

PROCUREMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE OF TERTIARY INSTITUTIONS IN BAYELSA STATE

BY

Emmanuel Essien EYO^{1}**

Ecubed@unical.edu.ng

Uduakobong Effiong OTU²

uduakobongotu@gmail.com

Lucky BRAMBAIFA³

luckybrambaifa@gmail.com

¹⁻³ *Department of Marketing Faculty of Management Sciences University of Calabar*

Abstract

The study had the broad objective of determining the effect of a variety of procurement practices on the organizational performance of tertiary institutions in Bayelsa State. Survey research design was adopted whereby primary data were obtained from 165 procurement and store/warehouse officers and administrative officers of the various institutions using a 5-point Likert scale structured questionnaire. Data were analyzed using multiples regression technique with the help of Statistical Package for the Social Sciences (SPSS 23). The findings of the study revealed that tendering, bidding, E-procurement, and sustainable procurement practice have a significant effect on the performance of tertiary institutions in Bayelsa State. Hence, the study concluded that procurement practices have a significant effect on the performance of tertiary institutions in Bayelsa State. The researchers recommended that there should be adequate measures put in place to ensure that the best supplier is contracted by the organization as this may enhance performance. There should be adequate measures put in place to ensure that the supplier with the best tender is contracted by the organization as this will serve time and reduce cost. Finally, the study recommended that sustainable procurement practice should be inculcated in the organization, as this will help protect and preserve its environment. (Word Count: 246 words).

Keywords: *Procurement Practice, Tendering, Bidding, E-procurement, Sustainable procurement practice, Organizational performance*

Introduction

Organizations cannot achieve efficient and effective product and service delivery without an active and proactive procurement system to check their material/service purchase and delivery activities. It is important for the management of organizations to give priority to procurement practices as these activities require attention and constant assessment (Shah & Hasan, 2016). Efficient procurement practices are vital to organizations because they decrease wasteful activities (Carpineti, et al, 2006). For

organizations to achieve efficiency in their procurement function, they must address challenges such as market structure, legal framework, and the political environment that procurers face. Kipkemoi (2017) observed that most organizations align themselves with procurement practices that they are already familiar with rather than go with innovative practices even when they could be more beneficial to the firm's performance (Charles & Uford, 2023). The process of searching and accepting the terms and conditions of purchasing goods and services from an organization is called procurement. This is done often via tendering and a competitive bidding process. Jenkins (2021) observes that procurement is gathering business requirements, and sourcing suppliers to track the receipt of goods and update payment terms. Furthermore, procurement is the acquisition of products and services. Similarly, procurement can be viewed as techniques, structured methods and means used to streamline an organization's purchase process and achieve desired results while saving cost, reducing time, and building win-win supplier relationships.

Procurement involves many activities associated with acquiring goods and services. Fournier (2015) stated that procurement involves a series of activities and processes that are necessary for an organization to acquire essential goods and services from the best suppliers at the best prices. Such goods and services procured include raw materials, office equipment, services and supplies, furniture and facilities, technical equipment and support, telecommunications, printed collateral, contingent workers recruitment, testing and training and travel-related services, among many others. Monezka and Morgan (2000) opined that firms must maximize the use of procurement practice-based decisions such as e-procurement that links all members of the supply chain, increases the speed of information transfer, and reduces non-value-adding tasks. This competitive purchasing strategy is expected to enhance efficiency on the part of the organization. Effective procurement policy and implementation are the bedrock to achieving value for money within both private and public-sector entities. Procurement practices are evolving and require effective and efficient policy and implementation (Davis, 2014). The author also pointed out that public sector procurement spent accounts for a huge percentage of the total budget; this is so due to the magnitude of procurement categories being procured. This entails that the procurement practices be streamlined. In a similar study titled "Effects of procurement practices on organizational performance within the public sector: a case of east African Portland cement company limited" by Kipkemoi (2017), the author opined that procurement practices should be looked at as part of organizational strategy. Furthermore, he also stated that procurement should be involved in the budgeting process, supplier choice, and consolidation, concern for the environment, and issues touching on quality and technological advances.

