



Effects of procurement practices on organizational performance within the private sector: the case of Volta River Estate Limited, Ghana

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Abstract:

The aim of the study was to examine effects of procurement practices on organisational performance within the private sector, the case of volta river estate limited. Descriptive survey design was adopted for the study. A total of 120 staff were randomly selected from staff volta river estate limited representing management in: Production, Procurement, Finance and Sales and Marketing departments. An adapted questionnaire was used for the study. The study revealed that responded agreed to procurement practices. Procurement planning was the most practice by respondent and procurement ethical procurement practice was the least practise by the respondents. Additionally, the findings of the study discovered that organisation carefully analyses the cost that they are buying goods and service, organisation focuses how much they spent, where, when, and why, and standards are followed to ensure good service delivery. Overall, responded agreed to organisational performance. The study found that procurement planning, ethical procurement practice, procurement performance measurement were positive predictors of organisational performance. Moreover, procurement planning has the highest prediction, followed by procurement performance measurement, and ethical procurement practice was the least predictor. The study concluded that procurement practice has an effect on organisational performance within the private sector. Procurement planning had the highest effect on organisational performance, whereas, the effect of procurement performance measurement, and ethical procurement practice on organisational performance was low within the private sector.

Keywords:

Procurement practice; Organisational behaviour; Private sector; Volta River estate limited.

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1. Introduction

In this period of globalization, procurement remains a key function for any organization, whether private or public. All procurement processes, regardless of their complexity, follow a laid-down procedure that requires proper management to ensure value for money and uphold the integrity and sanctity of the purchasing process. According to Arrowsmith (2010), public or private procurement refers to the activities of purchasing goods, services, and works needed to perform organizational functions. Odhiambo and Kamu (2003) define it as the purchasing, hiring, or obtaining by any contractual means of goods, consultancy services, and construction works by public entities. The Ghana Integrity Initiative (2007) states that procurement significantly influences a country's state in terms of the production and consumption of goods and services, money supply, and directly affects individuals' daily lives. An efficient procurement system must have a workforce that is professionally competent and possesses the requisite *savoir-faire* for the job (Organization for Economic Cooperation and Development-Development Assistance Committee, OECD-DAC, 2006).

Procurement practices are vital functions in the public sector since the procurement process is generally a critical part of organizational spending. Carr and Smeltzer (1997) state that procurement practices comprise the actions taken by the purchasing organization to navigate and integrate its performance to increase productivity by reducing cost and time. Weele (2010) describes procurement as the practice of selecting vendors, strategic vetting, setting up payment terms, negotiating contracts, and the actual purchasing of goods. Lim (2014) elaborates that procurement is a process entailing acquiring goods, services, and work that are vital to an organization. Worldwide, public procurement has become a topic of concern and debate and has undergone reforms, restructuring, rules, and regulations (Kabega et al., 2016).

Organizational performance is the actual output or outcomes of an institution compared to its intended outputs or goals and objectives (Upadhaya et al., 2014). Organizational performance can be measured through cost reduction, the quality of goods/services delivered, productivity, and lead time (Mchopa et al., 2014; Richard et al., 2009). Hamon (2003) states that Performance Measurement (PM) is the most critical factor for effective management and that identifying and measuring the influence of Supply Chain Management (SCM) on it enhances organizational performance. However, performance in supply chain management research often lacks sufficient motivation. The indicators of organizational performance include financial targets attained and labour force satisfaction. Similarly, Ho (2008) noted that organizational performance could also be estimated based on an institution's effectiveness and efficiency.

The linkage of procurement to organizational performance highlights the importance of embracing best practices for organizational success. Procurement is widely practiced in many industries globally (Hussein & Shale, 2014). Kabega et al. (2016) reiterated that various public institutions in both developing and developed countries have instituted procurement reforms involving laws and regulations, but inadequate regulatory compliance remains a major challenge. Public institutions are significant spenders, managing massive budgets (Roodhooft & Abbeele, 2006). Additionally, Mahmood (2010) restates that public procurement was estimated to represent 18.42% of the world Gross Domestic Product (GDP). Public procurement is recognized as essential in-service delivery and accounts for a high proportion of total expenditure (Basheka & Bisangabasaija, 2010).

