base, negotiations, exchanges, and endeavoring to stay aware of long term relationship with suppliers. It is relevant in terms of globalization on the sales side, it increases pressures on the company's prices and on the purchase side, it opens up new potential. Key procurement moreover deals with the development of cost-saving correspondences and IT, further created techniques and logistics, high purchaser demands, extending environmental awareness and transparency requirements, and dynamic contest<sup>5</sup>.

Procurement has developed into a vital part for corporate strategy with firms understanding the essential significance it facilitates to supply chain management and business processes. Acquisition in a strategic manner helps organizational objectives in the terms of market development and product innovation, which establishes it as a crucial role in any organization.

### **Components of Strategic Procurement According to the Study**

For this review, four key success factors which characterize effective strategic procurement were shortlisted for consideration: Negotiation management, competitive bidding, suppliers' relationship management and green procurement.

#### **2.1.2.1 Negotiation Management**

Negotiation in reality is a complicated cycle. Negotiations are a procedure of discussing about issues among parties and arriving at a resolution without conflicts and tensions and are useful to parties' involved<sup>10</sup>. In a layman's language, it is additionally named as bargaining. Bargaining can occur in multiple ways: in up close and personal lives, in business and government, and in overall procedure<sup>11</sup>. In addition, negotiation is a fundamental piece of procurement and supply chain management. As the business environment ends up being all the more dynamic, negotiations between partners are required more often<sup>12</sup>. Business negotiators should be capable in explicit areas of business like management, item quality, technical specifications, equipment acquisition and arrangement, sharing and supply networks, to guarantee that negotiation with exchanging partners can be attempted effectively<sup>13</sup>.

Negotiation is a course of mutual decision making wherein individuals with various favored results interface with one another to determine their disparities. Negotiation turns into a key decision making approach used to arrive at agreement at whatever point the accomplices can't accomplish their business objectives. In the perception of negotiation, it is vital to comprehend that negotiation includes specific sorts of criteria<sup>14</sup>. These criteria include:

- i. Direct confrontation: Negotiation can include head on a showdown, either face-to-face, electronically, or through specialists or intermediaries.
- ii. Types of negotiation: Negotiations might be conditional with purchasers and sellers, or can be coordinated towards the resolution of conflict or disputes.
- iii. Distributive and integrative agreements: Distributive negotiation, organizations will adopt the strategy where arrangement is a contest between one another, with one party obtaining and one party losing. In contrast, the integrative style isn't a competition among organizations, and the two players ought to be a "winner" because of this negotiation<sup>9</sup>. The distributive methodology is portrayed by the perception that the issues under bargaining are unchanging, though the integrative methodology is described by the insight that the issues under negotiation are not fixed <sup>9</sup>. The negotiation approach selected by organizations will help them in managing trading partners. Either approach chose by the business will affect the issues that might emerge during the business arrangement, like the development of trading relationship and the capability of providers <sup>15</sup>. The negotiation cycle is a type of social collaboration by which at least two gatherings attempt to determine apparent incompatible goals<sup>15</sup>. Adding up, the bargaining cycle should consider all of the norms that characterize the negotiation field, which can incorporate the agenda and the allowable decision-making and correspondence activities of the negotiators. This is alluded to as a negotiation code of conduct<sup>16</sup>. Contingent upon the negotiation code of conduct, the negotiation design can be separated into 3 stages: unstructured negotiation, semi-organized negotiation, and organized negotiation:

Unstructured negotiation doesn't follow any code of conduct when taking into account exchanges that don't adjust to any standards (for example, up close and personal negotiation);

Semi-organized negotiation observe certain guidelines however the code of conduct isn't completely characterized, permitting the individuals to have some versatility in their dynamic and information exchange works out (for instance, trades can be maintained by a course of action genuinely steady structure);

Organized negotiation stick to a bunch of guidelines that completely characterize the parties' decision making and allowable activities (for example, auctions). Most customary mediators are led eye to eye, while others are directed utilizing mail, fax and phone<sup>15</sup>.

### **Negotiator**

An arbitrator or negotiator is an individual addressing an organization or a position who pays attention to every one of the gatherings cautiously and reaches a resolution which is readily satisfactory to all gatherings engaged with the process<sup>52</sup>.

### **Abilities of a Negotiator**

An arbitrator ought to be unbiased and impartial, needs to comprehend the circumstance and the parties associated with the process, ought to be tactful and smart, should be reasonable, fair and should arrive at logical end results, ought to have great listening, thinking, reasoning and investigating competence.

### **Components of Negotiation**

Components of negotiations are interaction, conduct and substance. They are talked about beneath:

**Interaction:** The manner in which people haggle with one another is known as the course of negotiation. The interaction incorporate the different procedures and techniques utilized to arrange and arrive at an obvious end result or resolution.

Conduct: How gatherings act with one another during the course of negotiation is alluded to as conduct. It incorporates the manner in which they associate with one another, the manner in which they convey and relate with one another to make their points understood.

Substance: There must be a plan on which gatherings negotiate. What, who, when, how and where to negotiate should be unmistakably expressed and known by all parties involved.

### **Negotiation Techniques**

This alludes to the practical method of discussing things among parties with an end goal to arrive at a resolution and fulfilling every one of the parties involved<sup>52</sup>. Some of negotiation procedures are as per the following:

1. The most significant procedures for a powerful negotiation are that one ought to be very much educated with everything identified with the arrangement. Be ready for everything as the other party would ask you anything.
2. Know about your position similarly as body improvements. Look sure while talking and don't look around or play with things. Make an effort not to stammer in the center or start sweating absurdly as the other party can take advantage of if they imagine that you are restless.
3. Be extremely engaged. First ask yourself, what the reason for this negotiation is. One ought to be extremely clear and explicit of what he needs.
4. Never hush up about things. Try not to accept that the other individual can guess what you might be thinking all alone. Talk your heart out. In case you're not happy with the arrangement, show your disappointment in a considerate way.
5. Be a patient audience. Pay attention to others also. Do whatever it takes not to demand anything which would not help the other party. Make an effort not to settle on fast decisions and never interfere when the other party is talking.

6. Be reasonable. Try not to request the unthinkable. Try not to request silly rebate. Be coherent
7. Don't be in a rush to settle the negotiation. Take as much time as is expected to look at things among yourselves. Guarantee you are picking something which would be a commonly worthwhile game plan for all.
8. Realize where to mull over. If you feel that in case you recognize a couple of arrangements, things would be better and it would not hurt you much, go on.
9. Communication is likewise significant in negotiation. Talk unmistakably and unequivocally. Playing with words is presumably the most serious risk to exchange. Do whatever it takes not to use abusive remarks against anyone.
10. For an outsider, it is in every case better to sign an agreement or have something clearly or a recording of the exchange cycle so no one will pull out later. It is in every case better to consent to arrangements within the sight of all gatherings for improved clearness.

### **Challenges to Negotiation**

Negotiation considers the interests, everything being equal, and assists parties with arriving at a typical resolution. The course of exchange is intended to help everything except now and then it is somewhat hard to reach to a resolution and fulfill all. There are not many difficulties to arrangement and they are talked about below<sup>52</sup>:

1. The greatest test is to haggle with people that are not prepared to comprehend the other party by any means.
2. Lack of time is likewise a significant test to compelling arrangement. One ought to never be in a rush. Break down things cautiously and afterward arrive at resolutions.
3. Going not ready for an exchange is unsuitable. Try not to believe that the other party isn't pretty much as savvy as you.

4. Lack of persistence likewise prompts an awful arrangement. Each individual has the privilege to communicate their perspectives and suppositions. You probably won't concur with his perspectives however essentially pay attention to him and don't intrude on his discourse.
5. Criticism, mockery and censorious comments are the greatest dangers to a compelling arrangement. One ought to be somewhat political and shrewd for a successful exchange.
6. Being too unbending is perhaps the greatest test to a compelling arrangement. Cost isn't the main factor to think about however different variables like quality, strength, after deals administration and cost assessment. Be somewhat adaptable.
7. Lack of certainty is a danger to negotiation. Remember to visually connect with the individual sitting on the opposite side of the table. Be clear in your correspondence.

#### **2.1.2.2 Competitive Bidding**

Public resolutions ordinarily give that the honor of procurement agreements ought to be made based on open and competitive bidding. This arrangement tries to guarantee that every certified provider, who are taxpayers or who utilize work force who are taxpayers, have an equivalent chance to seek the offer of items or services required in the activities of government parastatals. Since the bids received are available to public assessment, it would be hard for the public purchaser to show favoritism to any provider. This framework will in general put a significant burden on cost as the reason for provider selection, for it very well may be hard for the purchaser to defend choosing a provider whose cost is higher than that of the low bidder. Giving a rundown of standards to bid assessments and weighing permits the purchaser to consider factors other than price<sup>53</sup>.

Competitive bidding is a course of issuing a public bid with the arrangement that companies will gather their best suggestion and compete for a specific project. By law, this cycle is required for

every government agency that gives a bid. Competitive bidding creates a transparent environment that is open and fair<sup>56</sup>. Competitive bidding is a common acquisition practice that incorporates inviting various vendors or expert providers to submit offers for a particular material or service. Competitive bidding contribution allows for transparency, equality of possibility and the ability to show that the outcomes address best venue. It is furthermore a course of giving a public bid with the assumption that companies will gather their best recommendation, proposals and compete for a specific project. By law, PPA 2007, No. 14 Part VI, this connection is required for every government agency that issues a bid. Competitive bidding builds up a direct environment that is open and fair<sup>17</sup>.

The Federal Executive Council (FEC) supported the establishment of procurement departments in all ministries, departments and agencies of the Federal Government to assume control over the elements of the Tenders Board Secretariat, which has been rejected along with the providers division of the HR office in government organizations. The establishment of the procurement department was pointed toward harmonizing all acquisition exercises of the Federal Government in accordance with the Public Procurement Act<sup>54</sup>. The functions of the acquirement department will incorporate the followings:

1. Ensuring fair treatment in the obtainment of merchandise, works and services as well as the award of contract agreements in government organizations
2. Maintenance of registers of providers or project workers for government offices and departments
3. Maintenance of occasionally refreshed value information base as might be given by the Bureau of Public Procurement (BPP)
4. Ensure severe adherence to all guidelines and strategies on acquisition
5. Liaise with BPP on issues identifying with the honor of agreement

## **Categories of Competitive Bid Request**

The types of competitive bidding requests are:

**Request for Information (RFI):** This is a traditional process for get-together information from likely suppliers of superior goods or services. RFI are relied upon to be formed by customers or buyers and delivered off potential suppliers. RFI can be amazingly useful in conditions where an affiliation has little data on potential dealers and requirements to decrease the time and cost of evaluating venders. The goal of using RFI is to gather information on a market in a formal, coordinated way. Recipients are by and large drawn nearer to introduce their responses in a standard association to simplify relationship. RFI can be utilized in various situations like IT sector, picking devices for Electronic Health Records (EHR) in health sector, construction industries and publicizing agencies<sup>57</sup>.

### **The Most Effective Method to Compose RFI Template**

The manner in which RFI is worked out will rely upon the industry it is composed for. Notwithstanding, an essential RFI pages will incorporate the subsequent segments<sup>56</sup>:

1. An outline segment to sketch out an organization's objectives and targets.
2. Information mentioned segment to detail what data is required from the seller, including determinations like conveyance timelines of events and functional requirement.
3. Response assumptions section to detail assessment standards, alongside direction on how and when to react.
4. Clarification area ought to be last and should bring up any latest possible moment subtleties that at this point to be referenced.

### **RFI Best Practices**

It is best for organization to remember these arrangements of best practices prior to composing RFI. Organizations should restrict the information request to exactly what information is required, be unequivocal with what information is being referenced however keep away from top to bottom subtleties. They ought to likewise follow any recently settled arrangements to empower more straightforward examination, limit data solicitations to asset and ability data, give reasonable reaction length and last buying expectation ought not be made accessible.

**Request for Quotation (RFQ):** This is a competitive bid file used while inviting suppliers or laborers for recruit to introduce a price bid products or services where the necessities are standardized made in repeating quantities. RFQ is as often as possible used for high volume or low value items. The purchaser should give specialized particulars just as his commercial requirements. The record may here and there be alluded to as a invitation to bid or invitation to tender<sup>57</sup>.

### **How to write RFQ Template**

A very much developed RFQ should open with a prologue to the organization and its business and an assertion of the need. Notwithstanding, RFQ ought to follow these expressed methods; arrangement of significant documentation like conveyance prerequisites, disbursement terms, amounts, meaning of the items or administrations, contract agreements and so on. The layout ought to be in an arrangement that can undoubtedly measure up, for example, excel spreadsheet. The RFQ ought to be available to all potential bidders. The worldwide market is dynamic and there are new participants constantly. RFQ should incorporate clear directions for its finish and the due date for entries. It ought to incorporate as a connection, the purchaser's agreements. Offers should be exposed to classification to guarantee a reasonable outcome whether got from a mechanized framework or physically. Select the effective provider through a productive assessment measure. In any case, note that, the arrangement is possibly finished when the

agreement is agreed upon. Tell the fruitless providers that the agreement has been granted and express gratitude toward them for their investment.

**Request for Proposal (RFP):** This is a report that an organization, regularly government agencies or big ventures, post to get a reaction, a proper bid from expected merchants for an ideal outcome. They use RFP cycle to request offers from qualified merchants and distinguish which seller may be the best able to finish the project<sup>57</sup>. Vital participants in the RFP cycle are;

**Expert:** the RFP advisor is answerable for understanding the necessities of their customers and appropriately clarifying those requirements. They are additionally liable for choosing qualified sellers, overseeing correspondence and surveying their capabilities.

**Acquisition Professional:** the acquirement supervisor arranges the creation of the RFP. They should work with a few inward individuals to decide precisely what the organization challenges are and what arrangements would be tackle the current issue. Also, they contact sellers with starting solicitation, screen progress, answer questions and assess the reactions.

**Partners:** the end client, division or the group mentioning the buy or the arrangement. At times, they likewise partake in assessing and scoring the RFP reactions.

**Chief Financial Officer:** The CFO will assess the expenses and Return on Investment (ROI) to decide if the arrangement is monetarily feasible.

### **RFP Process**

RFP give a great deal of essential data to permit an organization to settle on an educated and key choice. The RFP interaction is genuinely clear when separated into these fundamentals stages:

**Assembling RFP necessities:** A fruitful RFP leads to partnership. Completely purpose on finding the best accessory as a main concern, give venders the establishment and setting to fathom the business needs. This ensures vendors develop an understanding and are empowered to respond appropriately.

**Making the RFP Documents:** Every RFP has questions. While some have handfuls, others have hundreds. To improve on the assessment, it is useful to keep the quantity of RFP questions as low as could really be expected. Not just so more limited RFPs make choosing the right merchant a lot easier, it will likewise build the on-time finishing and keep accommodating sellers from declining to react.

**Introductory Evaluation to Select Shortlisted Vendors:** After merchants have presented their proposition, the RFP guarantor can start a fundamental assessment. During this stage, the issuer will distinguish a subset of merchants who are generally able to address their requirements. This subset is known as waitlist.

**Follow up with Shortlisted Vendors:** Once the RFP still up in the air which merchant made the waitlist, they can start a more top to bottom assessment. This cycle ought to distinguish which seller will eventually win the bid, connect with the shortlisted merchants, and ask follow-up inquiries that emphasis on basic variables, set weighted scoring models, demand for RFP show or demo from finalists.

**Finishing the Final Evaluation:** At this stage, the RFP issuer ought to have an intensive comprehension of what every merchant has to bring to the table. Key partners ought to participate in the assessing and scoring of finalists. Now and again, extra partners might be needed for scoring. For example, if buying a product arrangement, it is shrewd to have the IT division audit specialized determinations and security.

**Making, Issuing and Signing the Contract:** Once the issuer chooses a merchant, the time has come to archive the choice just as go-ahead measure. This ought to incorporate, giving the RFP results to the legitimate division, drafting an assertion of work (AOW) from reactions accumulated, including execution measurements and audit measure in the agreement.

Competitive Bidding helps the buyer with getting the best expense and understanding terms for their suggestion. It licenses them to get the top suppliers of things and organizations while limiting costs. They additionally will work with venders with a background marked by accomplishment and that are able to convey particular administrations. Be that as it may, it has its own deficiency like, driving and concentrated providers may not delicate consequently the purchaser may end up buying below average thing or organization. Furthermore, genuine contribution isn't useful for open correspondence as profound conversation between possible provider and procurer is debilitated. Moreover, cutthroat offering can consider a provider to acknowledge little overall revenue which will decrease his capacity to send more on innovative work, present day innovation and equipment<sup>18</sup>.

### **2.1.2.3 Suppliers' Relationship Management (SRM)**

Providers' relationship management is a comprehensive methodology that involves providers' capability, confirmation, determination, providers' performance management which additionally includes compliance management and providers' improvement which involves providers' joint collaboration <sup>20</sup>. Providers' relationship management is viewed as the foundation of effective buying and supply the board to keep up with and upgrade competitive edge in organizations<sup>21</sup>.

The tactical relationship with providers starts some time before the main request is put and proceeds with well past the receipt of products. Providers' relationship management goes past obtaining items and administrations. It looks to amplify the advantage for both provider and client, distinguish and carry out shared accomplishments that will help the two players. Likewise, SRM makes trust and responsibility that rouses providers to share their assembling, designing, transport ability with the association. By accessing this scholarly capital, the firm will actually want to plan better item and carry out more streamlined and more productive assembling measures. Provider aptitude on transport financial aspects can likewise be utilized by the firm to

reduce expenses and to will showcase speedier. Cost decreases can be gone to buyers as diminished costs and this, along with sped up to advertise, increments hierarchical productivity and key serious position<sup>26</sup>.

