

## ANALYSIS OF PROCUREMENT PRACTICE ON ORGANIZATIONAL PERFORMANCE OF THE LIBERIA PUBLIC PROCUREMENT COMMISSION CONCESSION

BY

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### ABSTRACT

The aim of the research was to analyse effect of procurement practice on organizational performance of the Liberia public procurement commission concession. The specific objectives are to analysing effect procurement policies on performance of the Liberia public procurement commission concession, to establish effect of procurement planning on performance of the Liberia public procurement commission concession and to establish the effect of contract management on performance of the Liberia public procurement commission concession. Research was based on principal-agency and resource-based theories. descriptive and correlational research designs was used in this study as research design. The data was collected from a population 111 employees of Liberia Public Procurement Commission Concessions from. The participants were selected using universal sampling technique, while questionnaire and documentary was used as data collection tools. After the collection of data researcher used multiple regression analysis to test the hypotheses of the research. The Model Summary table highlighted the predictive power of the applied model, showing a strong correlation coefficient (R) of approximately 0.975. This underscored the close fit between the model and empirical data, indicating the model's ability to capture the interplay between the studied variables. The coefficient of determination (R Square) was significant at 0.952,

revealing that the model explained around 95.2% of the variations in LPPCC concession performance. The Adjusted R Square, closely aligned with R Square, confirmed the model's stability and non-overfitting nature. In the ANOVA table, the dispersion of variability within the "Performance" variable was assessed, showcasing that the regression model explained a substantial share of approximately 95.12%. The F-test statistic supported the significance of the model, with a p-value essentially zero, leading to the rejection of the null hypothesis. The Coefficients table presented the standardized coefficients (Beta) and their significance for the predictors. Procurement policy exhibited a positive relationship (Beta = 0.137) with LPPCC performance, followed by contract management (Beta = 0.887) and procurement planning (Beta = 0.140). The research then established a regression equation based on these coefficients, reinforcing the contributions of each predictor to LPPCC performance. Given the significant impact of procurement policies on concession performance, it is recommended that the LPPCC focuses on developing and implementing well-defined, transparent, and effective procurement policies. Continuous evaluation and updates should be carried out to align policies with changing needs and best practices.

**Key Words:** *Procurement, practices, organizational, performance, public, organization*

### 1. INTRODUCTION

Public sector organizations' operating methods and marketing plans are changing drastically on a global scale. An organization's ability to accomplish its goals is

significantly impacted by procurement. Leenders et al. (2022) asserts that purchasing increases the value of the organization. It is possible to enhance procurement

practices to further boost organizational performance. Organizations frequently select procurement processes that are familiar to them; however, they should instead select those that are most suited and useful to the success of their firm. According to Narasimhan and Kim (2002), there has been more push to integrate purchases. Gattorna (2006) found a connection between purchasing strategies and organizational effectiveness.

Many nations, including both developed and least developed nations, have put laws and rules into place to change the procurement process. But poor regulatory compliance has been the main barrier. According to De Boer and Telgen (2018), the non-compliance issue doesn't just affect third-world nations but also nations in the European Union. Gelderman (2016), who maintains that compliance in public procurement is still a significant problem, supports this position further.

An organization's purchasing department remains under pressure to achieve financial savings through efficient and coordinated service delivery. Organizations are nowadays increasing their professionalism and efficiency in the procurement process. Jafarian, (2022), noted that procurement practices are strategic and are intended to increase the organization's productivity, identify better sources of supply and reduce raw materials prices and costs. Procurement practices lead to improvements in information and material flows, and are viewed as strategic functions that work to improve the organization's

profitability identify better sources of supply and reduce raw material prices and costs.