The procurement sector is a major part of the domestic market in Ghana, accounting for about 50-70% of the national budget (after personal emoluments), 14% of GDP, and 24% of total merchandise imports (World Bank CPAR, 2003). This indicates that procurement consumes a significant portion of public expenditure, as asserted by Thai (2009). In 2005, procurement expenditure constituted about 40% of the total public expenditure in Malawi, 22% in South Africa, and 70% in Uganda (Development Assistance Committee, OECD, 2005).

Ghana's Procurement Act (Act 663) outlines the process through which entities embark on the procurement process. However, questions arise about how these processes are being followed to achieve operational goals and



objectives. Are these processes meeting the principles of cost-effectiveness, fairness, competitiveness, equitability, and transparency? Handfield et al. (2011) noted that numerous public entities have started to reevaluate their purchasing processes to implement new measures that will improve functionality and significantly impact performance based on expenditures. Mensah (2013) asserted that an efficient and effective public procurement process in terms of lead-time reduction, cost reduction, high-quality products, continuity of supply, stakeholder satisfaction, and profit growth is crucial for institutions in Ghana.

Various scholars have found a relationship between procurement practices and organizational performance (Mutuku, Agusioma, & Wambua, 2021; Mwangi & Mwangangi, 2018; Mokogi, Mairura, & Ombui, 2015; Wanjiru & Kiarie, 2018; Mensah & Tuo, 2013). Most of these studies focused on the public sector, with only Wanjiru and Kiarie (2018) finding a significant influence in the private sector. Although Mensah and Tuo (2013) revealed that procurement processes are key to the performance of public institutions, there is still limited knowledge about procurement practices and organizational performance in Ghana, especially within the private sector.

This study sought to:

1. Assess procurement practices within the private sector.
2. Identify organizational performance within the private sector.
3. Examine the effect of procurement practices on organizational performance within the private sector.

2. Review of related literature

2.1 Procurement Practice

Procurement is the act of acquiring goods, services, or works from an external source (Esagala, 2014). It is essential that the goods, services, or works procured are appropriate and obtained at the best possible price to meet the acquirer's needs in terms of quality, quantity, time, and location. Corporations and public bodies often establish procedures to promote fair and open competition for their business while minimizing exposure to fraud and collusion. Almost all purchasing decisions consider factors such as delivery and handling, marginal benefit, and price fluctuations. Procurement typically involves making purchasing decisions under conditions of scarcity. When precise information is available, it is good practice to use economic analysis techniques such as cost-benefit analysis or cost-utility analysis. A crucial distinction must be made between analyses without risk and those with risk. Where risk is involved, either in the costs or the benefits, the concept of expected value may be employed.

Coggburn (2017) found that states' procurement practices possess varying degrees of reform characteristics, and that interest group diversity, legislative professionalism, results-oriented management, and regional effects each have significant relationships with state procurement practices. Additionally, several "classic" explanations of state policy are not significantly related to state procurement practices. In a similar study, Wanja and Achuora (2020) established that four sustainable procurement practices (reverse logistics, green specification, green inventory management, and green tendering) significantly positively affect procurement performance through cost reduction, a cleaner environment, and increased quality of supplies. Okuku and Oloko (2024) showed that procurement planning and information technology affect project performance. Additionally, Kanny et al. (2022) found that procurement process management has a significant positive impact on hotel performance in Sri Lanka.