Providers' relationship has been characterized as "at least two chain individuals cooperating to make an upper hand through sharing data settling on joint choices and sharing advantages which result from more noteworthy productivity of fulfilling client needs than acting alone<sup>22</sup>.

Data sharing, joint decision making and incentive arrangement are factors that work with collaborative oriented activity through data trade between the purchaser and supplier<sup>23</sup>. The strategic relationship with providers starts some time before the first order<sup>24</sup>, and proceeds with well past the receipt of products. This relationship is far not quite the same as the value-based strategic provider relationship<sup>25</sup>. Vital relationship management goes past securing items and administrations. It looks to augment the advantage for both provider and client and distinguish and carry out shared accomplishments that will be harmonious to the two players. They further contend that, SRM perceives that various connections will be needed with various providers<sup>27</sup>.

The sort of relationship will rely to a great extent upon the criticality as well as worth of the labor and products they supply, and factors like the quantity of providers on the lookout, and the worldwide accessibility of a requirement<sup>27</sup>. It permits acquirement capacity to foster procedures for managing providers to accomplish continuous incentive for cash, and diminish the danger of terrible showing or non-conveyance or non-accessibility of labor and products.

The elements of providers' administration are; providers' selection, providers' development and providers' performance management.

### **Providers' Selection**

Providers' are key partners in any organization and assume a key part in organizations achieving or not gathering their put forward targets and objectives. Providers' assessment and choice is a course of tracking down the suitable providers who can give the best and quality items or potentially benefits at the perfect opportunity and sum with a suitable cost. Providers' determination issue is essential for an organization working in a competitive environment. To be competitive, the organization should invest a persistent energy to guarantee the right providers are engaged<sup>42</sup>. Vital providers' selection and assessment decision isn't exclusively founded on tradition selection criteria, like cost, quality and delivery. In key sourcing, other additional standards' ought to be considered determined to foster a drawn out provider relationship, for example, quality management practices, long-term management practices, monetary strength, technology and innovativeness level, providers' cooperative disposition, provider's co-plan abilities, and cost decrease capacities. A very much oversight and organized way to deal with provider determination guarantees that the providers have what it takes and information to do the work and that they are created to their maximum capacity. The establishment will profit from this through cost saving; monetary expenses, relieving postpone costs and reputational costs, worked on quality, adequacy and effectiveness. Great provider choice has a critical effect to an association's future that can diminish functional expenses and work on the nature of its items and make fast reactions to the clients' demand<sup>43</sup>.

The provider choice guarantee similarity between purchaser, for this situation organizations and provider as far as shared business morals, comparative guidelines of excellence, obligation to continuous improvement are significant in performance of suppliers<sup>46</sup>. In a buying setting the consideration of the client offices in the meaning of the labor and products or the extent of attempts to be given by the forthcoming providers gives clearness on required provider jobs and empowers the choice of appropriate providers for fortifying authoritative key capacities which at

last prompts expanded hierarchical execution<sup>47</sup>. The general achievement of a supply incorporates meeting objectives identified with cost, agenda, quality and security. Time, cost and quality are three central points that are of essential worry to the fundamental gatherings engaged with acquisition. A decent provider is relied upon to supply on schedule, inside planned expense and to the ideal degree of value. The strategy for further developing execution is to prequalify providers before the offering system to guarantee that providers can execute the relegated project as per customer and task objectives<sup>48</sup>. In this manner an association at any one time keeps a cutting-edge rundown of prequalified providers. Provider prequalification is subsequently an ordinarily utilized cycle for recognizing a pool of competitive, equipped and fit providers from which tenders or offers might be looked for <sup>49</sup>.

Different components that organizations consider in picking potential inventory partners is the security data of the provider, the business position given by the provider, and the provider's client base. The ecological, health and safety data of the provider accomplices is basic. Security commonly is a significant objective in the buying owns tasks, and they feel it is significant that their providers share that crucial way of thinking. Second, in light of the fact that the firm turns out to be firmly associated with its inventory accomplices, the issues with the provider think about straightforwardly the purchasing company's standing. The natural wellbeing and security guidelines set by the law ought to be met by every one of the players <sup>50</sup>. Competitive advantage can be made by working together with providers to make added significance. This will be accomplished by the association making and supporting better execution due than accepting key obtainment by drawing in the right type of providers to join forces with.

## **Providers' Development**

Providers' development can be characterized as any work from purchasing organizations to work on the limit, capacity and performance of provider so the buying needs of purchasing organization can be satisfied by the provider. It is a bunch of practices or exercises of a purchasing association for its providers' to work on their exhibition and to meet purchaser's assumption<sup>51</sup>. It is additionally portrayed as a drawn out helpful procedure started by a purchasing association to upgrade a providers' exhibition as well as capacities so a provider can meet the purchasing association's inventory needs in more successful and dependable manner which will give extra upper hand to purchaser to turn out to be more cutthroat in market. The principle objective of provider improvement is to build the provider's capacity to satisfy supply needs throughout short or long-term period of time spans<sup>52</sup>.

The writing by and large a backing that the provider advancement assumes an imperative part in further developing presentation in buying and contributes deliberately to in general hierarchical execution and effectiveness<sup>53</sup>. The meaning of provider advancement and coordinated effort as great practice and set up to decidedly affect development execution of organizations<sup>54</sup>. The expanding levels of provider cooperation and rebuilding of existing connections among the top obtainment levels<sup>55</sup>. They set up benefits coming about because of the effective provider cooperation and relationship building exercises as decrease of expenses, drive and checking of execution of key providers in a straightforward way, keeping up with center around key estimates that help business targets, the executives of supply hazard and consistence with mindful sourcing, morals and administrative prerequisites by reinforcing worldwide straightforwardness and visibility of the relationship and the encouraging of business advancement and development by together distinguishing and carrying out promising circumstances that make long-term an incentive for the two organizations.

The worth creation has prompted increment of organization execution as there was understanding and closeness between customers, long agree to ask suppliers to chip away at nature of their things and that stock related cost has been diminished through lead time<sup>56</sup>. The administration of the supplier relationship is moreover connected to execution through the upper hand it can make. Provider commitment and improvement at last forms trust among providers and the association and both mutually run after the achievements of the organizational objectives. In this manner organizations are hence purposefully ceaselessly running after better guidelines from the providers affecting conveyance and performance of the organization and simultaneously diminishing the danger of non-performance and conveyance of the suppliers<sup>57</sup>.

### **Suppliers' Performance Management (SPM)**

The providers' performance management is an interaction, not an occasion. It needs help from partners other than acquisition, as performance impacts on company's prosperity. A SPM cycle ought to incorporate key partners who interface with providers just as the actual providers. A SPM program not simply ensures that those benefits perceived in the contracting stage are passed on, but the esteem delivery continues for the presence of the understanding. As associations logically base on their middle abilities and yet again suitable an extraordinary degree of work, their flourishing ends up being ceaselessly dependent upon the introduction of key suppliers. Fair reporting guarantees that compromises are straightforward and appropriately managed. Key Performance Indicators (KPI) should course from system to strategies, and to the functional level. Effective organizations empower workers to comprehend the exhibition switches they impact and what they mean for by and large execution<sup>59</sup>.

Checking providers' performance all through the contractual period is significant to guarantee in general unit performance. Hence, organizations need to quantify providers' performance powerfully and persistently illuminate them on progress measures. Thusly, a successful provider

performance estimation structure is required, which is effectively adoptable, proficient, dependable, adaptable, and viable to other hierarchical frameworks. Further, a successful providers' performance estimation strategy gives criticism to providers to work on their presentation. Execution of associations is exceptionally subject to the decision of the provider. Execution estimation was likewise a significant evaluative instrument which further supported the recognizable proof of not really settled the relationship with previous and current providers as featured in the review by <sup>50</sup>.

The procurement cost includes 40–60% of organizational expense for some firms. Providers contribute in merchandize originality, yet in addition assist with accomplishing profoundly compelling invention procedure<sup>61</sup>. Upgrade of provider performance accomplishes in general organizational greatness.

#### **2.1.2.4 Green Procurement**

Green procurement is the purchase of environmentally friendly products and services, the selection of contractors and the setting of environmentally requirements in a contract<sup>52</sup>. Green obtainment steams from pollution prevention principles and activities. In any case called green or environmental purchasing, green obtainment compare price, development, quality and the environmental impact of the product, service or contract. Green acquisition techniques are relevant to all organizations, focusing on the components or size of the company's<sup>28</sup>. Green acquisition activities may be just probably as fundamental as purchasing reasonable force or reused office paper or more elaborate like setting normal necessities for suppliers and laborers for enlist. Green things or organizations utilize less resources, are planned to bear longer and cutoff their impact on the environment from help to grave. Moreover, green things and organizations an influence human prosperity and may have higher security standards.

Green procurement is the complex of components carried out at the corporate and plant level to survey or works on the environmental performance of an inventory base. The drivers of green procurement are purchasing firms' environmental coordinated effort with providers which emphatically and essentially impact's their adoption of green acquisition and top management commitment likewise positively and significantly impacts environmental cooperation with suppliers<sup>67</sup>. Different drivers are government regulations, customer pressure, anticipated business advantages, and organizational proprietorship <sup>62</sup>.

Green procurement is reliant upon components like item performance, price tag, organization's natural concerns, exchanging accomplice, health safety issues<sup>69</sup>. Green acquisition is one component of world class procurement practices and is viewed as the need of the firm in working on environmental and monetary performance. It is a reasonable buying which is an obligation in supporting maintainability and considered manageability has a huge connection between product focus and natural environment<sup>61</sup>.

Green procurement is portrayed as the procurement of anything and organization that results in a most un-biological impact and the used of comparable expense to show social commitment and moral standards. Purchasing department needs to observe to be some sort of balance between quality, cost, limits, environment, social and moral points to purchase a thing or organization according to qualified green obtaining activity. In reality, organizations embrace green acquirement techniques in light of the expanded worry about sustainability of the atmosphere. This is on the grounds that green acquirement work includes the choice and obtainment of green materials to meet the necessity for organizational friendly items. Accordingly, green acquirement is eluded as an essential capacity for decrease in waste and materials choice through environmental standards<sup>61</sup>.

Numerous specialists have underscored the significance of green acquirement in green supply chain management practices. It was tracked down that natural buying exercises optimistically affect firm performance through reuse, recover and reduce perception. The green procurement idea gives freedom to firms to build business performance. The green supply is one of the fundamental capacities in inventory network activities to work on environmental performance as far as coordinated reusing and waste reduction<sup>62</sup>.

Moreover, green acquirement will draw in provider conduct towards green practices. The connection among provider and buyer can be fortified through synergistic green practices. The buyers should assume liability to instruct providers and exhibit a full obligation to accomplish profoundly compelling ecological performance<sup>61</sup>. Obviously, the trademark, information, aspirations, hardware and activities of the providers could have critical effects towards green acquirement. Different advantages of executing green obtainment incorporate source decrease and throw-away elimination<sup>62</sup>. All things considered, a viable way for firms to control natural issues is to zero in on throw-away obstacles by controlling the source through Green obtainment.

### **Benefits of Green Procurement**

Green acquirement considers the quick and future effects of buys through utilization and possible finish-of-life stage<sup>58</sup>. It has the accompanying advantages:

**Asset and Operational Efficiency:** purchasing supportable items and buying from green providers and sellers advances asset proficiency. Buying from provider who offers item with eco-accommodating packaging or no packaging at all diminishes waste stream. These improvements in proficiency translate to cost savings and resource conservation.

**Further developed Employee Health and Safety:** Green acquirement expands representatives health, safety and by and large prosperity. Purchasing locally made, organic and sustainable food,

drugs, as alternatives are normally better and can help employees to have an improved outlook and be more useful.

**Worker Engagement:** Adopting green obtainment will keep representatives mindful of manageable items, fabricate a green work culture and motivates representatives to embrace such practices in their own lives.

**Advancement:** Procuring reasonably implies picking eco-accommodating alternatives for items and providers might be needed to reconsider and update the manner in which they work which will prompts imaginative works, labor and products.

**Green Market Support:** Continuing to purchase genuinely eco-accommodating items and backing other economical providers helps construct the green market that is grabbing hold in economies around the world. There are more eco-accommodating items in the market today than at any other time.

**Reduced Risks:** Green acquirement assists organizations with holding fast to corporate guidelines and keep away from the dangers of misbehavior from utilizing unsafe items or banding together with exploitative suppliers. Public trust will be kept up with and pointless claims and lawful activities will be stayed away from.

**Worked on Public Image:** Abiding by green acquirement is great when examined in the open arena where more clients lean toward organizations that are socially and ecologically dependable.

**Expanded Profitability:** Green acquirement drive higher benefits in different ways like clients dependability, green standing, it likewise yields cost investment funds as energy productivity and diminished waste.

## **Green Procurement Best Practices**

Keeping the green acquisition best practices requires acquiring items with<sup>69</sup>:

1. Certified eco-accommodating items
2. Greater energy effectiveness
3. Utilizing clean energy source or innovation
4. Controlled use or nonappearance of poisonous substances
5. Improved reusing capacity
6. Minimal packaging needs
7. Extended strength
8. Recycle plastic items

### **Difficulties to Green Procurement**

Recorded beneath are a portion of the difficulties to green acquisition<sup>64</sup>.

**Price:** There is an insight that some green items are more costly however it may be prudent and affordable in huge volumes. This is valid sometimes, particularly where advancement costs are reflected in costs, regularly there is no critical distinction.

**Absence of Corporate Commitment:** For an association to carry out green acquirement, it should have responsibility from all administration levels which may not be unmistakably expressed in the arrangement proclamation

**Deficient Knowledge:** Many organizations acquirement directors, units division and additionally providers are new to the ideas, terminology and terms of green obtainment.

Accessibility: Green items may not be locally accessible and neighborhood merchants don't reserve green items. This can prompt deferral in getting items while expanding market request can conquer these obstructions.

No Acceptable Alternatives: Sometimes the current items might not have any good options whatsoever. However, developing interest can animate improvement of green items.

Buying Habits: We have consistently done it this way can be a troublesome mindset to survive. Likewise, it could be truly challenging to change to good choices because of existing connection among procurers and providers.

Investment: Green items require the improvement of new technologies. This requires a huge interest in research and development (R&D). Only one out of every odd organization or startup can bear to spend this sum.

### **Carrying out Green Procurement**

The means engaged with carrying out a green acquirement program are:

Acquire Organizational Help: Implementing a green acquisition program infers changing methodologies and procedures. For it to be productive, it is essential that administration gives full assistance for the thought. Likewise, those blamed for making acquirement decisions ought to be related with the cycle. Their thoughts and sponsorship are fundamental accomplishment factors.

Self-assessment of Acquirement Pre-requisites: A significant stage in carrying out green obtainment is evaluation of present purchasing practices. This cycle will help with clarifying what is purchased where and at what cost. The evaluation will give an example, to measure future accomplishment and to focus the progression of green acquirement products.

Put out objectives: An expansive approach ought to be set up with explicit needs and targets.

Foster Implementation System: It is currently an ideal opportunity to perceive and do changes both short and long haul, recognizes fitting items and benefits, and evaluates the normal exhibition of suppliers.

Run Green Procurement Experimental Program: A pilot adventure can give sensible inclusion with purchasing green items and organizations, by applying green obtaining norms to a specific thing or organization. Pilot assignments can be used to make more distinct heading on purchasing practices.

Implementation: Execution of the green securing project will require an undertaking of liability, notwithstanding an inside and out arranged trades plan tending to agents, customers, monetary supporters, suppliers and general society.

Deliberate Audit to Evaluate Sustainment: As with all strategic approaches, it is significant that a precise obtaining program be finished to develop whether the arrangement achieves its objectives. The review ought to consider changing natural destinations.

### **Green Product**

A green product is a sustainable product designed to minimize its environmental impacts during its whole life-cycle and even after it is of no use. Green products are ordinarily recognized by having two fundamental goals; diminishing waste and maximising resource efficiency. They are made using non-toxic ingredients and environmentally-friendly procedures and are certified accordingly. for example Reusable sterilization containers, led surgical lighting, fluid management system, tesla electric vehicles, eco-accommodating dishwashers, sun powered

cross breed forced air systems, reusable produce sacks, reused plastic rucksack, eco-accommodating telephone cases, reused plastic belts, etc<sup>64</sup>.

### **Attributes of Green Products**

Attributes of green items: they are developed without the usage of unsafe engineered substances and inside tidiness conditions, can be reused, reused and is biodegradable in nature, goes with eco-obliging packaging, is eco-efficient and has diminished or zero carbon impression.

### **Benefits of Green Products to Brands**

Admittance to New Business Sectors: creating green items makes the way for an all-new market of green purchasers who purchase just green items and even compensation more for the equivalent

Competitive Advantage: it's undeniably true's that practicing environmental awareness is a major upper hand in the market at this present time

Positive Public Picture: when a brand works on something for the general public and the environment, it improves the brands picture automatically.

Brand Steadfastness: green organizations consequently acquire ton faithful green clients who lean toward green items over traditional non-environmental friendly items.

### **Benefits of Green Products to Customers**

Cost Effective Items: green items last more, burn-through less energy and different assets of the buyer along these lines increasing the shelf-life of the client's items

Low Maintenance: whenever worked capably and kept up with appropriately, the green items bring about low upkeep cost.