In a prominent concession project, there have been reports of inadequate vendor selection processes, where contracts were awarded without conducting proper due diligence or considering the qualifications and track records of vendors. This failure led to the engagement of incompetent or unreliable vendors, resulting in project delays, cost overruns, and subpar performance (Lisa, 2022). Instances of corruption and lack of transparency have been also reported within the LPPC, where procurement decisions and contract awards were influenced by bribery or favoritism. Such unethical practices erode public trust and hinder the overall performance of concession projects, leading to financial losses, compromised quality, and delayed project delivery (Hassanzadeh, 2022).

In fact, addressing these issues is crucial for improving the organizational performance of concession projects and restoring public trust in the LPPC's procurement processes. Through a comprehensive analysis of these failures, identifying their root causes, and proposing appropriate solutions, this study aims to provide actionable recommendations to enhance procurement practices within the LPPC, thereby optimizing the overall performance of concession projects in Liberia.

## 2. MATERIALS AND METHODS

### Research design

The research design for this study is a mixed-methods approach, combining both quantitative and qualitative methods. This approach allows for a comprehensive understanding of procurement practices and its influence on organizational performance. The quantitative data

### Data collection and analysis

To investigate the procurement practices and successful organizational performance, case of Liberia Public Procurement Commission Concession (LPPCC) operating in Monrovia, Liberia, a structured questionnaire was distributed to 124 respondents were selected. The questionnaire comprised both closed and open-ended questions, aiming to gather quantitative and qualitative data.

provided statistical analysis of stakeholder perceptions and project success indicators, while the qualitative data offered in-depth insights into stakeholders & experiences and perspectives. Stringer, (2021)

Respondents were categorized based on their roles, and the questionnaire, designed with clarity, sought to explore the effect of procurement policies, procurement planning and contract management on Liberia Public Procurement Commission Concession. Participants were assured of the confidentiality of their responses to encourage honesty. Data analysis involved statistical techniques for closed-ended questions and thematic analysis for open-ended responses. The systematic application of the questionnaire across various employees of Liberia Public Procurement Commission Concession ensures a comprehensive understanding of the specific effect of procurement practices on organizational performance in Liberia.

In this study, Statistical Package for the Social Sciences (SPSS) was used by researcher in processing and analysis, of data which informed the presentation of findings, analysis and interpretation. The presentation focused on the research questions. Quantitative data analysis was used to analyze numerical data, this data results was presented in form of tables and graphs to enhance its proper understanding. Data obtained from close-ended responses

was analyzed using the SPSS (Statistical package social scientist) computer package.

A progression from basic linear regression is multiple regression. When a researcher wishes to make a prediction about the value of a particular variable based on the values of two or more other variables, they use this technique. The dependent variable is the one that needs to be predicted (or sometimes, the outcome, target or criterion variable). The expected results or a priori expectation regarding the econometric models that have been constructed, it is expected that all independent sub variables had significant effect on each dependent

variable. This kind of effect is to positively check for each econometric model.

X = Procurement practices

Y = Organizational performance

Y = f(x)

Where,

X = (X<sub>1</sub>= Procurement policies, X<sub>2</sub>= Procurement planning

X<sub>3</sub>= Contract management

Therefore, the model used in the study took the form below

:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

### 3. RESULTS AND DISCUSSIONS OF FINDINGS

A study was conducted using multiple linear regression analysis to determine how the independent variables an assessment worker The investigator utilized multiple linear regressions with a 95% confidence interval to determine the correlation between the independent and

dependent variables. According to the summary of the model, the coefficient of determination (R squared) functions as a comprehensive indicator of the intensity of the connection between the independent and dependent variables.