2.2 Organisational Performance



Organizational performance includes the actual output or consequences of a company as measured toward its Organizational performance encompasses various outcomes that align with the supposed outputs (or goals and objectives) of a firm. According to Richard et al. (2009), organizational performance can be categorized into three main areas: (a) financial performance (e.g., profits, return on assets, return on investment); (b) product market performance (e.g., sales, market share); and (c) shareholder return (e.g., total shareholder return, economic value added). The term "organizational effectiveness" is broader and captures what businesses do, produce, and accomplish for the various constituencies with which they interact. Specialists in strategic planning, operations, finance, legal, and organizational development are concerned with organizational performance, as it is closely tied to the concepts of effectiveness and efficiency.

Wong et al. (2020) measured organizational performance based on six perspectives: career motivation, employee attendance, employee recruitment, employee retention, organizational commitment, and productivity. The results showed that career motivation, employee attendance, employee recruitment, and employee retention were significantly associated with work–life balance arrangements. Similarly, Emmanuel and Nwuzor (2021) found that job quality, effective service delivery, and customer rating have a positive and significant relationship with organizational performance, while time management did not significantly explain organizational performance.

In another study, Mohammad (2021) explored the impact of specific HRM practices on organizational performance in a Middle Eastern emerging market. The authors found that recruitment, training, and internal promotions have a positive and significant effect on performance. However, contrary to expectations, performance appraisal and rewards and benefits were not linked with performance.

2.3 Procurement Practices and Organizational Performance

A system of procurement is considered an essential element of the supply chain system in any given institution. Typically, an organization's procurement process includes both operational and strategic activities, though the priorities in these operations tend to differ (Turban et al., 2000). Key activities in procurement strategies include procurement products, supplier management, purchase order requisitions, and growth. Most organizations decentralize their procurement tasks through processes that align with the core strategies of procurement. Grouping purchasing practices helps organizations consolidate their efforts, leading to greater discounts and better service from suppliers, accelerated information flow between suppliers and buyers, reduced administrative hours, and more time for employees to perform their duties. This approach also enables quicker responses to competition in new market entrants, thereby improving the potential for new ventures (Eng, 2004). Effectively managing procurement functions is crucial for achieving the goals of both the private and public sectors.

Operationally, effective procurement systems enhance precautionary measures and auditing by allowing auditors and staff to countercheck and trace order transactions through the system. This shortens delivery times, reduces delays in mail documents, eliminates time zone obstacles, and reduces inventory levels and costs. Chong and Ooi (2008) assert that a well-prepared and implemented procurement process increases the likelihood of inventory reduction, better customer service, cost reduction, and faster inventory turnover. Major procurement benefits include short-term goals leading to increased productivity, inventory decline, and reduced lead time. In relation to long-term goals, these factors contribute to market share expansion and the integration of external procurement activities (Li et al., 2006).

Mutuku et al. (2021) examined the influence of contract management practices and procurement policies on the performance of the Machakos County government. The study found that contract monitoring, and procurement policies positively influenced the performance of Machakos County. Wanjiru et al. (2018) indicated that procurement management, in terms of procurement planning, order process management, supplier management, and outsourcing, positively and significantly influences the performance of retail chain stores in Nairobi County, Kenya. Additionally, Mutuku et al. (2021) investigated the role of strategic procurement practices on the

performance of the Nyandarua County Government, specifically examining the influence of buyer-supplier relationships. The study established that the buyer-supplier relationship had a weak but significant positive relationship with the performance of the county government. Similarly, Mensah and Tuo (2013) revealed that the procurement process affects procurement performance. Hamiza et al. (2024) examined the effect of procurement practices on the performance of private universities in West Nile, Uganda, discovering that procurement planning and supplier selection were statistically insignificant predictors of private university performance.

2.4 Theoretical review

The Principal-Agent Theory serves as the foundational model for this study. Economists developed this model to address issues related to principal-agent relationships, where agents are tasked with carrying out responsibilities on behalf of principals (Heath & Norman, 2004). The Principal-Agent Theory (PAT) involves understanding how an individual or entity (the agent) acts in the interest of another (the principal). The assumptions and propositions of PAT align closely with issues concerning procurement and performance.