Further Develops Health: since eco-accommodating items are produced using materials that are liberated from synthetic substances and parts, it works on physical and emotional wellness.

### **Benefits of Green Products to the Society**

Create More Jobs: the advancement of green items doesn't just work on the climate yet in addition the monetary states of the majority

Forestalls the Overuse of Resources: green items diminish the danger of abuse of assets and petroleum products and empower the age of energy utilizing normal assets

Shield the Environment: green items are produced using natural and biodegradable materials and are intended to utilize least non-sustainable assets and poisonous synthetic substances to create energy. This lessens the age of nurseries gases like Ozone, methane and forestalls contamination.

## **2.2 Theoretical Review**

Hypothetical survey in proposition addresses where the analyst characterizes, examine and assess hypotheses that are pertinent to the review. The key ideas, suppositions, critics and supporters of the hypotheses are clarified, which will uncover that the review depends on set up thoughts. Speculations distinguished and considered pertinent to this review are systems theory, balanced scorecard theory, agency theory and social exchange theory. The systems and agency theory are the underpinning theories of the study.

### **2.2.1 Systems Theory**

The systems theory was propounded<sup>66</sup>. The primary presumptions of the systems theory is that a complex framework is comprised of numerous more smaller frameworks, and it is the connections between these more smaller frameworks that make a complicated framework as it is known. It infers that an organization or frameworks are comprised of parts or subsystems and a few parts and units in which the subsystems or part parts perform variety of responsibilities that are totally equipped towards the accomplishment of the objective of the organization or systems<sup>66</sup>.

The systems theory has not many critics. A portion of the pundits of systems theory accepted that the systems theory is too mechanistic in its perspective on individuals and the trouble of making significant inferences based on what is found<sup>67</sup>.

The supporters of systems theory; Getzels and Guba propounded the classical social theory to help the systems theory and states that the various subsystems of a social framework work freely set up to accomplish hierarchical set goals<sup>68</sup>. Immegart and Pileki upheld the systems theory by expressing that a framework is an element made out of various parts; the relationship of these parts are the characteristics of both the parts and the connection between the parts<sup>69</sup>. Pfifer likewise laid his help to the systems theory by propounding the theory of measurement value that expresses that the quality and amount are reprehensible variable for deciding the creation level of an organization<sup>70</sup>.

The significance of this contention in this review is that, an association gets inputs from the rest of the world which it then, at that point, changes into yield and returns it to the world for use as consumables. An organization will require providers to give the info it requires. The data sources could either be materials, data or even human resources.

### **2.2.2 Balanced Scorecard Theory**

The balanced scorecard theory was made<sup>33</sup>. It is an idea that stimulated out of a perceived need to measure the accomplishment of an organization that is beyond the financial report. It gives a structure and language that empower you to portray your strategy in a predictable and reliable way. A definitive objective behind the balanced scorecard hypothesis is to quantify the variables that make an incentive for a business and in a straight line impact its capacity to prosper<sup>33</sup>. The taking up of the non-monetary point of view expands the data utilized for decision making by the board and hence empowers the management to discover better arrangements contrasted with an attention on monetary information only<sup>34</sup>.

The pundits of the theory are of the assessment that balanced scorecard theory is tedious and requires a great deal of information. It requires some investment and devotion to comprehend. It should be modified and should be executed from the base right to the highest point of the organization. He defective the theory since it presents supervisors with a scorecard which gives no count. That is, no distinct esteemed measure on how they have performed<sup>32</sup>.

The theory allies are of the view that it carries design to business procedure. It makes correspondence simpler, works with better arrangement and associates the singular specialist to authoritative objectives.

This theory is the anchor theory of this study because of its ability to measure organizational performance beyond financial results. This theory is of relevance in this review as strategic procurement is utilized to examine the effect of non-monetary performance of University College Hospital (UCH), Ibadan.

### **2.2.3 Agency Theory**

The agency theory was advocated<sup>35</sup>. An agency relationship is an agreement under which at least one people, principal draw in someone else, the specialist to play out some help for their sake which includes assigning some decision making power to a specialist. Simultaneously, a specialist is an individual utilized for bringing his head into a legally binding relationship with an outsider. It expects that the interest of the head and specialist are not generally in alignment<sup>35</sup>.

When applied to procurement and supply chain management, acquisition officials should act to the greatest advantage of the partners and exercise due perseverance in supplier choice to guarantee they get an incentive for money<sup>36</sup>.

The theory is being censured through the validity and vigor of its behavioral suppositions. Pundits contended that the presumption of unavoidable actor advantage, established on an

individualistic and amplifying perspective of human instinct, is oversimplified and disregards the complexity of individual inspiration and conduct in a organizational context<sup>37</sup>.

Allies of agency theory believe that it adds to the establishment of a sourcing strategy, as it considers the level of market uncertainty. It likewise helps the acquirement experts to make the most proficient legally contractual relationship in the contract agreement granting phase<sup>38</sup>.

Agency theory is generally applicable in public acquisition functions as it helps in seeing how obtainment officials oversee acquirement functions deliberately to enhance performance of UCH.

#### **2.2.4 Social Exchange Theory**

Social exchange theory was created<sup>39</sup>. It contends that people or corporate groups interact for remuneration or with the assumption for an incentive from their interaction with others. It battles that an essential inspiration for communication is the looking for of remunerations and evasion of punishments<sup>39</sup>.

The pundits of social exchange theory are of the thought that people register their result dependent on benefits and cost. This thought of individual as computers is incomprehensibly negated, as a great number of people and only one out of every odd human soundly contends their outcome for an exchange<sup>40</sup>.

Allies of social exchange theory accepted that benefits inside social exchange don't have a particular quantifiable price, implying that persevered social friendly examples are made by social exchanges<sup>41</sup>.

The nexus of social exchange theory and this review is that there is a connection between the purchaser and the provider with the thought process of remuneration. It is a significant instrument while investigating purchaser-provider relationship.

### **2.3 Empirical Review**

### 2.3.1. Strategic Procurement and Organizational Performance

The effect of strategic procurement on the performance of geothermal development corporation. A descriptive research design was utilized in this review. The analyst gathered both essential and optional information. Essential information was gathered utilizing survey covering the essential job of acquirement in hierarchical execution. Quantitative data was analyzed by using illustrative bits of knowledge and inferential assessment using Statistical Package for Social Science (SPSS) adaptation<sup>24</sup>. The disclosures shows that cost management on fundamental procurement basically affects acquisition execution,  $\beta_1=0.550$ ,  $p<0.001$ . Besides, providers' relations don't significantly affect acquisition execution,  $\beta_2=0.030$ ,  $p=0.656$ . These discoveries show that the different elements complete one another to support expanding the degree of acquirement execution in the company<sup>57</sup>.

Strategic procurement, supplier integration, and: The mediating role of procurement performance and manufacturing performance. The study revealed that strategic procurement influence directly to firms' manufacturing performance and speed to market of their products, and indirectly through procurement lead-time performance. Explanatory and cross-sectional research design was utilized for this review and the essential information were gathered through an organized poll from 279 center higher acquirement the board authorities to various enormous scope producing firms. Non-likelihood and purposive examining strategies was applied in this examination and target respondents were chosen utilizing proficient long range informal communication web "LinkedIn". The underlying condition model is applied to infer the examination results. The review results affirm the meaning of vital obtainment and provider joining in better assembling and speed-than market exhibitions. Besides, results uncovered that organizations' obtainment system and provider reconciliation are key determinants to lead-time and essentially influence the assembling execution. Likewise, results exhibit that obtainment

lead-time execution intercedes the connection between essential acquisition and speed-to-market<sup>40</sup>.

Interrelation between the level of strategic procurement and financial performance of manufacturing companies in Iran. A cross-sectional explanatory study was intended to distinguish Iranian assembling organization's procurement management practices and execution result. Discoveries of this review noticed a positive connection between essential acquirement and monetary execution in the organizations. As indicated by the review, the p-esteem ( $<0.01$ ) of the test in respect with the connection between essential obtainment (free factor) and monetary execution (subordinate variable) is lower than  $\alpha=0.05$  and furthermore the basic proportion ( $CR=6.87$ ) is higher than 1.96, the invalid speculation was dismissed and it was presumed that there is a huge connection between essential acquirement and monetary execution of assembling organizations ( $\alpha=0.05$ )<sup>56</sup>.

The role of strategic procurement practices on organizational performance in technical vocational education training institutions in Kenya: A case of Thika Technical Training Institute. The agitation of the study on this particular institution was that for many years the institution has been practicing traditional purchasing which led to purchases of high volume goods and services of low quality and incomplete projects. The research findings indicated that the records management practices had the highest percentage of 56% variation to the organizational performance compared to the other variables that were carried out in the study. From the research findings, it was recommended that TVETs institutions should implement records management practices to ensure increased organizational performance. This will enable policy makers or the managers and the procurement unit professionals to make sound, smart procurement and management decisions in order to achieve value for money as well as provide credible information to the various groups of people in the human resources of TVETs

institutions by enabling them to adopt the role of strategic procurement that can ensure customer satisfaction and for the benefit of the institution as a whole as it remains competitive in the market<sup>82</sup>.

Effect of procurement planning on suppliers performance in public institutions: A case of Moi University. Supplier performance has become a critical factor for the organization's success. In this regard, many firms and researchers have attempted to find out variables that affect either positively or negatively on suppliers performance. However, very few studies have been carried out on procurement procedures in developing countries like Kenya. Public procurement system in Kenya has been characterized by a weak legal framework and lack of professionalism among public procurement practitioners. The study adopted an explanatory research design. The target population was 119 suppliers in the list pre-qualified suppliers. The study adopted census for the suppliers to collect data; self administered questionnaires together with interviews schedules guides were used. Data was analyzed using descriptive statistics. The findings indicated planning enhances value for money, enhance quality, encourages proper utilization of resources, planning enables quick decision making and encourages innovations as it is a problem solving technique and saves time. Therefore, procurement planning enhances supplier's performance in service industry<sup>83</sup>.

Emerging issues of procurement management: A review and prospect. Increasingly, procurement management is becoming a strategic priority of firms for their sustainable competitive advantage in turbulent times. In today's dynamic market environment, procurement is positioned as a critical integrative business process and its focus has been extended from short term cost minimization to long term value creation and delivery. A major procurement literature and present a framework that suggests evolving patterns of strategic procurement practices of firms. This review articles published in major journals about procurement management shows that

procurement literature has evolved from specialized functional orientation to more integrative and strategic approaches. The review provides summaries of procurement literature in terms of its key dimensions and emerging patterns<sup>84</sup>.

Influence of strategic procurement practices on performance of parastatals in Kenya: A case of Kenya Airport Authority. The study determines the influence of strategic outsourcing on performance of parastatals in Kenya, to determine the influence of reverse logistics on performance of parastatals in Kenya. The study was built on the supply chain operations reference model, Stochastic Inventory theory, exchange relationship theory and competency theory. The dependent variables are inventory control, process auditing, inventory investment and warehouse management while the dependent variable is service delivery in the public sector. The study adopted a descriptive research design, with a population of 88 respondents at KAA. An open and close ended questionnaire was used to collect raw data from the respondents. The data was analyzed with SPSS. The study adopted regression analysis at 5% level of significance to determine the strength and direction of the relationship of the variables under study. The study established that 66.9% of the total variability in the performance of parastatals (KAA) could be explained by strategic outsourcing, inventory management, reverse logistics and knowledge management. However, inventory management did not contribute significantly to performance of parastatals in Kenya. Therefore, the study recommends that parastatals evaluate their strategic procurement practices (strategic outsourcing, inventory management, reverse logistics and knowledge management) so as to significantly improve their performance<sup>85</sup>.

Purchasing processes on performance in the public sector in Ghana. It was to see whether public sector buying measures help in accomplishing superior by buying capacity, the difficulties looked by open organizations concerning buying measures and the relationship that exists between buying cycles and execution at Kumasi Polytechnic and KomfoAnokye Teaching

Hospital. The specialists utilized various contextual investigations as the procedure in this exploration. The review acquired data from 45 respondents using surveys and meets. The specialists utilized the cross-sectional study technique. The examination approach was illustrative and logical review. The outcomes showed that, buying measures assume an indispensable part in the presentation of associations and that the two foundations depend or utilize the public acquirement methodology in the acquisition of materials. The review uncovered that obtainment measures are portrayed with bunches of challenges<sup>58</sup>.

The role of strategic procurement practices on the performance of Nyandarua County Government. Agency theory was used in this study. Descriptive survey research design was taken on and target populace incorporates 65 representatives, 30 working in the base camp, 20 dispersed across the sub-district workplaces in the region and 15 boss officers. Statistics technique was embraced and all workers were taken as respondents. The review utilized meetings and organized polls to gather information from the respondents. The information gathered was dissected utilizing SPSS. The review set up that purchaser providers' relationship had frail positive however huge relationship with the presentation of the district commitment of the public authority. The review uncovered that through trade of providers' data inside acquirement division, there is improved key asset the board which had a mean of 3.41 and a standard deviation of 0.805. Additionally, the review saw that there was appropriate commitment of the province providers by the area government. These discoveries concurred with the writing with different specialists that providers' relationship the board makes trust and responsibility that persuades providers to share their assembling, designing, transport mastery with the organization<sup>60</sup>.

### **2.3.2 Negotiation Management and Organizational Performance**

Impact of effective negotiation in realization of procurement goals in Redeemer's University. The examination was led using self-directed poll to get essential information. The review had an example size of 206. Purposive examining procedure was utilized to choose respondents that are associated with obtainment for the University for the review. Descriptive investigation and direct relapse examination were utilized in breaking down the got information. The discoveries uncovered that there is a positive connection between successful exchange and acknowledgment of acquirement objectives whose  $\beta_x$  is 0.802. The outcomes showed that compelling exchange is a solid acquisition system in Redeemer's University and has a huge effect in acknowledgment of obtainment objectives as it had a likelihood of 0.000 which is  $<$  customary likelihood of 0.05. Further examination could likewise be completed on effect of acquirement techniques in acknowledgment of hierarchical objectives in state funded college or a non-scholastic association. Other further examination could likewise be on similar investigations of acquirement techniques in private colleges in South west, Nigeria<sup>59</sup>.

Impact of negotiation and conflict management on the business. The review was detailed to help the directors to foster powerful arrangement abilities for compromise. It was meant to distinguish the significant reasons for clashes inside the business that could prompt higher authoritative execution. The review utilized blended technique and populace chose was representatives who are working in development organizations. The example size taken was 50 respondents and information gathered through poll. The discoveries from the review uncovered that there is a solid importance between the factors. That is, there is a solid connection between peace promotion, exchange and business execution. The discoveries of the review approve the aftereffects of the review directed by other explores. It has been shown that it is important for upgrading the exhibition of the firm to guarantee that clashes are settled and exchange are done constantly<sup>61</sup>.

The effect of negotiation on sales performance. Auxiliary information was utilized as a wellspring of information elicitation. Course readings, web and periodicals were fundamentally the instruments from where the data identifying with the review was explored from. Finding from the review showed that there was a connection between the autonomous variable (negotiation) and ward variable (sales performance). The review suggested that staff inspiration in type of execution accomplishment prize ought to be acquainted with urge others to buckle down. Likewise, there is need for both the merchant and purchaser to meet up in consent to accomplish deal in a way that helps each party<sup>71</sup>.

Supplier negotiation best practices and supplier relationships strategies in South Africa. A quantitative report was directed by means of 165 self-organized polls to 200 organizations (little, medium and huge) utilizing accommodation examining with a reaction pace of 82.5%. It was tracked down that all organizations respect exchange best practices and systems for guaranteeing long haul providers relationship. Notwithstanding, contrasts were noted as independent companies zeroed in additional on the exchange interaction while enormous organizations are more centered around making long haul provider relationship. Medium size organizations respect the arrangement best practices and making long haul provider connections as similarly significant. The review reasoned that South African organizations need to understand that it isn't sufficient to arrange sound provider arrangements however to go past it and make long haul provider relationship if wishing to be locally and universally competitive<sup>72</sup>.

The effect of negotiation on sales in an organization. Effective communication in business transaction is one of the tools that promote marketing activities. Communication comprises of various tools, one of which is negotiation meanwhile, people most often disregard the importance of negotiation due to its silence nature. This study evaluated the effect of negotiation on sales performance. Secondary data was employed as a source of data elicitation. Textbooks

and journals were basically the instruments from where the information relating to the study variables were reviewed from. Results indicated that there exists a relationship between the independent variable (negotiation) and dependent variable (sales management). Recommendations were; that negotiation should be taken as a guide in the preparation of sales task. The employers should always train their staff on how to imbibe the negotiation guidelines and processes. There is need to motivate staff for sales performance achievements<sup>86</sup>.

### **2.3.3 Competitive Bidding and Organizational Performance**

The influence of competitive bidding and performance of small and medium food processing enterprises in Kenya. The study used descriptive research design. Essential information was acquired by the utilization of organized polls. The information was coded and checked for mistakes and oversights. With the guide of SPSS v 23.0, scientist played out a different relapses examination on essential information to gauge the  $\beta$  upsides of components and t-test to decide the meaning of the coefficient at 95% certainty level. The review uncovered that on account of sales for merchandise and works acquirement, in the wake of affirming consistence with the specialized prerequisites, a correlation of the proposed cost is made, and after that is in fact affirmed and with the most reduced assessed bid value, the agreement is then granted. The review suggests that cutthroat assessment in little and medium food handling ventures of fruitful merchants ought to be oftentimes declined to offer a task in light of the fact that, in view of information on themselves, of the customer, these purchasers might develop sellers they don't mean to purchase from yet at the same time need to have bids<sup>79</sup>.