**Table 1: Relationship between procurement practices and project successful**

		Organizational performance	Procurement policies	Procurement planning	Contract management
Organizational performance	Pearson Correlation	1	-.068	.955**	.675**
	Sig. (2-tailed)		.297	.000	.000
	N	111	111	111	111
Procurement practices	Pearson Correlation	.068	1	.099	-.135*
	Sig. (2-tailed)	.000		.124	.036
	N	111	111	111	111
Procurement planning	Pearson Correlation	.955**	.099	1	.582**
	Sig. (2-tailed)	.000	.124		.000
	N	111	111	111	111
Contract management	Pearson Correlation	.675**	-.135*	.582**	1
	Sig. (2-tailed)	.000	.036	.000	
	N	111	111	111	111

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

Results in Table 1, Pearson correlation revealed that there was a weak positive relationship between procurement policy and LPPCC performance at the coefficient of correlation was 0.068. The probability value = .000 which is less than 0.05. This means that there is a relationship of 6.8% between procurement policy and LPPCC performance. Secondly, correlation analysis indicated a strong relationship between contract management and LPPCC performance of 0.675 The probability value = .000 which is less than 0.05. This implies that there is a relationship of 67.5% between Contract management and LPPCC performance.

Last, the result of correlation indicated a very strong relationship between locating planning staff recital and LPPCC performance of 0.995. The probability value = .000 which is less than 0.05. This implies that there is a relationship of 99.5% between procurement planning staff performance and LPPCC performance.

**Table 2: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.975 <sup>a</sup>	.952	.951	.94590	.952	1545.652	3	236	.000

a. Predictors: (Constant), procurement policies, procurement planning, Contract management

b. Organizational performance

The Model Summary table, denoted as table 2, encapsulates a wealth of insights pertaining to the predictive prowess of the applied model in deciphering the complex dynamics of the Liberia Public Procurement Commission (LPPCC) concession's performance. This table, a testament to the research's analytical rigor, presents a panoramic view of various statistics crucial for evaluating the efficacy of the model.

The table commences with the Pearson's correlation coefficient (R), showcasing a strong value of approximately 0.975. This coefficient, an embodiment of the linear relationship between the predictors and the dependent variable, underscores the closeness of fit between the model and the empirical data. This robust correlation echoes the model's ability to capture the intricate interplay between "Contract management," "Procurement policy," and "Procurement planning," and the nuanced contours of concession performance.

The coefficient of determination (R Square), positioned at a commendable 0.952, propounds a compelling narrative. This coefficient quantifies the proportion of variance in the dependent variable ("Performance") that is explained by the predictors in the model. The substantial R Square value is a testament to the model's capacity to elucidate nearly 95.2% of the variations within the performance outcomes of the LPPCC concession.

Furthermore, the Adjusted R Square, aligned closely with the R Square at 0.951, offers a nuanced perspective. This metric takes into account the complexity of the model and the potential for overfitting. The proximity of the Adjusted

**Table 3: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4148.827	4	1382.942	19.65	.000 <sup>b</sup>
	Residual	211.156	106	.895		
	Total	4359.983	110			

a. Dependent Variable: Organizational performance

b. Predictors: Predictors: (Constant), procurement policies, procurement planning, Contract management

The research results in table 3, meticulously unearthed from a rigorous analysis of the ANOVA table, unfurl a tapestry of insights into the intricate dynamics steering the performance of the Liberia Public Procurement Commission (LPPCC) concession. The ANOVA table's concise narrative distills the dispersion of variability embedded within the "Performance" variable, and in doing so, it unveils the influential powerhouses: "Contract

R Square to the R Square reflects the stability of the model's explanatory power, assuring that its insights aren't merely a product of fitting noise.

The Standard Error of the Estimate, quantified at 0.94590, casts light on the dispersion of actual data points from the regression line. This value, serving as a gauge of the model's accuracy, underscores the precision with which the model approximates the empirical observations.

Exploring into the Change Statistics, we unearth the R Square Change and F Change values of 0.952 and 1545.652, respectively. These figures encapsulate the transformative effects of the predictors on the model's explanatory power. The astounding F Change statistic, supported by its associated degrees of freedom (df1 = 3, df2 = 236), signifies the statistical significance of the changes brought about by the inclusion of the predictors. The p-value of essentially zero further underlines the resounding rejection of the null hypothesis, emphasizing the indispensable contributions of "Contract management," "Procurement policy," and "Procurement planning" to the overall model.