In managing supplier quality, buyers in agency relationships are likely to encounter potential risks. Naturally, buyers expect good and improved quality goods and services from suppliers. However, suppliers might be hesitant to invest significantly in quality. Zu and Kaynak (2012) observed that differences between buyers and suppliers often result in each party focusing solely on their self-interests. PAT outlines how procurement managers perform procurement practices on behalf of private entities. Poor relationships between principals and agents can negatively impact relationships between suppliers and institutions.

This study, therefore, used this model to determine the role of procurement practices and the performance of organizations within the private sector in Ghana.

2.5 Research Framework

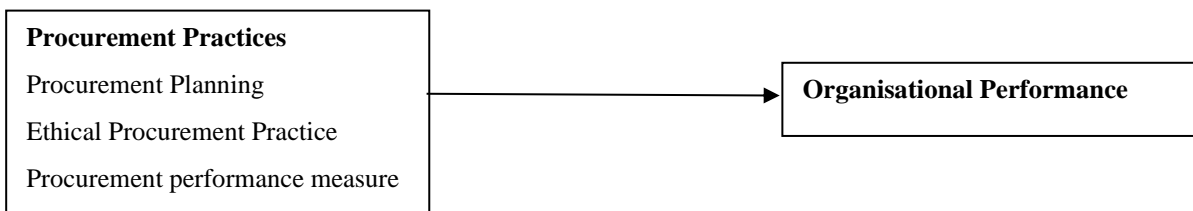


Figure 1: Conceptual framework (Source: Authors' construct (2024))

As indicated in Figure 1, the model proposes that procurement practices (procurement planning, ethical procurement practice, procurement performance measure) will have an effect on organisational performance.

3. Research Methodology

This study adopted a descriptive survey design to collect data at a particular time from a sample selected from a larger population. The data collected described the situation as it was at the time of the study. A cross-sectional survey of Volta River Estate limited was conducted to establish the relationship between procurement practices and their effect on organizational performance.



Burns and Grove (2003) define sampling as the process of selecting a group of people, events, or behaviours to study. A total of 120 staff members were randomly selected from the Volta River Estate Limited, representing management in the Production, Procurement, Finance, and Sales and Marketing departments. Neuman (2007) suggests the general principle that the smaller the population, the larger the ratio of the sample size to population size should be, for example, a ratio of about 30:100 (30 percent) for smaller populations (under 1,000). This study targeted over 78.95 percent of the total population.

An adapted questionnaire was used for the study. The Procurement Practice Scale (PPS) and Organisational Performance Scales (OPS) were adapted from Ahmed (2019). The Procurement Practice Scale ($\alpha = 0.85$) consisted of three dimensions: procurement planning, ethical procurement practices, and procurement performance measurement, with reliability scores between 0.73 and 0.82. The PPS is a five-point Likert scale ranging from strongly agree, agree, neutral, disagree, to strongly disagree. Additionally, the Organisational Performance Scale ($\alpha = 0.79$) was also a five-point Likert scale with the same range of responses.

Data on the demographic characteristics of respondents were analysed using frequencies and percentages. Data related to research objectives one and two were analysed using means and standard deviations. Data for research objective three was analysed using SEM path analysis with 1,000 bootstrap samples. The data was processed and analysed using SPSS version 25 and AMOS software version 21.

4. Results

4.1 Demographic Characteristics of Respondents

The demographic characteristics analysed in this study include the respondents' gender, education level, departments they were attached to in their various private institutions, and the number of years served, as shown in Table 1. The findings revealed that 57% of the respondents were male, while 43% were female. This implies that although the majority of employees were male, the sample also included females, indicating no gender bias in the sample size. The findings also suggest that males dominate employment opportunities in private institutions. Additionally, 66% of the staff had bachelor's degrees, indicating that the majority possessed the basic qualifications to work in their roles.