The effect of competitive tendering on supplier performance on Non-Governmental organizations in Kisumu town, Kenya. The number of inhabitants in the review comprised of 35 respondents, comprised of supervisors and workers of the five NGOs in Kisumu Town. The NGOs were Plan International, Impact Research, World Vision, CDC and FACES. The review

took on descriptive research design. An opinion poll approach was agreed to. Surveys were controlled to the respondents. Legitimacy and dependability of the mechanism were properly done. The discoveries uncovered that that serious offering is a strategy for sourcing labor and products in efficient works with acquisition of value merchandise and decreases cost. This likewise works on the nature of the labor and products provided to the associations. The NGOs are profiting from serious offering since it's with regards to responsibility and reasonableness to the offering system. It likewise presented the NGOs to getting to explicit labor and products which live up to their desires. The review suggested that the NGOs should institute measures to manage hazards related with cutthroat bidding<sup>80</sup>.

The influence of bidding strategy on project performance and company performance. Information was gathered from poll overview and meeting of 61 significant workers for hire in four significant urban areas in Indonesia. The review utilized Structural Equation Modeling Partial Least Square (SEM PLS) with SmartPLS 2.0 M3. SEM PLS examination found that offering system straightforwardly affected task execution however circuitous effect on organization execution, while project execution turns into an intervention variable of offering methodology and friends execution relationship. R.square 0.359663 showed 35.97% of venture execution clarified by offering system. While, organization execution clarified by offering system and venture execution 58.3%, demonstrated by R. square 0.58309. Moreover, offering procedure in a roundabout way affected organization execution, but project execution became intercession between offering technique and friends execution, it is considered amazing intervention that was shown by t-insights 1.394051 lower than t-table=2.0. it was shown by the review that all variables were the develop measurement of offering systems, project the executives and friends execution. Distinguishing a rundown of definitive variables is important

for assisting project workers with being more engaged into fostering their offering cycle; ultimately a superior execution will be achieved<sup>81</sup>.

#### **2.3.4 Supplier's Relationship Management and Organizational Performance**

The impact of suppliers' relationship management (SRM) on competitive performance in the manufacturing sector. The study utilizes survey strategy. The review measure SRM through five fundamental practices; provider quality improvement, entrust based relationship with providers, provider lead time decrease, provider coordinated effort in new item advancement and provider association/advancement. Serious execution was estimated through cost, quality, adaptability, conveyance and on time item dispatch. It utilized global information gathered in Japan, Korea, USA and Italy as a component of cycle 3 of High Performance Manufacturing (HPM) project, SPSS was utilized to examine the information, the outcomes show that two acts of SRM, provider organization/advancement and provider lead time decrease fundamentally and emphatically influence the serious presentation of the purchasing firms. The review suggests that assembling organizations ought to consider the significance SRM to achieve superior results<sup>73</sup>.

The impact of buyer supplier relationship improvement through supplier development practices and buyer supplier relationship practices. The review took on purposive testing procedure. 628 respondents was drawn nearer, out of which 536 respondents reacted. Thorough measurable strategies were utilized to get to and approve the develops. The review uncovered that solid connection among purchaser and provider emphatically influences providers' presentation, which is decidedly identified with authoritative execution. Likewise, there is an expanded requirement for purchasers and providers to deliberately team up to fabricate a more grounded and long haul relationship. Further examination can be done to dissect new factors where market of items is unstable and unexpected development is needed to draw in the customer<sup>74</sup>.

Supplier management and sustainable innovation in supply networks: an empirical study. The review endeavors to connect the holes in existing writing by exactly testing a calculated model based on study in Gauteng region of South Africa. The information was gathered from 75 people working in South assembling organizations. Information assortment was finished utilizing comfort testing and overview. The discoveries showed that hierarchical culture impacts authority abilities, provider advancement and provider relationship the executives. Likewise, market influences impact provider improvement drives. At long last, provider execution positively affects feasible development in provider organizations. The outcomes support the Dynamic Capability View (DCV) hypothesis and recommend that framing of coalitions and association with providers in the organization will prompt structure dynamic abilities in this dubious climate and key to maintainability in provider organization. Future concentrate perhaps led to investigate the directing job of social vulnerability of purchasers in manageable development in supply networks<sup>75</sup>.

### **2.3.5 Green Procurement and Organizational Performance**

The influence of green procurement practices in supply chain management and leadership on performance of Kenya Airways and Kenya pipeline. A basic survey of observational writing is led to distinguish primary topical ideas of the paper. The review utilizes work area survey procedure. In view of the exact investigations, green coordinations the board significantly affects firm execution. The investigation discovered that greening the provider, which included utilizing green crude materials, doesn't show a huge relationship with upper hand and henceforth firm execution. The review presumes that execution of green acquisition rehearses expands the store network execution. The exhibition is reflected through further developed client administrations, limited requesting costs and decreased stock. The experimental discoveries along these lines make a commitment to frameworks theory<sup>76</sup>.

The role of green procurement practices on organizational performance of Coca-cola, Kenya. The review utilized expressive exploration plan. A populace of 642 respondents comprising all degree of laborers in Coca-cola was utilized. The review set up that there existed a positive connection between turn around coordination's and hierarchical execution of Coca-cola Company. On provider appraisal, it was uncovered that there existed a solid positive connection between provider evaluation and organizational performance. Additionally, the respondent uncovered that the containers were reused in the organization. The best method to apply best practices in squander the board for most associations was through working with an industry chief in squander the executives. The concentrate additionally uncovered that variables affecting hierarchical execution incorporate staff inspiration, great workplace, preparing and improvements and the executives association adds to authoritative execution in the organization. The review recommended that further examination ought to be done on green production network the executives and monetary execution of administration industry in Kenya<sup>77</sup>.

Factors that determine the adoption of green procurement in the public institutions, specifically Pyrethrum and other Industrial Crops Directorate (P&OCD). The review analyzed the impact of natural consistence on green public obtainment reception. The designated populace comprised officials in P&OCD who were straightforwardly engaged with the acquisition work. Arbitrary bunch examining strategy was utilized to choose an agent test which yielded 92 individuals from staff from a populace of 119. Semi-organized survey was controlled. Information was broke down utilizing expressive measurements and relapse investigation utilizing SPSS. The connection between natural consistence and green acquirement was set up to be positive, solid and measurably critical. Subsequently the review surmised that consent to the natural prerequisites if at all the association concerned is quick to take on green acquisition. The review suggested that public foundations ought to take on maintainable green acquirement approaches.

Public elements ought to embrace endeavors to choosing green providers where conceivable to supply green labor and products to them in the future<sup>78</sup>.

Green procurement in an organization: A case study of Unilever Ghana Limited. The research aimed at establishing the effect of staff competence on green procurement on performance of Unilever Ghana Limited, to find out the effect of green procurement ICT infrastructure has on performance of Unilever Ghana Limited and to assess the role of supplier participation in green procurement on performance Unilever Ghana Limited. Descriptive research design was used and a stratified random sampling method to pick a sample of respondents who were provided with questionnaires. The target population comprised of over 60 employees from Unilever Ghana Limited. A sample of 20 respondents was selected. The quantitative data gathered was keyed and analyzed using SPSS to generate information which was being represented using tables, charts, frequencies and percentages. The findings indicated that, currently there is lack of structural and organizational change to support implementation of green procurement, poor legal and regulatory framework. Moreover, the cost of green procurement is relatively high and the resources required to implement green procurement are limited in manufacturing sector. The study recommended that, the organization and other stakeholders should ensure that there structural and organizational change to support; implementation of green procurement, improvement of legal and regulatory framework on environment, reduction of cost associated with green procurement and allocation of resources necessary for effective implementation of green procurement<sup>87</sup>.

Factors influencing green purchasing adoption for small and medium enterprises (SMEs) in Malaysia. Acute awareness of environmental problems following continuous environmental deterioration drives growing SMEs to adopt green purchasing practices. SMEs are recognized as the main source of environmental risk and bottlenecks in adopting green purchasing practices.

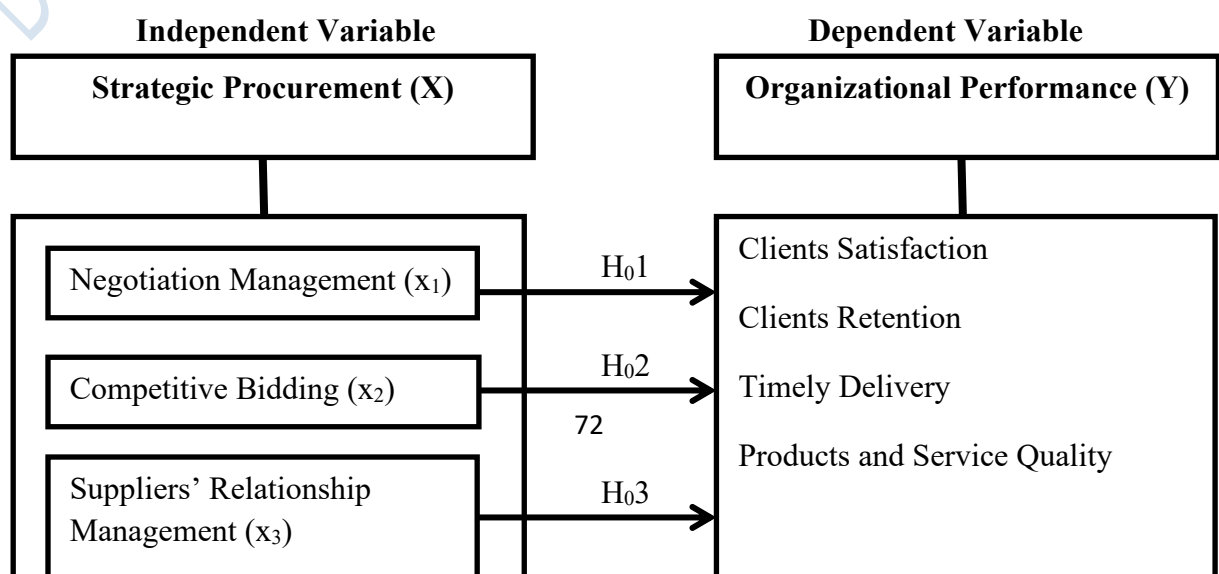
This is mainly due to SMEs are lack of information and resources or expertise to deal with the environmental issues. Therefore, this study aimed to investigate the factors influencing green purchasing adoption for EMS ISO 14001 SMEs in Malaysia. A cross sectional approach using survey was conducted among all the EMS 14001 certified SMEs listed under the Federation of Maaysian Manufacturers (FMM) 2012 directory. The research model comprises of green purchasing adoption as a dependent variable while government regulations, customer pressures, top management support, supplier relationship and perceived benefits as independent variables and corporate social responsibility as moderating variable. Results shows that only government regulations, customer pressures and perceived benefits were found to be positively and significantly influencing green purchasing adoption for SMEs in Malaysia. Limitations and suggestions for future research were discussed.

## 2.4 Conceptual and Model Specification

Conceptual outline is the investigators comprehension of factors in the review associate with one another. In this way it recognizes the factors needed in the exploration examination and it is shown diagrammatically<sup>44</sup>. It is the investigators map in seeking after the study.

### 2.4.1 Conceptual Model

Below is the conceptual outline for this study.



## **Figure 2.1: Conceptual Model**

*Source: Researcher 2021*

The outline from figure 2.1 portrays the association between the variables of study. Strategic procurement mechanism serves as the independent variable while organizational performance is the dependent variable. In support of the rationale of this review, strategic procurement changeable include; negotiation management, competitive bidding, suppliers' relationship management and green procurement. These autonomous changeable were examined in connection to organizational performance as the reliant changeable with indicators such as customer satisfaction, customer retention, timely delivery, products and service quality, company and brand reputation.

### **2.4.2 Model Specification**

The several regression models are presented to scientifically define the relationship between independent and dependent variable.

$$Y = f(X)$$

Where:

Y= Organizational Performance (Dependent Variable)

X= Strategic Procurement (Independent Variable)

X= (x<sub>1</sub> , x<sub>2</sub> , x<sub>3</sub> , x<sub>4</sub>)

x<sub>1</sub>= Negotiation Management

x<sub>2</sub>=Competitive Bidding

x<sub>3</sub>= Suppliers' Relationship Management

x<sub>4</sub>= Green Procurement

∴ Y = f(x<sub>1</sub> , x<sub>2</sub> , x<sub>3</sub> , x<sub>4</sub>)

The equations can be changed into econometric model as follows:

Y = α<sub>0</sub> + β<sub>1</sub> x<sub>1</sub> + μ ..... (1)

Y = α<sub>0</sub> + β<sub>2</sub> x<sub>2</sub> + μ ..... (2)

Y = α<sub>0</sub> + β<sub>3</sub> x<sub>3</sub> + μ ..... (3)

Y = α<sub>0</sub> + β<sub>4</sub> x<sub>4</sub> + μ ..... (4)

∴ Y = α<sub>0</sub> + β<sub>1</sub> x<sub>1</sub> + β<sub>2</sub> x<sub>2</sub> + β<sub>3</sub> x<sub>3</sub> + β<sub>4</sub> x<sub>4</sub> + μ

Where:

α<sub>0</sub> = Constant

β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, β<sub>4</sub> = Parameters or the coefficients

μ = Stochastic error term

**A priori Expectation**

Negotiation management, Spend Management, Suppliers' Relationship Management and Green Procurement are anticipated to have constructive impact on Organizational performance ( $\beta_1 > 0$ ,  $\beta_2 > 0$ ,  $\beta_3 > 0$  and  $\beta_4 > 0$ )

## 2.5 Summary of Gaps in the Literature Reviewed

Strategic procurement, supplier integration, and speed-to-market: The mediating role of procurement lead-time performance and manufacturing performance. This study aims to examine how strategic procurement and supplier integration influence directly the firms' manufacturing performance and speed to market of their products, and indirectly through procurement lead-time performance. The review confirms the significance of strategic procurement and supplier integration in superior manufacturing and speed-to-market performances. Furthermore, firm's procurement strategy and supplier integration are key determinants of lead-time and significantly affect the manufacturing performance. A future report can be made by utilizing some other intervening factors like client incorporation, TQM, JIT buy and data sharing.

Strategic procurement and financial performance of Iranian manufacturing companies. The review uncovers a positive connection between essential procurement and monetary performance of the organization. For developing strategic procurement, firms should therefore improve the skills in their purchasing professional, tally the strategic procurement with overall business strategy with long-term plans, select the potential and key suppliers and create a good relationship with them. These factors could affect a firm's financial performance and increase profit.

Role of strategic procurement practices on procurement performance in state corporations in Kenya. The purpose of this paper was to investigate the effect of strategic procurement on the performance of geothermal development corporation. The researcher collected both primary and secondary data during the study. Primary data was collected using a questionnaire covering the

strategic role of procurement in organizational performance. Quantitative data was analysed by employing descriptive statistics package for social science (SPSS) version 24. The findings have shown that cost management on strategic procurement has a positive and significant effect on procurement performance,  $\beta_1 = 0.550$ ,  $p < 0.000$ . Furthermore, supplier relations do not have a significant effect on procurement performance,  $\beta_2 = 0.030$ ,  $p = 0.656$  despite having a positive effect. Further focus on cost management strategies such as purchasing at a more centralized divisional level, cost analysis prior to approving purchases, contract reviews, supply chain mapping and adequate human resource can go a long way in further improving procurement practices in the company. There is the specific focus that needs to be placed on cost reduction and how the competency of the suppliers can be further improved through training and resource provision that is critical to ensuring effective and efficient procurement processes. Although the company implements various strategies in enhancing supplier relations, there is more to be done especially by drawing in more discussions and ideas that can further enhance and complement what the company is currently doing in terms of supplier relations. This would lead to a more productive and mutually beneficial relationship.

Role of strategic procurement practices on organizational performance in Technical Vocational Education Training institutions in Kenya: A case of Thika Technical Training institute. The agitation of the study on this particular institution was that for many years the institution has been practicing traditional purchasing which has led to purchases of high volume of goods and services of low quality and incomplete projects. This study is significance since its main purpose is to fill the research gap in the empirical literature as it relates to the role of strategic procurement practices on organizational performance in TVET institutions in Kenya. The research findings indicated that the records management practices had the highest percentage of 56.6% variation to the organizational performance compared to the other variables that were

carried out in the study. From the research findings, it was recommended TVET's institutions should implement records management practices to ensure increased organizational performance as records management practices indicated the highest percentage variation on the organizational performance. This will enable the policy makers or the managers and the procurement unit professionals to make sound, smart procurement and management decisions in order to achieve value for money as well as provide credible information to the various groups of people in the human resource of TVET's institutions by enabling them to adopt the role of strategic procurement practices on organizational performance that can ensure customer satisfaction and for the benefit of the institution as a whole as it remains competitive in the market.

Effect of strategic procurement practices on performance of microfinance banks in Kenya. There is an existing gap on the relationship between procurement strategy and microfinance performance in Kenya. Using descriptive research design, the study seeks to examine the relationship between procurement strategy and microfinance bank and performance in Kenya. The result of the study revealed that there was a positive and significant relationship between employee training, outsourcing, supplier relationship management and use of information technology on microfinance banks performance. There is need to develop customized employee training, for each microfinance bank, integration of procurement process through use of IT and continued evaluation of supplier relationship to ensure there is symbiotic relationship between supplier relationship and microfinance banks in Kenya.