Therefore, this study is focused on specific procurement practices which include; tendering, bidding, e-procurement and sustainable procurement practice and their effect on the performance of organizations, with the focus on tertiary educational institutions in Bayelsa State.

Statement of the Problem

Procurement and supply to a large extent depend on the needs of the organization and the finances available to the organization. In the educational system, much of the funding emanates from the federal government through the Education Tax Fund (ETF). The funds allocated to the educational sector usually runs into billions of Naira. Apart from staff emoluments and other sundry overheads, the amount allocated is used for procurements of the necessary materials and equipment necessary for the provision of educational services to learners. Nonetheless, it is unsurprising to see state tertiary institutions in this region experience incessant stock out of necessary materials and equipment required to provide educational services to students, having poor tendering process, failure to adopt the right technology to facilitate order processing, poor bidding process that are unethical and unsustainable. These indicate poor procurement practices, thereby requiring investigative attention.

Although the concept of procurement practices has received significant attention from scholars and researchers globally, it is important to point out that this concept has received little attention from Nigerian scholars. Few studies carried out in the area of procurement practices in Nigeria were on construction (*Oyewobi, et al, 2017*), government parastatals (Florence, 2018) and tertiary institutions (Magaji, 2010, Benjamin, 2017), financial services (*Akenroye, et al, 2012*). Although studies on procurement practices have been carried out in education, these were majorly private universities and federal public universities in Western and Northern Nigeria. Sadly, very little investigation (if any) had been undertaken in state universities in the Southern region of Nigeria. Against this backdrop, this study intends to examine procurement practices and organizational performance in tertiary educational institutions in Bayelsa State. Against this backdrop, the following specific objectives were formulated to;

1. examine the effect of tendering on organizational performance in Bayelsa State tertiary institutions.
2. determine the effect of bidding on organizational performance in Bayelsa State tertiary institutions;
3. ascertain the effect of E-procurement on organizational performance in Bayelsa State tertiary institutions;
4. examine the effect of sustainable procurement practice on organizational performance in Bayelsa State tertiary institutions.

Review of Relevant Literature Theoretical Framework

This study is underpinned by the resource dependency theory. The resource dependency theory propounded by *Jeffery, et al (1978)* holds that the external resources of an organization affect the behaviors of the organization. Resources dependency theory is concerned with how an organization engages in transactions with other actors and organizations in its environment to acquire resources. These resources may include raw materials, semi-finished goods, and finished goods. Resources dependency theory (RDT) is underpinned by the idea that resources are key to organizational success and that access and control over resources are a basis of power. Ebers (2001), postulates that

resource dependency theory views inter-organizational relations as a means for securing needed resources and for enhancing control over resource supply. Furthermore, the author reiterated that the RDT focuses on coordination across organizational boundaries. The theory emphasizes the power of asymmetries that can arise when, for instance, one organization depends on another for vital inputs that it cannot obtain elsewhere.

Resources are domicile and controlled by organizations that own them not in the control of the organization needing them, this implies that strategies must be carefully considered to maintain open access to resources. Scott (2003) opined that organizations depend on multidimensional resources like; labour, capital, raw material, semi-finished goods, etc, therefore, organizations may not be able to come out with countervailing initiatives for all these multiple resources. David and Cobb (2010) assert that these resources can be for things as obvious as financing or as subtle as recognition, through this resource dependence the organization with the resources is given influence and power over the organization without the resources. With this influence over others, organizations can do things such as influence price and encourage particular organizational structures. Furthermore, they stated that for this happen there must be few places where the resource-dependent organization can acquire the resource and the resource must be valuable to the dependent organization. RDT links resources and power together and this is explained by the behavior of the organizations.