Regarding departmental affiliation, a significant number of respondents belonged to the procurement and management departments (62%), which are key participants in procurement activities. Furthermore, 51% of the respondents had worked for more than 5 years, suggesting they were well-versed in procurement practices in their respective institutions.

Table 1: Demographic Characteristics

		Frequency	Percentages
Gender	Male	68	57
	Female	52	43
	Total	120	100
Education	Diploma	12	10
	Degree	79	66
	Masters	29	24
	Total	120	100
Department	Procurement	42	35
	Management	32	27
	Administration	31	26
	Accounts	15	12
	Total	120	100



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Job duration	1-4 years	35	29
	5-8 years	61	51
	9-12 years	14	12
	Above 12 years	10	08
	Total	120	100

Source: Field Data (2024)

4.2 Procurement Practices in Volta River Estate Limited

The aim of this research objective was to assess the procurement practices in Volta River Estate Limited. Respondents were required to express the extent they agree or disagree with procurement practices in volta river estate limited on a 5-point Likert scale. For the purpose of the analysis the mean scores of all items under each dimension were summed up and divided by the number of items under each dimension to get the mean of means. The overall mean of means was calculated by adding the mean scores of all items together and then dividing the sum by the total number of items. The mean score of the responses were compared with the average mean of 3.0 (thus $[1+2+3+4+5]/5 = 3.0$). Mean score less than 3.0 indicate that respondents agreed to the statement, whereas mean score more than 3.0 indicate that respondents disagreed to the statement. Details are found in Table 2.

Table 2: Procurement Practices

Dimension	Mean	SD
Procurement Planning	3.57	.87
Ethical Procurement Practice	3.20	.69
Procurement Performance Measurement	3.72	.73
Mean of means	3.50	.76

Source: Field Data (2024)

From Table 2, respondents responded high to the procurement performance measurement (M = 3.72, SD = .87) and procurement planning (M = 3.72, SD = .73). Among the dimensions, responses were low for the dimension ethical procurement practice (M= 3.20, SD= .69). Generally, responded agreed to procurement practices (M= 3.50, SD= .79). This implies, when it comes to procurement practices, respondents highly adhered to procurement performance measurement and procurement planning. Hence, respondents were less adherence to ethical procurement practice.

4.3 Organisational Performance in Volta River Estate Limited

The purpose of this research objective was to examine the organisational behaviour in Volta River Estate Limited. Respondents were required to express the extent they agree or disagree with organisational performance in volta river estate limited on a 5-point Likert scale. For the purpose of the analysis the mean scores of all items under each dimension were summed up and divided by the number of items under each dimension to get the mean of means. The overall mean of means was calculated by adding the mean scores of all items together and then dividing the sum by the total number of items. The mean score of the responses were compared with the average mean of 3.0 (thus $[1+2+3+4+5]/5 = 3.0$). Mean score less than 3.0 indicate that respondents agreed to the statement, whereas mean score more than 3.0 indicate that respondents disagreed to the statement. Details are presented in Table 3.

Table 3: Organisational Performance

Statement	Mean	SD
Organisation focuses how much they spent, where, when, and why	3.56	.96
Organisation carefully analyses the cost that they are buying goods and service	3.81	.82
Organisation manages the cost to avoid unnecessary spending	3.41	.93

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There is feedback to employees on the task of their performance in quality.	3.12	.53
Standards are followed to ensure good service delivery.	3.51	.68
The organization delivers the service timely to customer	3.23	.74
Organisation always purchases goods and service at the least cost than estimated value	3.02	.83
Value for money is always attained by the entities.	3.31	.71
Organisation resources are economically utilized	3.33	.62

Source: Field Data (2024)

The result from Table 3 indicated respondents agreed to the statement “organisation carefully analyses the cost that they are buying goods and service” (M= 3.81, SD= .82), “organisation focuses how much they spent, where, when, and why” (M= 3.56, SD= .96), and “standards are followed to ensure good service delivery” (M= 3.51, SD= .68). Overall, responded agreed to organisational performance.