Influence of strategic e-procurement practice on performance of Devolved systems of government in Kenya. The purpose of this study was to establish the influence of strategic e-procurement practice on performance of Devolved systems of government in Kenya. The study adopted cross-sectional survey design using both quantitative and qualitative approaches. The study findings revealed that strategic e-procurement practice explained 49.6% of the total

variations in performance of devolved systems of government in Kenya. Further, results indicate that the overall model was statistically significant as supported by a p value of 0.000. This was supported by an F statistic of ( $F=155.245$ ,  $p<0.05$ ) and the reported p value (0.000) which was less than the conventional probability of 0.05 significant level. This indicates that a unit increase in the strategic e-procurement would result in 70.4% increase in the performance of Devolved systems of government in Kenya; this implied that there is a strong positive relationship between strategic e-procurement and performance of Devolved systems of government in Kenya.

Influence of strategic procurement policies on supply chain performance of county governments in Kenya: a case of Nairobi County. The discoveries of the evaluated written works showed that, monetary and non-monetary measures are similarly significant in demonstrating the presentation of the acquisition work. The study concluded that, strict adherence to procurement policies results into improved performance. The study recommended that in order to boost the performance of supply chains of county government in Kenya, there is need to invest in various strategies. Future exploration on other government agencies on a similar report ought to be repeated.

Influence of strategic management practices on sustainable growth of private hospitals in Kenya. The study examine the influence of strategic planning practice, strategic procurement practice, the strategic capability management practice and strategic human resource management practice on sustainable growth of private hospitals in Kenya. The findings of the study showed that strategic planning practice, strategic capability management and strategic human resource management had a statistically significant positive influence on sustainable growth of private hospitals in Kenya. However, strategic procurement practice was not statistically significant in influencing sustainable growth of private hospitals even though their influence was positive. Future studies could also shift the emphasis to strategic management practices to derive more

precise evidence regarding the influence of management practice on other areas related to hospital performance. Further research is, therefore, recommended on the influence of other unexplored strategic management practices that have been addressed in this study. Such clarification would provide additional valuable guidance to strategic management practitioners and the hospital managers as well.

Cost of e-procurement system and performance of Nairobi County: a case of City Hall. The main aim of adopting e-procurement system is to improve efficiency and effectiveness of the process in the context of cost and time. While Kenya's private sector has been more receptive in adopting e-procurement, the public sector has had quite the challenge in doing the same. This study examined how the independent variable (cost) affects procurement performance in Nairobi County, Kenya. The study found basis on the Technology Acceptance Model (TAM), the Accelerator Theory Investment, the Systems Theory and the McGregor's XY theory. A descriptive research design was adopted with the target population being a census of the 240 professionals working in Nairobi County. The choice of the descriptive research design is based on its ability to conduct empirical review on available studies while venturing into new perspectives of the problem. Based on the findings of the study, cost has the most significant impact on the adoption, implementation, and performance of e-procurement. Technology being a fast-paced industry implying that regular maintenance activities, including updates, are required to ensure that all systems as well as physical infrastructure is up to date. Training costs are vital in sustaining the ease of use, improved usefulness, and better user attitude. The study recommends that the County should increase its budgetary allocation towards improving the performance of the e-procurement process. Also, procurement system should be compatible with other systems for better collaboration and consistency.

A literature review of sustainable supplier evaluation with data envelopment analysis. This paper summarizes findings about papers involving supplier selection and evaluation using Data Envelopment Analysis (DEA) published between 2009 and 2018. It reviews how DEA, one of the most frequently used methods, supports the supplier selection and evaluation process and related management decisions. Its novelty stems from the fact that such a type of review has only been carried out in a much broader context, thus the present approach can reveal potentially new opportunities for development and application. The paper uses descriptive and multivariate statistics to cluster the reviewed papers. Although a large number of papers were published in the period under examination, most of them still focus on supplier selection. However, a limited number of papers were identified which are more practice oriented and support strategic decision making in supplier management. Papers considering sustainability tend to focus only on green factors, but in most cases it means an additional criterion in the evaluation. Sustainability problems do not generate substantially new DEA model versions.

Effects of strategic procurement on competitiveness of commercial banks operating in Kenya. A study of Standard Chartered Bank Limited, Kenya. Material price volatility, pressure on profits, increasing risk profiles in global markets, a depressing need to innovate and become more sustainable. These are causing executive management to take another look at the contributions procurement departments are making and not just to cost savings. Generating cash by reducing costs may always be the main duty. But the other contributions procurement can make are substantial, from product and service innovations to enhanced productivity to shortened delivery times. The study established that strategic procurement indeed influences competitiveness of commercial banks operating in Kenya. Strategic procurement was viewed as non-strategic level amongst commercial banks operating in Kenya. Strategic sourcing has not been embraced in sourcing materials and services; supply chain management is regarded as a strategic senior level

position. E-procurement is not well utilized in cost cutting and reduction of turnaround time with employees lacking adequate knowledge regarding e-procurement and its operations. However, the firm doesn't believe in supplier development and partnership.

Assessing the implementation of sustainable public procurement using quantitative text-analysis tools: a large-scale analysis of Belgian public procurement notices. Public organizations are using sustainable public procurement (SPP) as a policy tool to address societal and environmental issues. Having a policy on SPP however does not guarantee implementation. Several barriers have for example been identified that prevent public procurers from implementing SPP in their procurement projects, such as financial constraints, lack of knowledge or motivation. The question therefore arises how much SPP public organizations actually implement in their procurement projects. Also, the general execution of SPP seems, by all accounts, to be on the diminishing as all classifications of SPP are carried out less incessant after sometime.

Implementing sustainable purchasing and supply management (SPSM): a Delphi study on competences needed by purchasing and supply management (PSM) professionals. The results of this research showed that SPSM competence have a versatile character and therefore can be also relevant for a range of other PSM issues and topics. Based on the findings of a systematic literature review (SLR), it addresses the research gap in this area with the aim to foster the integration of sustainability in PSM in higher education and in professional training approaches for PSM professionals.

Price, time and intellectual efficiency of procurement: uncovering the related factors in Chinese public authorities. This investigation discovered that there is no critical contrast between centralized procurement and decentralized procurement in terms of price efficiency. High efficiency is one of the important goals of public procurement (PP), however, research on PP

efficiency in the context of developing countries. With a focus on the purchasing phase, this study measures three aspects of procurement efficiency of public authorities: price, time and intellectual efficiency.

Researching the future of purchasing and supply management: the purpose and potential of scenarios. Discovering uncovered that situation arranging is explicitly intended to urge supporters of be innovative, and to empower a comprehensive perspective on complex settings. Future research on critical assumptions and identify important blind spots. This deeper understanding of dangers would then have assisted shape with promoting exploration, schooling and preparing the executives cycles and strategy arranging.

The role of supply management innovativeness and supplier orientation in firms' sustainability performance. Questions about the influencing factors and measurement of firms' sustainability performance have attracted growing research interest, as the requirements for sustainability have steadily increased. This study examines whether supply management innovativeness and supplier orientation make positive impacts on firms' overall sustainability performance. An empirical study based on a survey targeting large and medium sized manufacturing companies in Finland shows that innovativeness in supply management considerably influences a firms sustainability performance.

Evaluating critical factors for the implementation of e-procurement in Ghana. E-procurement implementation in other parts of the world has brought benefits such as efficiency, cost reduction, reduced procurement process, minimized corruption, enhanced compliance and standardization of procurement. Though the public procurement authority has made many strides in the adoption of e-procurement in the Ghanaian public sector, the pace for the implementation and adoption is still very slow. Thus, the aim of this study is to evaluate the critical factors for the implementation of e-procurement in Ghana. With the knowledge of these critical factors for e-

procurement implementation, the results revealed that availability of internet, power stability, capacity enhancement of procurement officers, availability of infrastructure were important critical factors when it comes to implementation of e-procurement while the mandatory use of e-procurement, technical interoperability, budgetary control among others were of less importance. This study therefore evaluates the critical factors for e-procurement implementation in public sectors. The implication is that the finding offers useful factors that will guide the stakeholders and policy makers in e-procurement implementation. It provides practitioners with better understanding of e-procurement environment.

Green supply management in the public and private sector in Hungary. This paper compares the green purchasing practices of the private sector with those of public procurement with the aim of identifying the causes of differences. Private sector purchasing in western economies is often seen as a benchmark for public procurement in terms of efficiency, management processes and the management of spending. Results indicate that supplier management is more important for private organizations, while public entities focus on the procurement processes and the administrative requirements of national regulations.

Empirical classification and effect of procurement process on organizational performance outcomes. For many years, purchasing and procurement became a major concern for researchers and decision makers worldwide. In Lebanon, the purchasing functions have become recently a major concern for different organizations and industries. Findings supported the two hypotheses and showed statistically a significant relation between the two variables studied. As a conclusion, this research assessed, analyzed and presented the importance of purchasing clusters and its positive influence on organizational performance in the Lebanese organizations. The findings will be very useful for decision makers, engineers, researchers and practitioners seeking to

improve the performance and standing of the purchasing function through the identification of the different characteristics and potential limitations faced at each phase.

Compliance with transparency provisions in the Public Procurement Act, 2003 (Act 663). The study examines the extent to which the Colleges of Education (COEs) in Ghana comply with one of the key provisions; transparency in the Public Procurement Act 663 of Ghana. Findings revealed that the average percentage level of compliance with the transparency provisions in Act 663 among the COEs is 77.4%, indicating that the COEs complied with the transparency provisions in the Act 663. Findings from the study should encourage people in managerial positions in all sectors where procurement is carried out within Ghana to ensure that they comply with the transparency provisions in the act to help fight the menace of corruption.

Empirical investigation of data analytics capability and organizational flexibility as complements to supply chain resilience. It was uncovered that data analytics capability as a means to improve information-processing capacity and supply chain resilience as a means to reduce a ripple effect in supply chain or quickly recover after disruptions in the supply chain. The findings of the study offer a unique contribution to information systems (IS) and operations management (OM) literature. The findings further provide numerous directions to the supply chain managers.

The influence of the competitive landscape on cross-functional interactions between procurement and engineering. This study assesses the extent to which a firms' external environment shapes the cross-functional between procurement and engineering, utilizing an embedded multiple-case study methodology. It was discovered that high environmental ambiguity discourages procurement-engineering mutual understanding. High environmental uncertainty with moderate ambiguity, on the other hand, appears to foster both mutual understanding and inter-functional collaboration. Overall, procurement personnel are more optimistic than engineering personnel.

A framework to overcome sustainable supply chain challenges through solution measures of industry 4.0 and circular economy: an automotive case. Adoption of sustainability has become extremely essential aspect over the last decade for the industries to sustain in the global market. However, the adoption of sustainability in supply chain is more concern for the manufacturing organizations. Constantly, changing market has insisted these organizations to revisit their supply chain activities in order to penetrate sustainability effectively through various practices such as lean, green, circular and industry 4.0. But the lack of verified sustainable supply chain management (SSCM) frameworks has become a concern for the practitioners, similarly, solutions required to overcome the SSCM adoption issues also need to be updated accordingly to changing business environments. The case findings reveal that managerial and organizational challenges and economic challenges emerge as most critical to SSCM adoption.

The impact of logistics on financial performance of an organization. A case study of Pakistan State Oil (PSO). The study focuses on the PSO logistics operation and financial performance of the company. It has been concluded in the study that there is a relationship between logistics and financial performance of PSO. Operations of the oil and gas industry are affected due to the globalization market, and management must design a contingency plan. The logistics department of PSO must have alternative strategies because it gets affected by the internal and external environment. PSO logistics mainly gets affected when the demand for the good increases significantly. However, other factors that impact PSO logistics operations are changes in law, capacity, supply, policies and technology. The organization is working on logistics operation as they are linked with financial performance. Moreover, it has been observed that financial goals are set by leaders to grab new opportunities for business effectively. When a company has a good financial standing, it can survive from a critical situation and able to sustain business operations effectively.

Impact of logistics management on customer satisfaction. A case study of retail stores of Islamabad and Raivalpindi. The factors of logistics in the study were inventory, lead time, transportation and logistics. The findings of the research demonstrate that factors of logistics which are inventory, lead time, transportation and logistics do not affect customer satisfaction. Moreover, logistics has shown a positive relationship with customer satisfaction of the retail stores.

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## Chapter Three

### Methodology

This part depicted the philosophy adopted in the way the study was conducted. The part is coordinated under the accompanying sub-headings: Research Design, Population of the Study, Sample and Sampling Techniques, Instrument for Data Collection, Pilot Study, Validation of Research Instrument, Reliability of the Instrument, Administration of the Instrument, Methods of Data Collection and Methods of Data Analysis.

### **3.1 Research Design**

Research design is an arrangement for a review that is utilized in gathering and examining a bunch of data<sup>1</sup>. The review embraced a descriptive and survey design. The reason for taking on the plan was to gather definite and authentic data to clarify the regular event of wonder just as clarify the connections between the dependent and independent factors of study. The expressive and survey design was chosen on the grounds that it is prudent in terms of time and a less expensive technique for studying the organization<sup>2</sup>.

### **3.2 Population of the Study**

The number of inhabitants in the review includes the chosen representatives of University College Hospital, which has a populace size of one hundred and fifty-eight (158). The workers are circulated in four (4) functional entities. They are: Procurement, Stores, Payment Units (Account) and the different End Users units. This intended populace was selected purposively, in light of units that have information on the review section. The table beneath shows the dissemination of the intended populace in various divisions.

**Table 3.1 Population of the Study**

S/N	Department	Target population	Percentage %
1	Procurement	32	20.25
2	Stores	53	33.54
3	Payment Unit (Account)	20	12.66
4	End Users	53	33.54
	<b>Total</b>	<b>158</b>	<b>100</b>

Source: Researcher, 2021

### 3.3 Sampling Technique and Sample Size

Stratified random sampling technique was adopted for the study. A technique of sampling that entails the distribution of a populace into minor sub-groups identified as strata<sup>3</sup>. For this study, the strata are; procurement, stores, payment unit (Account) and end users department respectively.

#### Sample Size

Due to the size of the population, census method was adopted. That is, total enumeration of 158 employees who are professionals in the four entities aside cleaners, securities, clerks was employed.

### 3.4 Instrument for Data Collection

The investigator utilized questionnaire as the study instrument for this study. The poll was utilized to gather information from the respondents. The poll comprised of 20 inquiries and well structured 5 point Likert rating scale. Segment A managed demographic information of respondents, while segment B managed the core research questions. The inquiries were utilized

to get reactions on the situation with key obtainment and hierarchical execution from the workers in the various offices which were chosen for the review.

### **3.5 Validity of Research Instrument**

Validity alludes to the capacity of the instruments to draw out the required information<sup>4</sup>. The investigator guaranteed the legitimacy of the research instrument by making the draft duplicate of the questionnaire to the aptitude investigation of Supervisor and other Senior Lecturers in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan. The investigator got tremendous contributions from the previously mentioned officials and the questionnaire was practically corrected and rephrased. A pilot review was done to evaluate the importance and legitimate comprehension of the research questions. The analyst by chance picks 10% of the chosen representatives among the four units at University College Hospital (UCH) to check whether the survey estimates what it is planned to estimate. To end with, the pilot study showed that strategic procurement has critical relationship on organizational performance in UCH.

### **3.6 Reliability of the Research Instrument**

To set up the dependability of the examination instrument, the analyst utilized Cronbach's Alpha modulus operandi which estimates the inner consistency of a bunch of scale or test things. The value of the alpha coefficient goes from 0-1. A higher worth shows a more dependable created scale. 0.7 showed to be a satisfactory dependability coefficient<sup>5</sup>. The Alpha test was run utilizing SPSS programming which gave 0.8301, suggesting that the instrument was dependable and consistent.

**Table 3.2: Scale Reliability of Co-efficient**

S/n	Constructs	Alpha Value	Number of items	Comment
i.	Negotiation Management	0.8132	4	Reliable
ii.	Competitive Bidding	0.7513	4	Reliable
iii.	Suppliers' Relationship Management	0.7177	4	Reliable
iv.	Green Procurement	0.7247	4	Reliable
	Total	0.8301	16	Reliable

Source: Researcher, 2021

### 3.7 Administration of Instrument(s)

After the survey of the last poll, printed versions of the surveys were regulated to the respondents during the respondents working hours. The review embraced a drop and pick methodology to gather the information. This implied that the surveys were disseminated to the respondents for filling and later picked following two days. The administrations of a qualified research supporter were utilized in the compilation of 158 duplicates of questionnaire. The investigator utilized essential information collection technique for organized opinion poll. The support for the utilization of essential type of information was that, it empowered the specialist to accumulate direct data from the respondents. Additionally, because of the idea of the review (study), sourcing for essential information remained inevitable<sup>6</sup>.

### **3.8 Methods of Data Collection**

Data are collected through primary and secondary sources for this study. Primary data are data that was collected from first-hand experience. It has not been published yet and it is more reliable, authentic and objective. Its validity is greater than secondary data. Primary sources of data used for this study is survey with emphasis on questionnaire. Secondary data is often readily available. Secondary data used for this study are books, journals or periodicals, unpublished personal records, government records etc.

### **3.9 Methods of Data Analysis**

Information gathered through organized survey were broke down through Statistical Package for the Social Science (SPSS). In particular, insightful instruments utilized incorporate descriptive and inferential measurements. The descriptive measurements like frequency dispersion, mean, standard deviation, charts, and tables were utilized to break down section A of the poll while inferential statistics that is, correlation and linear regression analysis was utilized to dissect segment B. Preceding conducting linear regression, pre-imperative test like tests for normality, heteroscedasticity, multicollinearity and linearity was completed with the utilization of Statistical Package for Social Sciences (SPSS) which gave figures which were deciphered.