Resource dependency theory's concern is more than the external organizations that provide, distribute, finance, and compete with a firm. Although executive decisions have more individual weight than non-executive decisions in aggregate, the latter have a greater organizational impact (*Hillman, et al 2009*). The authors further assert that customers are the ultimate resource on which organizations depend and managers of the respective organization understand that their success is tied to customers' demand. The RDT is not only applicable to profit-making organizations only, as studies and debates have been carried out in recent times. Eikenberry and Kluver (2004) brought to the fore that many scholars have argued that RDT is one of the main reasons nonprofit organizations have become more commercialized in recent times. They added that contract competition has increased between private and nonprofit making organization due to fewer government grants and resources being used for social services and this has made the nonprofit-making organizations deploy marketization techniques used mainly in the private sector to compete for resources to maintain their organizations' livelihood. It's a point of debate by scholars that the marketization of the nonprofit sector will lead to a decrease in the quality of services provided by nonprofit organizations.

Conceptual Framework

Procurement is the term that is used to refer to the process or the act of sourcing or obtaining services or goods for an organization. It can also be said that procurement is the process of finding and agreeing to terms and acquiring goods and services or works from an external source, often via a tendering or competitive bidding process. In a study titled "all you need to know about procurement" Beroeinc (2021) postulated that procurement is usually a part of the input to a company that then uses the goods or

services procured in making their final product. The author further added that the procurement process is the identification and implementation of certain steps by businesses to ensure they can acquire goods and services to meet their requirements and achieve their objectives. Moore (2013) stated that procurement behavior is evolving as progressive corporations shift their focus from price per price to concentrate more attention on the total cost of ownership and best value. Any organization that has embraced these procurement best practices will lead the way to real saving, improved productivity, and stronger financial performance (Moore, 2013).

Tendering and Organizational Performance

Tendering is a procurement Procedure whereby potential suppliers are invited to make a firm and unequivocal offer on the price and terms on which they will supply specified goods and/or services, which on acceptance shall be the basis of a subsequent contract. One of the most important aspects of organizations' success is the relationship between organizations and their suppliers (*Nyakundi et al 2018*). Researchers have shown that the way a supplier is selected is crucial to the outcome of the organization. The procurement team has to assess the tender submitted by the suppliers wisely to minimize the cost of the product and increase the margin for earning more revenues. Selecting the wrong supplier for the organization may lead to severe problems, therefore it is worth exploring the criteria that are used in assessing suppliers including the green aspect and how that affects the organization's performance (*de Boer et al 2001*; Kannan & Tan, 2002). Tendering is generally classified into five types which are open tender, selective tender, serial tender, negotiated tender and term tender (*Chi, et al 2013*).

Bidding and Organizational Performance

Bidding is a tool for effective procurement of goods and services. Furthermore, bidding can also be seen as the highest price any buyer is willing to pay for a given security at a given time (Akpan & Uford, 2023).. That is why bid price or quoted bid is a maximum price a market maker will pay for a security (Mutio, 2015). Open competitive bidding is a business term that means all who want to view the opening of the scale bids may do so. Closed bidding proposal situations are those in which only selected individuals in the bid receiving, company or organization, view the bid (Mufutau and Mojisola 2013). Organizations seeking effectiveness and realization of organizational goals such as enhanced competitiveness, better customers care, and increased profitability must have a robust tendering process (*Gunasekaran et al 2001*). A price quote is the fees for which a contractor or vendor will provide the requested goods or services knowing upfront that the bidding is competitive saves bid write a lot of work since other detail aren't going to be as important in the proposal as the price quote (Loice,2015). He further mentioned that buyer-supplier collaboration after a successful bidding process is a departure from the anchor point of discreteness that underlies business transactions to a relational exchange as the roles of supplier and buyer are no longer narrowly defined in terms of simple transfer of ownership of products. By focusing on relational exchange collaboration entails the activities that are undertaken faintly rather than unilaterally (Cox 2003). De Jong and Nooteboom (2000) suggest that the requirements for effective collaboration are mutual objectives, integrated policies joint decision-

making information sharing of benefits and losses. E-procurement and organizational performance