4.4 Effect of Procurement Practices on Organisational Performance in Volta River Estate Limited

This objective sought to determine whether procurement practices will have effect on organisational performance. Before testing this objective, a confirmatory factor analysis was performed to confirm the validity and reliability of the variables. Table 4: present details of confirmatory factor analysis of procurement practices.

Table 4: Confirmatory Factor Analysis of Procurement Practices

HMTM Values	Dimension	Items	Loadings	Lower	Upper	P	AVE	α
PP-EP = 9.12 PP-PPM = 9.05 EP-PPM = 9.23	Procurement Planning (PP)	Q1	.562	.459	.670	.002	.502	.753
		Q2	.490	.372	.607	.002		
		Q3	.679	.595	.750	.003		
		Q4	.687	.598	.768	.002		
		Q5	.672	.594	.750	.002		
	Ethical Procurement (EP)	Q6	.730	.631	.799	.004	.511	.839
		Q7	.719	.643	.791	.002		
		Q8	.709	.621	.779	.002		
		Q9	.731	.651	.794	.002		
		Q10	.685	.602	.758	.002		
	Procurement Performance Management (PPM)	Q11	.675	.587	.746	.003	.506	.834
		Q12	.741	.663	.805	.003		
		Q13	.713	.625	.781	.002		
		Q14	.660	.546	.745	.002		
		Q15	.775	.708	.828	.003		

Overall reliability ($\alpha = .901$)

As presented in Table 4, all the 15 items of the procurement practice were higher than 0.5 (Hair, Black, Babin & Anderson, 2009), thus all the items were retained. Also, the all the all the Average Variance Extracted (AVE) values for the various dimensions exceeded 0.50 which confirm the establishment of convergent validity (Fornell and Larcker (1981). Moreover, the results also revealed sufficient evidence of discriminant validity (based on internal structure). All the HTMT values were greater than 0.90, suggesting that divergent validity was established. The reliability of the respective dismissal were higher than 0.7, specifically, the factor loadings of the various dimensions were between the 0.75 to 0.83. The overall reliability of procurement practices was 0.9.

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Additionally, the result of the fit indices revealed that the indicators met the recommended fit indices. For instance, CMIN/Df = 2.36, RMSEA = .06, CFI = .94, SRMR = .06, AIC = 271.198, and ECVI = .82 were all in the ranges of the recommended indices. Based on this, it was concluded that the data collected for the model was fit. Table 5 presents the details of the confirmatory analysis of organisational performance.

Table 5: Confirmatory Analysis of Organisational Performance

Items	Loadings	Lower	Upper	P	α
Q1	.571	.466	.688	.001	.837
Q2	.489	.358	.612	.002	
Q3	.706	.619	.776	.002	
Q4	.688	.601	.774	.001	
Q5	.636	.553	.713	.001	
Q6	.641	.550	.716	.002	
Q7	.505	.355	.616	.002	
Q8	.627	.529	.701	.003	
Q9	.573	.450	.668	.002	

From Table 5, the result indicated that 9 items under organisational performance yielded factor loadings more than 0.55 (Hair, Black, Babin & Anderson, 2009). Moreover, the reliability of the organisational performance was higher than 0.7, thus the reliability confident of organisational performance was 0.84.

Again, the result of the fit indices revealed that the indicators met the recommended fit indices. For instance, CMIN/Df = 2.80, RMSEA = .07, CFI = .94, SRMR = .06, AIC = 111.606, and ECVI = .34 were all in the ranges of the recommended indices. Based on this, it was concluded that the data collected for this model was fit.