## Endnotes

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## Chapter Four

### Results and Discussion of Findings

This section presents the examination of information gathered and the conversation of the discoveries. The data gathered from duplicates of the survey were examined and processed with the utilization of measurable programming called Statistical Package for Social Sciences (SPSS). Data collection came from University College Hospital (UCH) to investigate the effect of strategic procurement on organizational performance.

#### 4.1 Data Presentation

The researcher circulated a total number of one hundred and fifty-eight (158) copies of questionnaire to the staff of University College Hospital (UCH), Ibadan while one hundred and thirty-six (136) copies were duly completed, returned and considered usable, which represents 86% response rate while twenty-two (22) copies was not properly filled and unrecovered which represents (14%) is non-response rate. A response rate greater than 60% is considered satisfactory and excellent for analysis<sup>1</sup>. The absence of reaction for a portion of the surveys was because of the nonchalant attitude and absence of extra time in the bustling conditions the respondents work in. The organization and reaction rate for the survey is shown in Table 4.1.

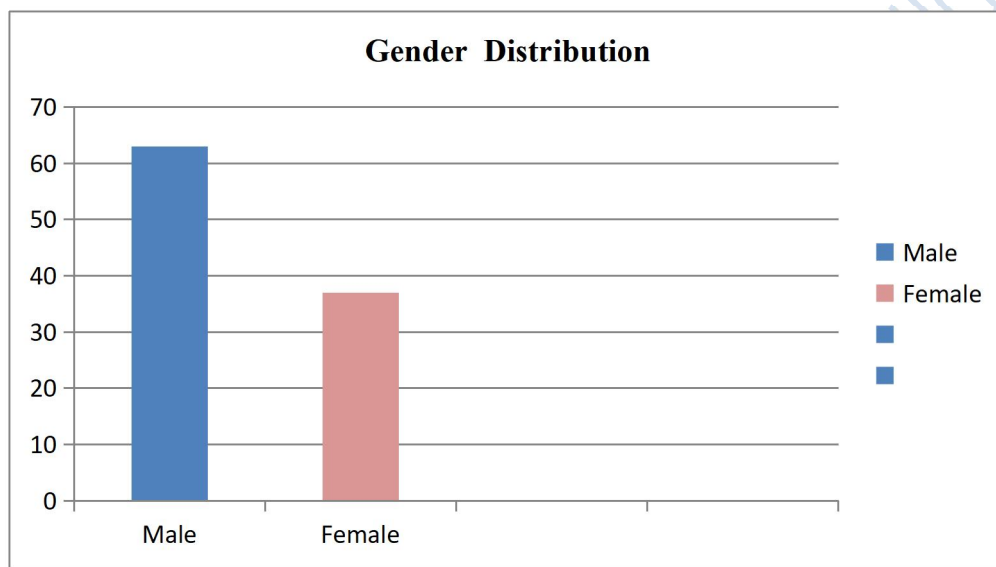
**Table 4.1: Questionnaire Administration and Response Rate**

Questionnaire	Frequency	Percentage (%)
Response (Fully Filled and Returned)	136	86
Non-Response (Unrecovered)	22	14
<b>Total Administered</b>	<b>158</b>	<b>100</b>

Source: Field Survey, 2021

#### 4.1.1 Demographic Data of Respondents

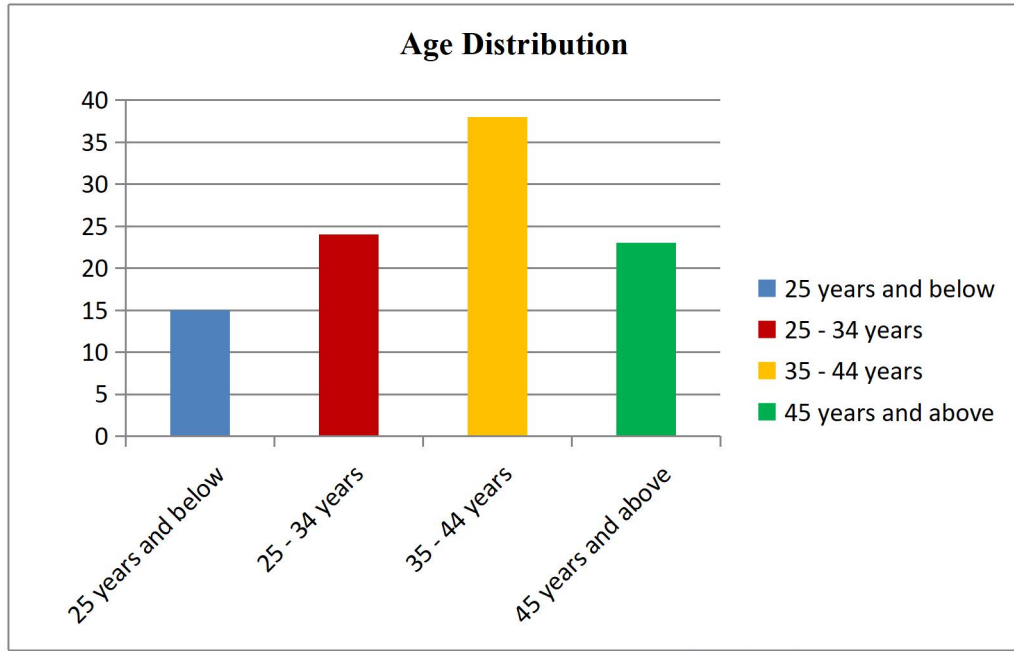
The study established segment qualities of the respondents in terms of sex, age, long periods of work insight and schooling level of the respondents. Segment qualities were considered significant in giving the pertinent foundation of the respondents from whom information was collected.



**Fig. 4.1: Gender Distribution of Respondents**

Source: Field Survey, 2021

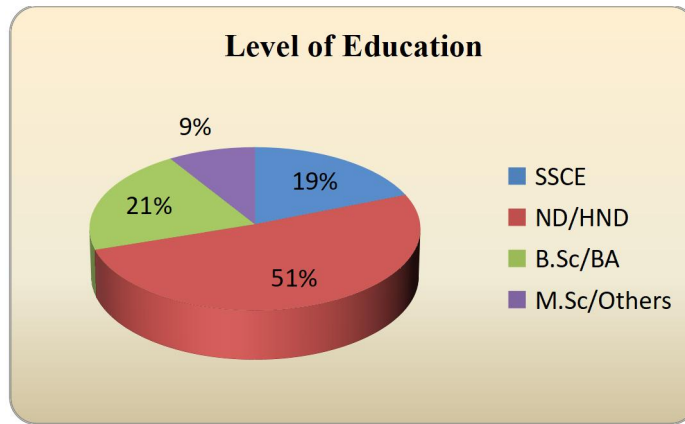
Chart 1 shows that 86 of the respondents which represent (63%) were male while 50 of the respondents which represent (37%) were female. This result showed that greater part of respondents working in University College Hospital (UCH), Ibadan was male.



**Fig. 4.2: Age Distribution of Respondents**

**Source: Field Survey, 2021**

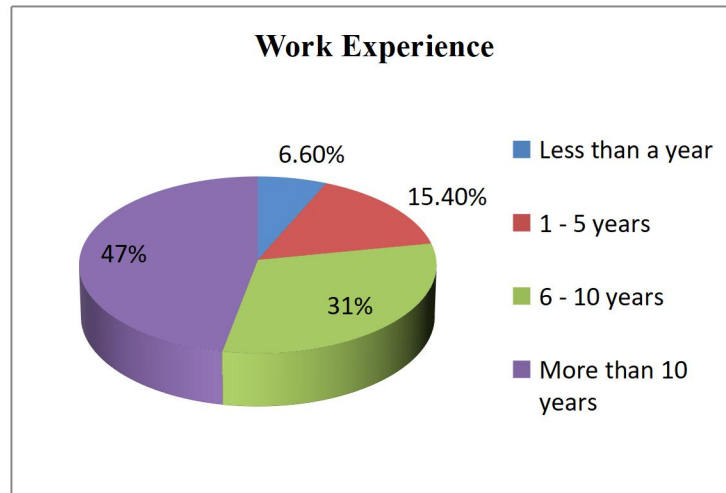
Chart 2 reveals that 20 of the respondents which represent (15%) were 25 years and below, 33 of the respondents which represent (24%) were within the age bracket 25 – 34 years, 52 of the respondents which represent (38%) were within 35 – 44 years while 31 of the respondents which represent (23%) were 45 years and above. This result indicated that large numbers of the respondents in the organization are within the age bracket 35 – 44 years.



**Fig. 4.3: Level of Education of Respondents**

**Source: Field Survey, 2021**

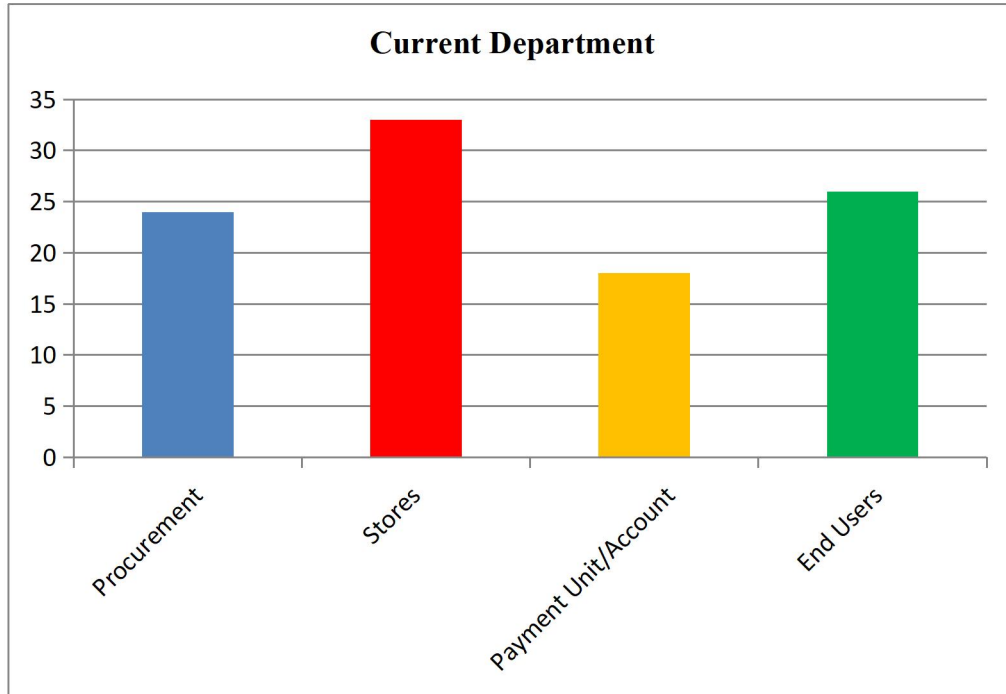
Chart 3 indicates that 26 of the respondents which represents (19%) were SSCE level, 69 of the respondents which represents (51%) were ND/HND level, 29 of the respondents which represents (21%) were B.Sc/BA Level and 12 of the respondents which represents (9%) were post graduate level. The result here revealed that most of the respondents in the organization are in ND/HND level of education.



**Fig. 4.4: Distribution of Respondents by Work experience**

**Source: Field Survey, 2021**

Chart 4 shows that 9 of the respondents which represents (6.6%) has been working in University College Hospital (UCH), Ibadan for less than 1 year, 21 of the respondents which represents (15.4%) has been working in UCH, Ibadan between 1 -5 years, 42 of the respondents which represents (31%) has been working in UCH, Ibadan between 6 – 10 years while 64 of the respondents which represents (47%) has been working in UCH, Ibadan for more than 10 years. The outcome revealed that large number of respondents has been working in UCH, Ibadan for more than 10 years.



**Fig. 4.5: Current Department of Respondents**

**Source: Field Survey, 2021**

Chart 5 shows that 24 of the respondents which represents (24%) are in procurement department, 32 of the respondents which represents (33%) are in stores department, 18 of the respondents which represents (18%) are in payment unit/account department while 26 of the respondents which represents (26%) are in various end users department. The result here revealed that majority of respondents is in stores procurement department followed by the various end users department.

#### 4.1.2 Data Analysis and Interpretation

**Table 4.2: Mean and Standard Deviation on Perception of Respondents on Organizational Performance Based on Strategic Procurement**

S/N	Questions		Mean	Std	Decision
1.	Strategic procurement leads to performance improvement and competitive advantage.	136	4.27	0.96	Strongly Agreed
2.	Strategic procurement improves overall output and reduces risks of poor performance.	136	4.34	0.92	Strongly Agreed
3.	Strategic procurement enhances increased compliance in regulatory, contractual and corporate terms.	136	4.23	0.98	Strongly Agreed
4.	Strategic procurement aids inventory control and prompt delivery of goods	136	4.22	0.99	Strongly Agreed
	<b>Grand Mean</b>		4.27	0.96	Strongly Agreed

Source: Field Survey, 2021

**Legend: 1.00-1.80 (Strongly Disagreed), 1.81 – 2.60 (Disagreed), 2.61 – 3.40 (Neutral), 3.41 – 4.20 (Agreed), 4.21 – 5.00 (Strongly Agreed)**

Table 4.2. showed that: Strategic procurement leads to performance improvement and competitive advantage; it improves the overall output and reduces risks of poor performance; it enhance increased compliance in regulatory, contractual and corporate terms; it aids inventory control and prompt delivery of goods based on the fact that the obtained mean score for each statement is greater than cut off mean 3.0.

**Table 4.3: Perception of Respondents on Negotiation Management**

S/N	Questions		Mean	Std	Decision
1.	Powerful negotiation has an effect in acknowledgment of hierarchical objectives	136	4.24	0.94	Strongly Agreed
2.	Pre-information on providers cost, installment terms and conveyance time makes negotiation more successful	136	4.18	1.03	Agreed
3.	All workers know about negotiation procedures	136	4.25	0.93	Strongly Agreed
4.	Negotiation works better when spotlight is on agreement as opposed to contrasts	136	4.23	0.94	Strongly Agreed
	<b>Grand Mean</b>		4.23	0.96	Strongly Agreed

Source: Field Survey, 2021

Legend: 1.00-1.80 (Strongly Disagreed), 1.81 – 2.60 (Disagreed), 2.61 – 3.40 (Neutral), 3.41 – 4.20 (Agreed), 4.21 – 5.00 (Strongly Agreed)

Table 4.3. revealed that: Powerful negotiation has an effect in acknowledgment of hierarchical objectives; Pre-information on providers cost, installment terms and conveyance time makes negotiation more successful; All workers know about negotiation procedures and negotiation works better when spotlight is on agreement as opposed to contrasts based on the fact that the obtained mean score for each statement is greater than cut off mean 3.0.

**Table 4.4: Perception of Respondents on Competitive Bidding**

S/N	Questions		Mean	Std.	Decision
1.	Competitive bidding is an effective tool that enhanced organizational performance.	136	4.19	0.96	Agreed
2.	Competitive bidding ensure the observance of public accountability	136	4.27	0.97	Strongly Agreed
3.	Competent and qualified officers are handling the bidding process	136	3.09	0.93	Neutral
4.	Competitive bidding has a responsibility to carry out in working on the proficiency and viability of public sector acquisition	136	4.21	0.96	Strongly Agreed
	<b>Grand Mean</b>		3.94	0.96	Agreed

**Source: Field Survey, 2021**

**Legend: 1.00-1.80 (Strongly Disagreed), 1.81 – 2.60 (Disagreed), 2.61 – 3.40 (Neutral), 3.41 – 4.20 (Agreed), 4.21 – 5.00 (Strongly Agreed)**

Table 4.4. revealed that: Competitive bidding is an effective tool that enhances organizational performance. It also ensures the observance of public accountability. However, respondents are neutral on competent and qualified officers are handling the bidding process. Furthermore, competitive bidding has a responsibility to carry out in working on the proficiency and viability of public sector acquisition based on the fact that the obtained mean score for each question is greater than cut off mean 3.0.

**Table 4.5: Perception of Respondents on Suppliers' Relationship Management**

S/N	Questions		Mean	Std	Decision
1.	The association has a rundown of pre-qualified providers who are dependable	136	4.27	0.85	Strongly Agreed
2.	Providers are occupied through capacity improvements and joint efforts to further develop item plan and nature of items	136	4.27	0.95	Strongly Agreed
3.	Providers are prepared on the significance of qualities and rules of performance with respect to natural, wellbeing, security and financial objectives	136	4.20	0.96	Agreed
4.	Am consolidated in the choice of a provider's award of agreement whose productivity influences my specializations expectations	136	4.20	1.01	Agreed
	<b>Grand Mean</b>		4.24	0.94	Strongly Agreed

**Source: Field Survey, 2021**

**Legend: 1.00-1.80 (Strongly Disagreed), 1.81 – 2.60 (Disagreed), 2.61 – 3.40 (Neutral), 3.41 – 4.20 (Agreed), 4.21 – 5.00 (Strongly Agreed)**

Table 4.5. revealed that: The association has a rundown of pre-qualified providers who are dependable; Providers are occupied through capacity improvements and joint efforts to further develop item plan and nature of items; Providers are prepared on the significance of qualities and rules of performance with respect to natural, wellbeing, security and financial objectives. Majority of respondents are consolidated in the choice of a provider's award of agreement whose productivity influences my specializations expectations based on the fact that the obtained mean score for each question is greater than cut off mean 3.0.