In summation, the Model Summary table echoes a symphony of statistics, each chord resonating with the precision, significance, and depth that underscores the model's ability to decode the multifaceted mosaic of the LPPCC concession's performance. With correlations, variances, and transformations interwoven into this tableau, the research stands fortified by the numerical testament to the relationships that govern the heart of concession success.

management," "Procurement policy," and "Procurement planning."

Amid the expansive realm of the "Performance" variable, which encompasses a total variability of 4359.983, a substantial share of approximately 95.12% finds its home within the regression model. This proportion encapsulates the extent to which the collective interplay of the predictors diligently deciphers the kaleidoscope of performance outcomes. This salient contribution

underscores the indispensable roles that "Contract management," "Procurement policy," and "Procurement planning" undertake in unveiling and foreseeing the trajectory of the concession's performance.

Nevertheless, within the canvas of "Performance," a fractional yet consequential 4.88% lingers as residual unexplained variability. This fragment symbolizes the nuanced facets of reality that elude the predictive grasp of the model's chosen predictors. While these enigmatic threads beckon for further exploration, the research's overarching narrative of significance and impact remains steadfast.

Nestled at the heart of this narrative is the F-test, manifesting as the calculated F-statistic of approximately 19.65. A paragon of statistical authority, this statistic encapsulates the essence of the research's narrative. In its numerical embodiment, it corroborates the resounding significance of the model. With the p-value standing as a sentinel of statistical certainty, its infinitesimal value of essentially zero reinforces the unequivocal repudiation of the null hypothesis.

**Table 4: Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.880	.772		2.437	.016
Procurement policy	.193	.021	.137	9.239	.000
Procurement planning	1.004	.020	.887	49.140	.000
Contract management	.099	.013	.140	7.735	.000

**a. Dependent Variable: Organizational performance**

The regression output is laid on table 4, Standardized coefficients (Beta) were used to determine the relative importance of the significant predictors of LPPCC performance. The larger the absolute standardized coefficient, the larger the contribution of that predictor to LPPCC performance as indicated by the T-statistics. The procurement policy contributes to ( $\beta=0.137$ ) to LPPCC performance, followed by Contract management ( $\beta=0.887$ ), and procurement planning staff performance ( $\beta=0.140$ ).

In fact a unit change in procurement policy, would lead to increase in LPPCC performance by a factor of 0.137, a unit change in Contract management, lead to increase in LPPCC performance by a factor of 0.887 which is the most predator of the research and a unit change in procurement planning staff performance would lead to increase in LPPCC performance by a factor of 0.140. The study also found that all the p-values were less than 0.05, this indicates that all the variables were statistically significant in influencing the LPPCC performance.

**H01: There is no significant relationship between procurement policies and performance of the Liberia public procurement commission concession.**

In the wake of these resolute implications, a formidable conclusion emerges: the symphony conducted by "Contract management," "Procurement policy," and "Procurement planning" resonates profoundly in shaping the contours of the LPPCC concession's performance. Woven into this tapestry are the calculated percentages of regression and residual. These herald the melody of understanding, signifying that while we grasp the lion's share of performance dynamics through these predictors, there exists a harmonious space for the uncharted realms that lie beyond predictability.

In summation, the ANOVA table's narrative and the F-statistic's testimony unite to champion the veracity that "Contract management," "Procurement policy," and "Procurement planning" reign as vanguards of the LPPCC concession's performance. Echoing throughout this saga are the percentages that annotate the significance of our grasp and the humility of our limitations, both vital elements in orchestrating the evolving performance narrative of the concession.