4.4.1 Path Analysis

This objective sought to determine whether procurement practices will have effect on organisational performance. The SEM path analysis with 1000 bootstrap samples, with bias corrected confident intervals. The exogenous (predictor) variables were the sub-dimensions of procurement practices (procurement planning, ethical procurement practice, procurement performance measurement) which were measured on continuous basis. The criterion variable was organisational performance which was also measured on continuous basis. Details of the results are presented in Table 4 and Figure 1.

Table 4: Regression Model for Organisational Performance

Model	B	SE	CR	P	95% Confident Interval	
					Lower	Upper
(Constant)	16.73	2.74	6.11	.003	11.50	21.35
Procurement Planning	4.39	.92	4.79	.001	2.71	6.24
Ethical Procurement Practice	2.11	.830	2.55	.01	.58	3.85
Procurement Performance Measurement	2.92	.92	4.79	.006	.77	4.53

Significant, $p < .05$; $R^2 = .26$. Criterion: Organisational Performance

The result in Table 4 shows that procurement planning, ethical procurement practice, procurement performance measurement together explained 26% of variance in enterprise performance. The results further revealed that procurement planning $B = 4.39$, Boot 95% CI (2.71, 6.24), ethical procurement practice $B = 2.11$, Boot 95% CI (.58, 3.85), procurement performance measurement $B = 2.92$, Boot 95% CI (.77, 4.53) were significant predictors of organisational performance. All the predictors were positive. Moreover, procurement planning has the highest prediction, followed by procurement performance measurement, and ethical procurement practice was the least predictor. This outcome suggests procurement planning, ethical procurement practice, procurement performance measurement have an effect on organisational performance. This means procurement practice has an effect on organisational performance in volta river estate limited. Figure 1 presents the structure path model.

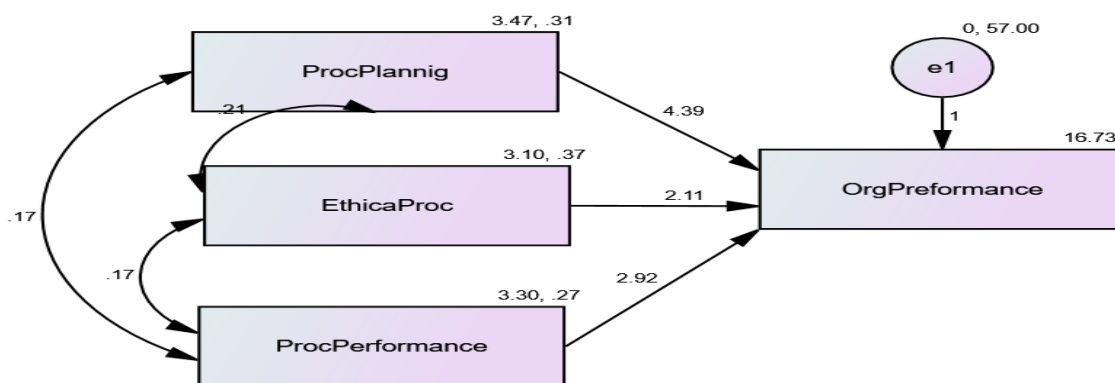


Figure 1: Path Model for Organisational Performance

5. Discussion of findings

The discussion section is organised according to the three objectives of the study.

5.1 The procurement practices within the private sector

The study revealed that respondents agreed to procurement practices. Procurement planning was the most practice by respondent and procurement ethical procurement practice was the least practise by the respondents. The results of the study were in line with previous studies (Coggburn, 2017; Wanja & Achuora, 2020; Okuku & Oloko, 2024; Kannu, et al 2022). For instance, Coggburn (2017) found that states’ procurement practices possess varying degrees of reform characteristics, that interest group diversity, legislative professionalism, results-oriented management, and regional effects each have significant relationships to state procurement practices, and that several “classic” explanations of state policy are not significantly related to state procurement practices. In a similar study, Wanja and Achuora (2020) established that the four sustainable procurement practices (reverse logistics, green specification, green inventory management and green tendering) significantly positively affect procurement performance through reduction of cost, clean environment and increased quality of supplies. Okuku and Oloko (2024). showed that procurement planning, and information technology affected project performance. Also, Kannu, et al (2022) procurement process management have a significant positive impact on the hotel performance in Sri Lanka.