E-procurement system plays a fundamental role in business to business by tailoring the buying process and providing the information needed to make a more effective purchasing decision (Siricha & Theuri, 2016). Organizations that have implemented the e-procurement system have found tremendous benefits. The adoption of an e-procurement system helps organizations to reduce transaction costs, improve internal procurement process efficiency and increase collaboration with suppliers (Barbieri & Zanoni, 2005). Implementing the e-procurement system does not only make the operational process of the buyer organization more effective it also makes the order fulfilment process of the supplier organization more efficient and improves partner relationship management. The impact of web-based technology has added speed or value to all the avenues and activities of a business in today's dynamic global competition (Carabello, 2007). The author further stated that the ability to provide customers with life cycle costs and cost-effective total solutions for sustainable value has become vital, as organizations are now under tremendous pressure to improve their efficiency and responsiveness in terms of operations, resource utilization, and product development. With the emergency of e-procurement, organizations are compelled to shift their operations from a traditional way to a virtual e-procurement and supply chain philosophy to transfer the organization's activity to an automated one (Carabello, 2007).

Sustainable Procurement Practices and Organizational Performance Sustainable procurement is a process whereby organizations meet their needs for goods, services, works, and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organization but also to society and the economy, whilst minimizing damage to the environment. *Islam et al (2017)* opined that organizations need to adopt socially and environmentally responsible purchasing practices which have an impact on all aspects of the supply chain, including suppliers, employees, and customers with aims to reduce the environmental and social impact. *Philemon (2018)* added that sustainable procurement is not merely a term all about "green", it is rather more about ethical, social accountability in ensuring there is minimal environmental impact through the supply chain and ensuring there are economical sound resolutions as well as always ensuring good business practice.

Srivastava (2007) argued that sustainable procurement is synonymous with green supply chain management, as green supply chain management is the combination of environmental challenges into supply chain management. Furthermore, the author stated that it also comprises choosing materials, sourcing, designing of products, manufacturing activities, and conveyance of the end-product to the consumers. Sustainable procurement considers social and environmental elements together with financial aspects in the creation of procurement resolutions. It entails foreseeing former outdated economic measures and making resolutions based on the cost, risk, and success measures as well as repercussions for the society and the impact on the environment

(Philemon, 2018). Kiswili and Ismail (2016) affirmed that sustainable procurement is about considering social and environmental factors alongside financial factors in making procurement decisions, furthermore, it entails foreseeing beyond the traditional economic measure and making decisions based on the whole life cost, the associated risk, measure for success as well as the implication for society and impact on the environment. So, therefore, deciding on this line demands setting procurement into the broader strategic context including value for money, performance management, corporate and community priorities.

Review of Empirical Studies

Studies have been carried out in the area of procurement practices and organizational performance, various procurement practices have been studied by different scholars and their studies have contributed significantly to the robust literature and empirical findings available in the area of procurement practices. Worthy of note is the study conducted by *Anne et al (2019)* on the effect of procurement practices on service delivery: A case study of VRA, Ghana. The variables for their study were procurement policy, procurement planning, and sustainable procurement practice. The researchers gathered data with the help of a structured questionnaire, and a simple random sampling technique was used to generate the sample size for the study. The data gathered were analyzed with the help of simple regression statistical tool. The researchers found out that there is a significant effect of the variables studied on service delivery of VRA Company in Ghana. The authors recommended that the organization should invest more in these procurement practices as this has helped in the overall organizational performance.

A research that examined the effect of procurement practices on organizational within the public sector: A case of East African Portland Cement company limited was studied by Kipkemoi (2017). The study variables were; suppliers selection procedures, buyer-supplier relationship, and e-procurement. Data generated and analyzed were presented in tables, charts, and graphs. The study found out the three procurement practices enable East African Portland Cement Company to achieve differentiation through better customer service and reduced lead time. Influence of procurement practices on organizational performance in the private sector in Kenya: a case study of guaranty trust bank limited, Kenya was conducted by Kennedy and Kiarie (2015). Their study centered on these variables; e-procurement operations and planning contract management. Descriptive statistics and multiple regression analysis were used to analyze the data generated from respondents. The study revealed that procurement planning, e-procurement operations, and contract management influence organizational performance in the private sector.