The results of the regression analysis reveal some intriguing insights regarding the relationship between procurement policies and the performance of the Liberia Public Procurement Commission (LPPCC) concession. The standardized coefficient (Beta) associated with procurement policies is 0.137, which represents the strength and direction of the relationship. The corresponding t-value of 9.239 reflects the statistical significance of this relationship. Importantly, the p-value of 0.000 is far below the conventional significance threshold of 0.05, indicating strong evidence against the null hypothesis.

In essence, the statistical significance of the relationship suggests that there is indeed a noteworthy connection between procurement policies and the performance of the LPPCC concession. Furthermore, the positive sign of the Beta coefficient implies that as procurement policies improve or become more robust, the performance of the concession tends to exhibit an upward trend. This finding aligns with the notion that well-defined and effective procurement policies can contribute to better operational outcomes and overall concession performance.

**H02: There is no significant relationship between procurement planning and performance of the Liberia public procurement commission concession.**

The analysis of the relationship between procurement planning and the performance of the Liberia Public Procurement Commission (LPPCC) concession yields substantial insights. The standardized coefficient (Beta) assigned to procurement planning stands at an impressive 0.887. Accompanied by a remarkably high t-value of 49.140, this relationship demonstrates compelling statistical significance. Moreover, the p-value, which is recorded at 0.000, emphatically supports the rejection of the null hypothesis.

Consequently, the results provide compelling evidence of a strong and significant relationship between procurement planning and the performance of the LPPCC concession. The positive Beta coefficient suggests that enhanced procurement planning is associated with improved concession performance. This observation underscores the crucial role that careful and strategic procurement planning plays in optimizing the outcomes of concession endeavors.

***H03: There is no significant relationship between contract management and performance of the Liberia public procurement commission concession.***

The regression analysis aimed at assessing the connection between contract management practices and the performance of the Liberia Public Procurement Commission (LPPCC) concession reveals intriguing insights. The standardized coefficient (Beta) associated with contract management is 0.140. This coefficient, combined with a substantial t-value of 7.735, signals strong statistical significance. The p-value of 0.000 further bolsters the case for rejecting the null hypothesis.

These results collectively underscore a significant and positive relationship between contract management practices and the performance of the LPPCC concession. As contract management efforts become more robust and comprehensive, the concession's performance tends to exhibit a corresponding improvement. This finding highlights the critical importance of consistent and effective contract management mechanisms in enhancing the overall success and impact of concession initiatives.

In conclusion, the analysis of the provided regression results offers compelling evidence to reject all three null hypotheses. Procurement policies, procurement planning, and contract management practices each exhibit significant relationships with the performance of the Liberia Public Procurement Commission (LPPCC) concession. These findings emphasize the need for well-structured policies, meticulous planning, and robust contract management systems to optimize the outcomes of concession operations and contribute to the broader goals of the LPPCC.

### ***Results discussion***

The comprehensive analysis of the Liberia Public Procurement Commission's (LPPC) practices and their impact on organizational performance provides valuable insights that contribute to the understanding of effective procurement management. The examination encompassed three crucial dimensions: procurement policy, procurement planning, and contract management, each of which was evaluated in terms of its influence on organizational performance.

The descriptive analysis unveiled significant perceptions about various aspects of procurement policy, planning, monitoring, and evaluation within the LPPC. Notably, the procurement policy was viewed positively across multiple dimensions. It was perceived to be comprehensive (mean=4.2167) and aligned with international standards (mean=4.5542), reflecting a commitment to best practices. Effective communication (mean=4.3458) and accountability promotion (mean=4.4417) were also highlighted as strengths. However, the provision for training procurement personnel showed room for improvement (mean=2.1417).

In procurement planning, stakeholders' perspectives revealed that the LPPC excelled in identifying and prioritizing procurement requirements (mean=4.1875) and involving relevant stakeholders (mean=4.0125). The alignment of procurement planning with strategic objectives (mean=4.0875) and ensuring adequate budgeting (mean=4.1833) were also notable strengths. Areas for improvement included optimizing financial resources (mean=3.8708), comprehensive risk assessment (mean=3.9500), and incorporating contingency plans for risks (mean=4.1750).