5.2 Organizational performance within the private sector

Additionally, the findings of the study discovered that organisation carefully analyses the cost that they are buying goods and service, organisation focuses how much they spent, where, when, and why, and standards are followed to ensure good service delivery. Overall, respondents agreed to organisational performance. The finding of this study collaborates with available literature (Wong et al., 2020; Emmanuel & Nwuzor, 2021; Mohammad, 2021). Wong et al. (2020) measured organisational performance based on six perspectives, including career motivation, employee attendance, employee recruitment, employee retention, organisational commitment, and productivity. The results showed that of the six perspectives, only career motivation, employee attendance, employee recruitment, and employee retention were significantly associated with the work–life balance arrangement. Similarly, Emmanuel and Nwuzor (2021) discovered that quality job, effective service delivery, customer rating has positive significant with organization performance while time management was unable to explain organization performance. In another studies, Mohammad (2021) explore the impact of specific set of HRM practice on organisational performance in a Middle Eastern emerging market. The authors found that recruitment, training, and internal promoting from within have a positive and significant effect on performance. However, contrary to expectations, we found performance appraisal and rewards and benefits not linked with performance.

5.3 The effect of procurement practices on organizational performance within the private sector

The study found that procurement planning, ethical procurement practice, procurement performance measurement were positive predictors of organisational performance. Moreover, procurement planning has the highest prediction, followed by procurement performance measurement, and ethical procurement practice was the least predictor. This means procurement practice has an effect on organisational performance in Volta River Estate Limited. The result of the current study was consisted with similar study (Mutuku et al., 2021; Wanjiru et al., 2018). Thus, Mutuku et al. (2021) determine the influence of contract management practices and procurement policies practices, on performance of Machakos County government. The study found out that Contract Monitoring and, Procurement policies had a positive influence on the performance of Machakos County. Wanjiru et al. (2018) also indicated that procurement management in terms of procurement planning, order process management, supplier management and outsourcing positively and significantly influences performance of retail chain stores in Nairobi County, Kenya. Moreover, in Mutuku et al.'s (2021) study, it was established that buyer supplier relationship had weak positive but significant relationship with the performance of the county government. In a similar study, Mensah and Tuo (2013) revealed that procurement process affects procurement performance.

On the other hand, the results of the study contradict with Hamiza et al. (2024) who examined the effect of procurement practices on the performance of private universities in West Nile, Uganda. They discovered that procurement planning and supplier selection proved to be statistically insignificant predictors of private university performance.

6. Conclusion

Based on the results of the study, the study concluded that private institutions follows procurement practices. The most practice were procurement panning and procurement performance measurement. Ethical procurement practice was the least practice within the private sector. The study further concluded that carefully analyses the cost that they are buying goods and service, focuses how much they spent, where, when, and why, and standards are followed to ensure good service delivery were performed within the private sector. More so, the study



concluded that procurement practice has an effect on organisational performance within the private sector. Procurement planning had the highest effect on organisational performance, whereas, the effect of procurement performance measurement, and ethical procurement practice on organisational performance was low within the private sector.

6.1 Recommendations

Based the results of the study, the study recommends that management of Volta River Estate Limited should focus on procurement planning and procurement performance measurement since the results showed that they have greater impact on organisational performance. Again, the study recommends that management of Volta River Estate Limited should train staffs on ethical procurement practice in order to increase organisational performance.

6.2 Suggestions for future studies

Further studies can be done on attitudes of staffs towards procurement practices. The study can also be replicated in other organisations who follow procurement practices, since variations in internal policies might have impact on the results.

Conflict of interest

The author declares no conflicting interest in the conduct of the study.

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