**Table 4.6: Perception of Respondents on Green procurement**

S/N	Statement	Mean	Std.	Decision	
1.	Green acquisition analyzes value, innovation, quality and the ecological effect of the items, services or agreement.	136	4.25	0.84	Strongly Agreed
2.	Green procurement guidelines are related to all goods, apart from of values and functions	136	2.60	1.14	Disagreed
3.	Green procurement will attract suppliers' behaviour towards green practices	136	4.20	0.96	Agreed
4.	Green procurement includes source reduction and waste elimination		4.45	0.99	Strongly Agreed
	<b>Grand Mean</b>		3.89	0.99	Agreed

Source: Field Survey, 2021

**Legend: 1.00-1.80 (Strongly Disagreed), 1.81 – 2.60 (Disagreed), 2.61 – 3.40 (Neutral), 3.41 – 4.20 (Agreed), 4.21 – 5.00 (Strongly Agreed)**

Table 4.6. revealed that: Green acquisition analyzes value, innovation, quality and the ecological effect of the items, services or agreement; Green procurement guidelines are related to all goods, apart from of values and functions; Green procurement will attract suppliers' behaviour towards green practices and Green procurement include source reduction and waste elimination based on the fact that the obtained mean score for each question is greater than cut off mean 3.0.

**Analysis of Data According to the Research Hypotheses.**

$$Y = f(x_1, x_2, x_3, x_4)$$

**Where;**

Y= Organizational Performance (Dependent Variable)

X= Strategic Procurement (Independent Variable)

$$X = (x_1, x_2, x_3, x_4)$$

x<sub>1</sub>= Negotiation Management

x<sub>2</sub>=Competitive Bidding

x<sub>3</sub>= Suppliers' Relationship Management

x<sub>4</sub>= Green Procurement

$$Y = \alpha_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \mu$$

**Table 4.7: Descriptive Statistics**

	Mean	Std. Deviation	N
Organizational Performance	4.1935	1.07202	136
Negotiation Management	4.2581	.98667	136
Competitive Bidding	4.2984	.93687	136
Suppliers' Relationship Management	4.3065	1.02154	136
Green Procurement	4.3145	.95736	136

Source: SPSS version 20.

Table 4.7. the descriptive statistics table shows the relative effect of Strategic Procurement variables; Negotiation Management, Competitive Bidding, Suppliers' Relationship Management and Green procurement on organizational performance with mean score 4.2581, 4.2984, 4.3065 and 4.3145. However, it revealed from the table that green procurement has the highest relative effect on organizational performance with highest mean.

**Table 4.8: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.977 <sup>a</sup>	.955	.954	.23030	.955	636.568	4	119	.000	1.148

a. Predictors: (Constant), Negotiation\_management, Competitive\_bidding, Suppliers'\_relationship\_Management, Green\_procurement

b. Dependent Variable: Organizational\_performance

Table 4.8. shows that Negotiation Management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement explain enhancement of managerial performance. This is upheld by coefficient of assurance otherwise called the R square of 0.955. This implies that Negotiation Management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement variables explain 96% of the varieties in the dependent variable which is acknowledgment of organizational performance. This outcome further implies that the model applied to interface the relationship of the variables was agreeable.

**Table 4.9: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	135.044	4	33.761	636.568	.000 <sup>b</sup>
<b>1</b>	Residual	6.311	119	.053		
	Total	141.355	123			

a. Dependent Variable: Organizational\_performance

b. Predictors: (Constant), Negotiation\_management, Competitive\_bidding, Suppliers'\_relationship\_Management, Green\_procurement

Table 4.9. The revealed p value is not exactly the regular likelihood of 0.05 importance level as introduced by the ANOVA statistics on Table 4.2.8 which demonstrate that the general model was genuinely huge. These outcomes infer that the free factors are acceptable indicators of progress of organizational performance. This is supported by an F statistic of (636.568) and probability (p) value of 0.000.

**Table 4.10: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
	(Constant)	.350	.100	-3.502	.001
	Negotiation_management	.737	.116	.679	.000
	Competitive_Bidding	.230	.147	.201	.020
1	Suppliers' Relationship_Management	.311	.093	.296	.001
	Green_Procurement	.214	.145	-.192	.003

$$Y = 0.350 + 0.737(x_1) + 0.230(x_2) + 0.311(x_3) + 0.214(x_4)$$

$$T_{value} = (3.502) (6.334) (1.567) (3.323) (1.475)$$

$$Y = 0.350 + 0.737(x_1) + 0.230(x_2) + 0.311(x_3) + 0.214(x_4)$$

$$T_{value} = (3.502) (6.334) (1.567) (3.323) (1.475)$$

Table 4.10. The Coefficient table shows the coefficient of the independent variables, Negotiation management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement which are 0.737, 0.230, 0.311 and 0.214 correspondingly. These outcome showed that a unit change in Negotiation management results to change in Organizational performance by 0.737, a unit change in Competitive Bidding results to change in Organizational performance by 0.230, a unit change in Suppliers' Relationship Management results to change in Organizational performance by 0.311 and a unit change in Green Procurement results to change in Organizational performance by 0.214.

### 4.1.3 Re-statement of Research Questions and Hypotheses

#### Research Questions

The followings are research questions;

1. What is the effect of negotiation management on performance of UCH, Ibadan?
2. How can competitive bidding influence the performance of UCH, Ibadan?
3. In what manner does suppliers' relationship management enhance performance of UCH, Ibadan?
4. In what way can green procurement enhance the performance of UCH, Ibadan?

#### Hypotheses

In accordance with the exploration questions, the accompanying invalid theories were figured to direct the review. They are:-

**H<sub>01</sub>:** There is no significant relationship between negotiation management as well as performance of UCH, Ibadan.

**H<sub>02</sub>:** There is no significant relationship between competitive bidding as well as performance of UCH, Ibadan.

**H<sub>03</sub>:** There is no significant relationship between suppliers' relationship management as well as performance of UCH, Ibadan.

**H<sub>04</sub>:** There is no significant relationship between green procurement a as well as performance of UCH, Ibadan.

## 4.2 Discussion of Findings

The model summary table shows the R-Squared = 0.96, this indicates that 96% change in the Organizational performance are explained by the independent variables (Negotiation management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement). The ANOVA table shows the probability level of 0.000 which is less than the critical level of 0.05. This indicates that the model is significant. That is, the independent variables (Negotiation management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement) are significance with the dependent variable (Organizational performance) and also, the F-Stat. (636.568) which is greater significant level 0.05 indicates that Negotiation management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement are collectively significant with Organizational performance. This result is supported in the study, the effects of green procurement practices on an organization performance in manufacturing industry<sup>2</sup>. The result from this review is supported by the outcome which was studied and concluded that Green procurement attributes contributes to performance excellence<sup>2</sup>. Also, it was stated that organization who have implemented supply management can straightforwardly accomplish greater degrees of customer responsiveness by checking their supply base network and building relationship attaches with them<sup>3</sup>. Green acquirement is the complex of mechanisms implemented at the corporate and plant level to assess or improve on the environmental performance of an inventory base<sup>4</sup>.

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## **Chapter Five**

### **Conclusion**

This part summed up the investigation and translation of the review, gives recommendations dependent on the discussion of the discoveries, features commitments to the current information and furthermore make ideas for additional studies.

#### **5.1 Summary of Findings**

The review examined strategic procurement with emphasis on negotiation management, competitive bidding, suppliers' relationship management and green procurement on performance of University College Hospital (UCH), Ibadan, Oyo State.

The primary part introduced the foundation of the review, distinguished significant issues associated with the review, summed up the targets of the review, figured suitable examination questions and theories. The part additionally featured the scope and significance of the review and gave functional meanings of terms which were utilized in the review.

The subsequent part reviewed conceptual, theoretical and empirical literature that are relevant to strategic procurement and organizational performance. A conceptual model that combined strategic procurement and organizational performance was also developed based on the review of relevant literatures. Theories reviewed in the study included systems theory, balanced scorecard theory, agency theory and social exchange theory. Systems and Agency theory are the underpinning theories for this review.

The third section introduced the strategy utilized in the review. The section introduced research plan, populace of the review, sample and sampling techniques, description of research instrument, pilot study, validation of examination instrument, dependability of the instrument, administration of the instrument and method for information investigation. The review embraced a descriptive

and survey plan. Stratified random sampling procedure was similarly embraced for the review. The review has a populace size of one hundred and fifty-eight (158) that involved chosen representatives of UCH. Survey was utilized to assemble information from one hundred and fifty-eight respondents out of which 136 polls were recovered.

Section four introduced the analysis, results and conversation of discoveries. The analysis was done through descriptive and inferential statistics. Descriptive analysis was utilized to decipher the respondents' demographic data. Inferential analysis was utilized to decide the conceivable impact of strategic procurement and performance of UCH, Ibadan. Information accumulated from the survey was arranged, organized, coded and broke down to get the mean, standard deviation and correlation co-efficient.

Major empirical findings and results of hypotheses tested are outlined thus:

1. The study showed that strategic procurement contributed to performance of UCH, Ibadan through negotiation management, competitive management, suppliers' relationship management and green procurement.
2. It was found that effective negotiation contributed to performance of UCH, Ibadan because it is a powerful tool that acknowledges organizational objectives although it works better when spotlight is on agreement between the procurer and providers as opposed to award of contract.
3. The study revealed that competitive bidding is an effective tool that enhances organizational performance, while competent and qualified officers occasionally handled the bidding process.
4. The study discovered that suppliers' relationship management assumes a huge part in deciding the performance of UCH, Ibadan.

5. The study showed that green procurement was not applicable to all goods, regardless of values and functions. However, green procurement contributed to the performance of UCH, Ibadan.

The model summary table shows the R-Squared = 0.96, this indicates that 96% changes in the Organizational performance are explained by the independent variables (Negotiation management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement).

The ANOVA table shows the probability level of 0.000 which is less than the critical level of 0.05. This indicates that the model is important. That is, the independent variables (Negotiation management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement) are significance with the dependent variable (Organizational Performance) and also, the F-Stat. (636.568) which is greater significant level 0.05 indicates that Negotiation Management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement are collectively significant with Organizational performance.

## **5.2 Conclusion**

Strategic procurement is concerned about the all-inclusive organization objectives and goals. The essential acquirement practices are proactive in nature and are revolved around contributing value throughout a long term of time. It is a repeating, comprehensive strategy that looks past the traditional acquirement of simple cost saving measures but more on broad value. One critical objective of strategic acquirement is to attract with suppliers who line up with the fundamental business and operational objectives. The level of rivalry in the business world has stretched out to fuse both domestic and international marketplace. Purchasers now don't discuss lowest price but share information, group up, and talk with their suppliers about total costs, life-cycle costs,

and cost reductions. This requires a focus on process improvements as opposed to short term relationships and price reductions.

However, coefficient table shows the coefficient of the independent variables; Negotiation Management, Competitive Bidding, Suppliers' Relationship Management and Green Procurement as 0.737, 0.230, 0.311 and 0.214 with respective significance levels .000, .020, .001 and .003 indicates that each variable is significant with organizational performance.

It is in the light of these findings that research null hypotheses are rejected, the study concluded that:

1. There is significant relationship negotiation management & organizational performance. This is in accord with agency theory and other past studies examined in this work.
2. Competitive bidding has a significant relationship with organizational performance.
3. Suppliers' relationship management has a significant impact on organizational performance. This is in agreement with systems theory, social exchange theory and other past studies examined in this work.
4. There is a significant relationship between green procurement and organizational performance.

### **5.3 Recommendations**

Based on the conclusions from the study, the following suggestions are to be considered by the important stakeholders in UCH:

1. There is need for UCH to continuously organize trainings, workshop, capacity building and seminars on strategic procurement for all relevant staff and suppliers. Staff and suppliers' guidance is an added type of approach in the realization of organizational performance
2. More financial resources should be made available for the acquisition of substitute products and public awareness on the need to conserve the environment through green procurement.

3. Although UCH implements various strategies in enhancing suppliers' relationship management, there is more to be done especially by drawing in more discussions and ideas that can further enhance and complement what is currently been practice in terms of SRM. This would lead to a more productive and mutually beneficial relationship.
4. There is need to have a check list that guarantees that procurement of supplies and services are done within the budgetary approvals so as to avoid delay in payments.
5. Clear procurement procedures should be established with ethical and transparent policies.

#### **5.4 Contributions to Knowledge**

The review has been able to make theoretical and conceptual contributions in the field of procurement. The study has added to literature on strategic procurement and organizational performance. The following are some of the areas which the study makes its contribution:

The study has added to the body of literature in the area of strategic procurement and organizational performance using UCH, Ibadan context. This was based on observing the effect of strategic procurement on organizational performance.

The study has contributed to the practice of procurement by indicating new strategies e.g negotiation management, competitive bidding, suppliers' relationship management and green procurement to employer. It will help government to formulate policies that will help upgrade procurement practices.

The study will help academics as a source of reference in the field of procurement.

#### **5.5 Areas of Further Research**

To overcome the constraint of the study, the investigator recommends the requirement for additional study which are:

- i. The present study examined strategic procurement and performance of teaching hospitals in Ibadan, Oyo State with reference to UCH. However, this scope might limit the findings of this study. Therefore, further studies should be carried out using this phenomenon on other tertiary hospitals in the country.
- ii. The researcher used descriptive and survey research design. Further review should examine for the correlation amid strategic procurement and organizational performance using expo-factor research design.
- iii. It is important for further study to be conducted to examine other factors that contributes to organizational performance.

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## **Appendix I**

### **Academic Research Instrument**

**Questionnaire on Strategic Procurement and Performance of Teaching Hospitals in Ibadan,  
Oyo State**

I am a student undertaking M.Sc. in Procurement and Supply Chain Management at Lead City University. As a component of my studies, I'm leading a review on the topic “**Strategic Procurement and Performance of University College Hospital (UCH), Ibadan**”. I would like to request for your permission to administer this questionnaire as part of gathering relevant data for this study. The researcher is assuring you that your reactions will be treated with most extreme classification and will be utilized exclusively for the scholarly motivation behind this review.

Your help will be exceptionally valued.

Yours reliably,

Mariam Abiola GARBA

*Guidance: Please tick the fitting space [✓] for your reply. Attempt to give your view where required.*

**Section A: Personal Data of Respondents**

1. Gender: Male [  ] Female [  ]
2. Age: 25 years and below [  ], 25 – 34 years [  ],  
35 – 44 years [  ], 45 years and above [  ]
3. Educational Qualification: SSCE [  ], ND/HND [  ], B.Sc/BA [  ], M.Sc/Others [  ]
4. For how long have you been with UCH?  
Less than 1 year [  ], 1 – 5 years [  ],  
6 – 10 years [  ], More than 10 years [  ]
5. Confirm your present department: Procurement [  ], Stores [  ]  
Payment Unit (Account) [  ], End Users [  ]

**Section B: Information identifying with Research questions and Hypotheses formulated.**

**Impression of Respondents on Organizational performance based on Strategic procurement**

S/N	Questions	Responses (Options)				
		SA	A	N	D	SD
1	Strategic procurement leads to performance improvement and clients satisfaction					
2	Strategic procurement improves overall output and increases clients retention					
3	Strategic procurement enhance increased compliance in regulatory terms, products and service quality					
4	Strategic procurement aids inventory control and prompt delivery of goods					

**Impression of Respondents on Negotiation Management**

S/N	Questions	Responses (Options)				
		SA	A	N	D	SD
1	Powerful negotiation has an effect in acknowledgment of organizational objectives					
2	Pre-information on providers cost, payment terms and delivery time makes negotiation more successful					
3	All workers know about negotiation procedures					
4	Negotiation works better when spotlight is on					

	agreement as opposed to contrasts					
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### Impression of Respondents on Competitive Bidding

S/N	Questions	Responses (Options)				
		SA	A	N	D	SD
1	Competitive bidding is an effective tool that enhanced organizational performance					
2	Competitive bidding ensure the observance of public accountability					
3	Competent and qualified officers are handling the bidding process					
4	Competitive bidding has a responsibility in improving the proficiency of public sector acquisition					

### Impression of Respondents on Suppliers' Relationship Management

S/N	Questions	Responses (Options)				
		SA	A	N	D	SD
1	The organization has a rundown of pre-qualified providers who are dependable					
2	Providers are engaged through capacity collaborations to further develop quality product design					
3	Providers are trained on the significance of rules of conduct with respect to health, safety & economic					

	objectives					
4	Am consolidated in the choice of a provider's award of contractual agreement whose productivity influences my specializations expectations					

### Impression of Respondents on Green Procurement

S/N	Questions	Responses (Options)				
		SA	A	N	D	SD
1	Green acquisition analyzes value, innovation, quality and the ecological effect of the items, services or agreement.					
2	Green procurement guidelines are related to all goods, apart from of values and functions					
3	Green procurement will attract supplier behaviour towards green practices					
4	Green procurement include source reduction and waste elimination					

Where: SA= Strongly Agree, A= Agree, N= Neutral, D= Disagree and SD= Strongly Disagree

### Appendix II: Mean and Standard Deviation Estimates

**Perception of Respondents on Organizational Performance**

	Stat1	Stat2	Stat3	Stat4
N Valid	136	136	136	136
Missing	0	0	0	0
Mean	4.2661	4.3387	4.2339	4.2258
Std. Deviation	.95516	.91853	.98037	.99461

**Stat1**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	4.4	4.4	4.4
D	8	5.9	5.9	10.3
N	14	10.3	10.3	20.6
A	45	33.1	33.1	53.7
SA	63	46.3	46.3	100.0
Total	136	100.0	100.0	