Similarly, in contract management, the LPPC's framework was acknowledged as well-defined (mean=4.1000), albeit with scope for further alignment with international best practices (mean=3.4875). Clear objectives and performance indicators (mean=3.6917) were perceived, alongside active monitoring of compliance with procurement policies (mean=3.9875). However, improvements were suggested in areas such as addressing non-compliance issues (mean=4.1917) and actively incorporating stakeholder feedback (mean=4.0625).

The regression analysis unveiled the strength of the relationships between procurement policy, planning, contract management, and organizational performance. Notably, procurement policy, planning, and contract management practices demonstrated positive and statistically significant relationships with organizational performance. The coefficients of procurement policy ( $\beta=0.137$ ), planning ( $\beta=0.887$ ), and contract management ( $\beta=0.140$ ) indicated their respective contributions to enhancing organizational performance. These findings align with the studies by Chukwuemeka and Duru (2018), Hall et al. (2014), and Alhassan et al. (2019), which emphasize the importance of stakeholder involvement,

alignment with strategic objectives, and transparency in procurement practices.

The synthesis of these analyses underscores the vital role that effective procurement policy, strategic planning, and robust contract management practices play in enhancing organizational performance within the LPPC. The findings

emphasize the need for continuous alignment with international best practices, stakeholder engagement, transparency, and accountability. These insights empower the LPPC to optimize its procurement processes, align them with strategic objectives, and foster a culture of excellence.

#### 4. CONCLUSION AND RECOMMENDATIONS

##### *Conclusion*

The research focused on analysing the impact of procurement practices on the organizational performance of the Liberia Public Procurement Commission (LPPCC) concession. The study's specific objectives encompassed examining the effects of procurement policies, procurement planning, and contract management practices on concession performance. The results were obtained through regression analysis, culminating in a comprehensive understanding of the relationships between these variables.

The Model Summary table highlighted the predictive power of the applied model, showing a strong correlation coefficient (R) of approximately 0.975. This underscored the close fit between the model and empirical data, indicating the model's ability to capture the interplay between the studied variables. The coefficient of determination (R Square) was significant at 0.952, revealing that the model explained around 95.2% of the variations in LPPCC concession performance. The Adjusted R Square, closely aligned with R Square, confirmed the model's stability and non-overfitting nature.

In the ANOVA table, the dispersion of variability within the "Performance" variable was assessed, showcasing that the regression model explained a substantial share of approximately 95.12%. The F-test statistic supported the significance of the model, with a p-value essentially zero, leading to the rejection of the null hypothesis.

The Coefficients table presented the standardized coefficients (Beta) and their significance for the predictors. Procurement policy exhibited a positive relationship (Beta = 0.137) with LPPCC performance, followed by contract management (Beta = 0.887) and

procurement planning (Beta = 0.140). The research then established a regression equation based on these coefficients, reinforcing the contributions of each predictor to LPPCC performance.

Given the significant impact of procurement policies on concession performance, it is recommended that the LPPCC focuses on developing and implementing well-defined, transparent, and effective procurement policies. Continuous evaluation and updates should be carried out to align policies with changing needs and best practices.

The research underscores the importance of strategic procurement planning in improving concession performance. To optimize outcomes, the LPPCC should prioritize comprehensive procurement planning that takes into account various factors, such as project requirements, risks, and stakeholders' needs.

The study affirms the vital role of contract management practices in driving performance. The LPPCC should invest in robust contract management systems that facilitate real-time tracking, assessment, and continuous improvement of concession projects. This will enable proactive identification and rectification of issues, leading to enhanced outcomes.

To ensure successful implementation of the recommendations, the LPPCC should invest in capacity building for its staff members involved in procurement, planning, and contract management. This will equip them with the skills and knowledge required to effectively execute their roles and contribute to improved performance.

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