**Stat2**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	8	5.9	5.9	5.9
D	6	4.4	4.4	10.3
N	10	7.3	7.3	17.6
A	42	30.9	30.9	48.5
SA	70	51.5	51.5	100.0
Total	136	100.0	100.0	

**Stat3**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	5	3.7	3.7	3.7
D	5	3.7	3.7	7.4
N	14	10.3	10.3	17.7
A	46	33.8	33.8	51.5
SA	66	48.5	48.5	100.0
Total	136	100.0	100.0	

**Stat4**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	4.4	4.4	4.4
D	7	5.1	5.1	9.5
N	12	8.8	8.8	18.3
A	48	35.3	35.3	53.6
SA	63	46.4	46.4	100.0
Total	136	100.0	100.0	

**Perception of Respondents on Negotiation Management**

	Stat1	Stat2	Stat3	Stat4
N Valid	136	136	136	136
N Missing	0	0	0	0
Mean	4.2419	4.3226	4.1774	4.2500
Std. Deviation	.94886	.93312	1.02844	.93378

**Stat1**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	3	2.2	2.2	2.2
D	7	5.1	5.1	7.3
N	14	10.3	10.3	17.6
A	45	33.1	33.1	50.7
SA	67	49.3	49.3	100.0
Total	136	100.0	100.0	

**Stat2**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	3	2.2	2.2	2.2
D	3	2.2	2.2	4.4
N	15	11.0	11.0	15.4
A	42	30.9	30.9	46.3
SA	73	53.7	53.7	100.0
Total	136	100.0	100.0	

**Stat3**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	4.4	4.4	4.4
D	6	4.4	4.4	8.8
N	15	11.0	11.1	19.9
A	48	35.2	35.2	55.1
SA	61	44.9	44.9	100.0
Total	136	100.0	100.0	

**Stat4**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	5	3.7	3.7	3.7
D	7	5.1	5.1	8.8
N	11	8.1	8.1	16.9
A	51	37.5	37.5	54.4
SA	62	45.6	45.6	100.0
Total	136	100.0	100.0	

**Perception of Respondents on Competitive Bidding**

	Stat1	Stat2	Stat3	Stat4
N Valid	136	136	136	136
Missing	0	0	0	0
Mean	4.1935	4.2742	4.2258	4.2097
Std. Deviation	.96842	.97396	.98640	.95657

**Stat1**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	4	2.9	2.9	2.9
D	12	8.8	8.8	11.7
N	16	11.8	11.8	23.5
A	46	33.8	33.8	57.3
SA	58	42.6	42.7	100.0
Total	136	100.0	100.0	

**Stat2**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	8	5.9	5.9	5.9
D	10	7.4	7.4	13.3
N	13	9.5	9.5	22.8
A	39	28.7	28.7	51.5
SA	66	48.5	48.5	100.0
Total	136	100.0	100.0	

**Stat3**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	3	2.2	2.2	2.2
D	8	5.9	5.9	8.1
N	11	8.1	8.1	16.2
A	48	35.3	35.3	50.8
SA	66	48.5	48.5	100.0
Total	136	100.0	100.0	

**Stat4**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	3	2.2	2.2	2.2
D	13	9.6	9.6	11.8
N	13	9.6	9.6	21.4
Valid A	51	37.5	37.5	58.9
SA	56	41.1	41.1	100.0
Total	136	100.0	100.0	

**Perception of Respondents on Suppliers' Relationship Management**

	Stat1	Stat2	Stat3	Stat4
N Valid	136	136	136	136
Missing	0	0	0	0
Mean	4.2742	4.2661	4.2016	4.2016
Std. Deviation	.84909	.94661	.98756	.96255

**Stat1**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	2	1.5	1.5	1.5
D	3	2.2	2.2	3.7
N	11	8.1	8.1	11.8
A	57	41.9	41.9	53.7
SA	63	46.3	46.3	100.0
Total	136	100.0	100.0	

**Stat2**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	3	2.2	2.2	2.2
D	4	2.9	2.9	5.1
N	23	16.9	16.9	22
A	43	31.6	31.6	53.6
SA	63	46.4	46.4	100.0
Total	136	100.0	100.0	

**Stat3**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	5	3.7	3.7	3.7
D	8	5.9	5.9	9.6
N	11	8.1	8.1	17.7
A	48	35.3	35.3	53
SA	64	47.0	47.0	100.0
Total	136	100.0	100.0	

**Stat4**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	7	5.1	5.1	5.1
D	8	5.9	5.9	11
N	17	12.5	12.5	23.5
A	43	31.6	31.6	55.1
SA	61	44.9	44.9	100.0
Total	136	100.0	100.0	

**Perception of Respondents on Green procurement**

	Stat1	Stat2	Stat3	Stat4
N Valid	136	136	136	136
Missing	0	0	0	0
Mean	4.2500	4.2419	4.2097	4.2016
Std. Deviation	.84223	.94026	.96503	.96255

**Stat1**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	2	1.5	1.5	1.5
D	3	2.2	2.2	3.7
N	11	8.1	8.1	11.8
A	60	44.1	44.1	55.9
SA	60	44.1	44.1	100.0
Total	136	100.0	100.0	

**Stat2**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	3	2.2	2.2	2.2
D	9	6.6	6.6	8.8
N	60	44.1	44.1	52.9
A	44	32.4	32.4	85.3
SA	20	14.7	14.7	100.0
Total	136	100.0	100.0	

**Stat3**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	5	3.7	3.7	3.7
D	5	3.7	3.7	7.4
N	13	9.6	9.6	17
A	51	37.5	37.5	54.5
SA	62	45.5	45.5	100.0
Total	136	100.0	100.0	

**Stat4**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	3	2.2	2.2	2.2
D	7	5.1	5.1	7.3
N	10	7.4	7.4	14.7
Valid A	60	44.1	44.1	58.8
SA	56	41.2	41.2	100.0
Total	136	100.0	100.0	

**Descriptive Statistics**

	Mean	Std. Deviation	N
Organizational_performance	4.1935	1.07202	136
Negotiation_managment	4.2581	.98667	136
Competitive_Bidding	4.2984	.93687	136
Suppliers'_Relationship_Management	4.3065	1.02154	136
Green_Procurement	4.3145	.95736	136

### Appendix III: Analyses of Correlation Coefficients

#### Correlations

		Organizational performance	Negotiation management	Competitive Bidding	Suppliers' Relationship Management	Green Procurement
Pearson Correlation	Organizational_performance	1.000	.975	.962	.955	.954
	Negotiation_managment	.975	1.000	.980	.961	.972
	Competitive Bidding	.962	.980	1.000	.957	.982
	Suppliers'_Relationship_Management	.955	.961	.957	1.000	.973
	Green_Procurement	.954	.972	.982	.973	1.000
Sig. (1-tailed)	Organizational_performance	.	.000	.000	.000	.000
	Negotiation_managment	.000	.	.000	.000	.000
	Competitive_Bidding	.000	.000	.	.000	.000
	Supplier_Relationship_Management	.000	.000	.000	.	.000
	Green Procurement	.000	.000	.000	.000	.
N	Organizational performance	136	136	136	136	136
	Negotiation_managment	136	136	136	136	136
	Competitive Bidding	136	136	136	136	136
	Suppliers'_Relationship Management	136	136	136	136	136
	Green Procurement	136	136	136	136	136

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.977 <sup>a</sup>	.955	.954	.23030	.955	636.568	4	119	.000	1.148

a. Predictors:

(Constant), Negotiation\_management, Competitive\_Bidding, Suppliers'\_Relationship\_Management, Green\_Procurement

b. Dependent Variable: Organizational\_performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.044	4	33.761	636.568	.000 <sup>b</sup>
	Residual	6.311	119	.053		
	Total	141.355	123			

a. Dependent Variable: Organizational\_performance

b. Predictors: (Constant), , Negotiation\_management, Competitive\_Bidding,  
Suppliers' \_Relationship\_Managemen, Green\_Procurement

**Coefficients<sup>a</sup>**

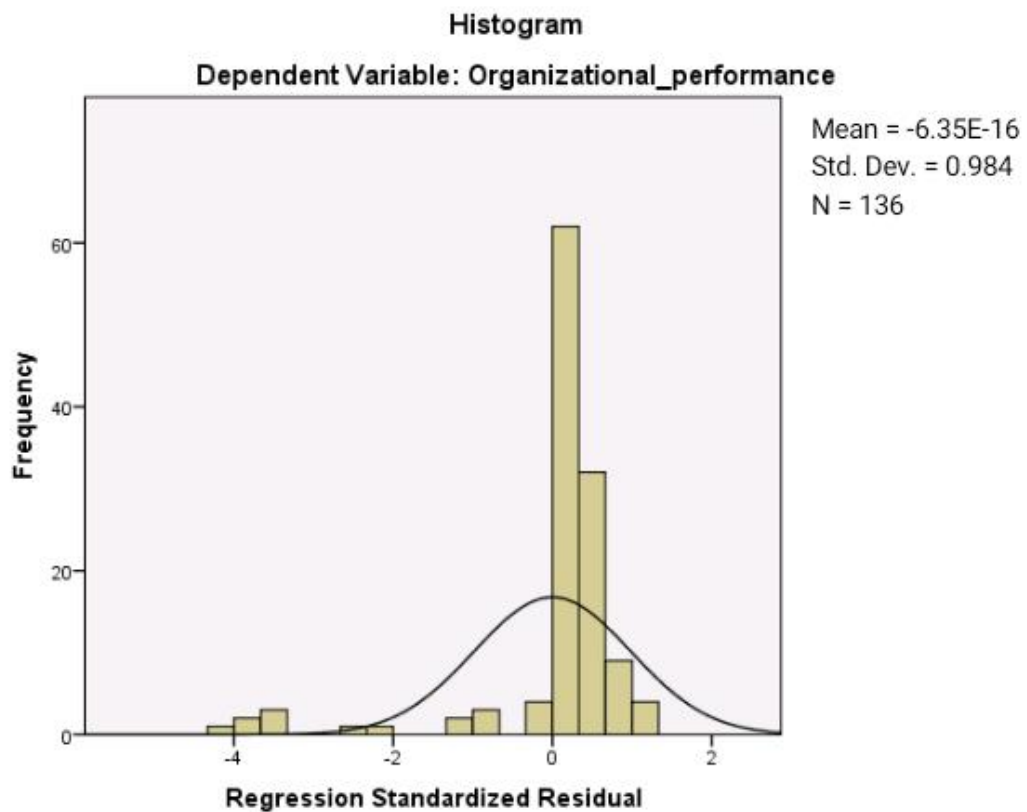
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.350	.100		-3.502	.001
Negotiation_Management	.737	.116	.679	6.334	.000
Competitive_Bidding	.230	.147	.201	1.567	.020
Suppliers' _Relationship_Management	.311	.093	.296	3.323	.001
Green_Procurement	.214	.145	-.192	-1.475	.003

a. Dependent Variable: Organizational\_performance

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.7141	4.9709	4.1935	1.04781	136
Residual	-.97089	.28585	.00000	.22652	136
Std. Predicted Value	-3.321	.742	.000	1.000	136
Std. Residual	-4.216	1.241	.000	.984	136

a. Dependent Variable: Organizational\_performance



## Bio-Data

### Mariam Abiola GARBA

No 3E, New City Land, Elepe, Ojoo, Ibadan, Oyo State

Email: [mariamabiolargarba@gmail.com](mailto:mariamabiolargarba@gmail.com)

Tel: 08082023230

#### Personal Information

▪ Date of Birth	July 1 <sup>st</sup> , 1987
▪ State of Origin:	Oyo State
▪ Local Government:	Ogbomoso North
▪ Gender:	Female
▪ Nationality	Nigerian
▪ Marital Status:	Married
▪ Name & Address of Next of Kin:	Garba, Muritala Mohammed No 3E, New City Land, Elepe, Ojoo, Ibadan, Oyo State

#### Educational Background

##### Schools/Institutions Attended with Dates

• University of Ibadan, Ibadan	2012 – 2018
• The Polytechnic, Ibadan	2007 – 2009
• The Polytechnic, Ibadan	2004 – 2006
• Mercy College, IjaiyeOjokoro, Lagos	1996 – 2002
• All Saints' Anglican Primary School, Yaba, Lagos	1990 – 1996

##### 2. Academic Qualifications with Dates

• BSc. Economics	2018
• HND. Purchasing & Supply	2009
• ND. Business Studies	2006
• National Examination Council (NECO)	2002
• Primary School Leaving Certificate	1996

##### 3. Professional Qualifications with Date

• Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN) by Examination	2010
• Nigeria Institute of Management (NIM) Chartered by Examination	2010
• Certificate of Computer Proficiency by Examination	2019

#### Working Experience

• The Polytechnic, Ibadan	Part Time Technologist	Feb. 2019 Till Date
• CEC, The Polytechnic, Ibadan	Part Time Lecturer	2011 – Till Date
• The Polytechnic, Ibadan (NYSC)	Teaching Assistant	Jan. – June 2011

- Kay Global Limited (NYSC) Procurement Officer July – Dec. 2010
- Metalum Limited (IT) Procurement Officer 2007

**Journal:**

A. S. Owolabi & **M.A. Garba** (2022) “Green Procurement: A Pathway to Sustainable Development”. Nigerian Supply Chain Management Journal. The Publication of Chartered Institute of Purchasing & Supply Management of Nigeria. ISSN: 0795 3263, Vol 2, No 4, Pg 14 – 20.

F.A.T Okegbemi & **M.A Garba** (2022) “Impact of Corporate Social Responsibility on the Growth of Procurement Firms in Lagos, Nigeria”. International Journal of Management Sciences. ISSN: 2360-9944, Vol 9, Issue 3, Pg 170 – 179.

**M.A Garba** (2022)“Internet of Things (IOT), Logistics and Supply Chain Management in the 4<sup>th</sup> Industrial Era”. International Journal of Science & Technology, Maiden Edition,Supported by TETFUND, A Publication of The Polytechnic, Ibadan, Nigeria. ISSN 2734-1920, Pg 114 – 123.

Kareem T.S, Fasina O.T & **M.A Garba** (2021) “Innovative Procurement methods for Supply Chain Integration and Best Practices in Public Procurement”. An International Journal of Multi-Disciplinary in Educational Research & Development.Vol 2, No5, ISSN: 1119-3239, March 2021, Pg 223 – 236.

***Attended Workshops & Trainings:***

Lead City University. “**Training in Research Methods & Academic Writing**” on 6<sup>th</sup>-7<sup>th</sup> October, 2022.

MJB Management & Integrated Services. Certificate of Achievement in **Project Management**, 8<sup>th</sup> July, 2022.

Lead City University. Academic & Industry EDGE Workshop with focus on “**Widening Skill Gap and The Future of Work**” on 7<sup>th</sup> April, 2022.

Mewar International University. One Day Online International Workshop on “**Article Publication in Reputable Journals**” held virtually on 2<sup>nd</sup> April, 2022

American Institute of Oil & Gas Technology, USA. “**Professional Training in Sustainable Supply Chain Management**, 22<sup>nd</sup> Dec, 2021

Youthcare Development & Empowerment Initiative. “**School Related Gender Based Violence**” on 25<sup>th</sup> & 26<sup>th</sup> February, 2021

The Mohammed Bin Rashid University Medicine and Health Sciences. “**Let’s Break the chain of COVID-19 Infection**”, As of part of the MBRU Community Immunity Ambassador Program. 27<sup>th</sup> April, 2020.

FBCS, The Polytechnic, Ibadan. Workshop on “**Academic Paper Writing, Presentation and Sourcing for Research Grant**”, 11<sup>th</sup> March, 2020. The Polytechnic, Ibadan.

***Presentations:***

**Garba M.A** (2021) “Internet of Things (IOT), Logistics and Supply Chain Management in the 4<sup>th</sup> Industrial Era”. A Seminar Paper Presented at the 4<sup>th</sup> 2021 International Virtual Conference organized by Faculty of Financial Management Studies, Virtual Mode (Zoom), The Polytechnic, Ibadan

**Garba M.A**, Fatoberu I.A & Oyetola M.T (2021) “Reacting to Covid-19 Pandemic through Green Procurement: The Nigerian Experience”. A Seminar Paper Presented at the 2021 National Conference of Faculty of Business and Communication Studies, Virtual Mode (Zoom), The Polytechnic, Ibadan

Akinkunmi A.S, **Garba M.A** & Gbolahan A.A (2021) “Electronic Sourcing as an Alternative Sourcing Platform in Covid-19 Pandemic Era”. A Seminar Paper Presented at the 2021 National conference of Faculty of Business and Communication Studies, Virtual Mode (Zoom), The Polytechnic, Ibadan

Busari A.A., Balogun M.A. & **Garba M.A.** (2019) “Procurement Reforms as a Tool for Sustainable National Development”. A Seminar Paper Presented at the 12<sup>th</sup> Annual National Conference 2019, College of Business and Management Studies, Kaduna Polytechnic.

Busari A.A., **Garba M.A.** & Balogun M.A. (2019) Global Marketing Opportunities and Sustainable National Development. A Seminar Paper Presented at the 12<sup>th</sup> Annual National Conference 2019, College of Business and Management Studies, Kaduna Polytechnic.

**Award Obtained**

- Overall best graduating student of Purchasing & Supply department 2008/2009 session

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**Date**

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**Signature**

### University Compliance Form

This is to certify that, this thesis by **Mariam Abiola GARBA** with Matric Number **LCU/PG/001552** in the Department of Management and Accounting, Lead City University; Ibadan is in **FULL** compliance with the approved University format and style.

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**Signature**

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**Date**

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