Methodology

Cross sectional survey research design was adopted for the study to enable the researcher to obtain data within a limited timeframe for the research. The study population comprised of 31 procurement officers, 58 store officers and 76 administrative officers, making a total of 165 respondents. The judgmental sampling technique was used as it enables the researchers to ensure that lonely respondents that are within the

study population were surveyed. Primary data were collected from the respondents using a well formulated questionnaire consisting of a five-point Likert scale that was validated using content validity index (CVI), and the reliability was tested using Cronbach Alpha coefficient as recommended by (Uford, 2017).. The reliability scores are; tendering = 0.703, bidding = 0.724, E-procurement = 0.796, sustainable procurement practices = 0.831, and organizational performance = 0.812. Multiple regression analysis technique was deployed to analyze the data gathered from the field. This tool was chosen because it limpid the relationship between the independent variables and the dependent variable. Statistical Package for Social Sciences (SPSS) version 23 used in computation and analysis of the data.

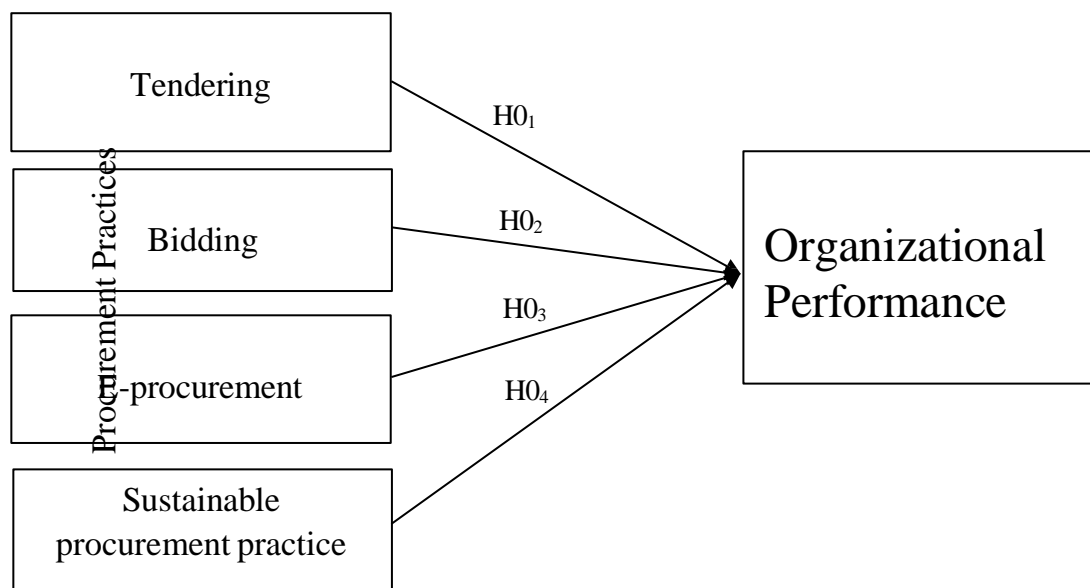


Fig. 1: Conceptual model of the study

Source: Researcher, (2023)

Data Analysis

Demographic Attributes of Respondents

Table 4 shows the gender, age, academic qualification, marital status and length of employment of the respondents. As seen from the table, there were more males than females that responded to the survey accounted for by 49 (70.0 per cent) and 21 (30.0 per cent) respectively. The responses on the age distribution of the respondents shows that; 14 respondents (20.0 per cent) were within the age range of 18 to 24 years, 23 respondents (32.9 per cent) were within the age range of 25 to 31 years, 5 respondents (7.1 per cent) were within the age range of 32 to 38 years. Also, 7 respondents (10.0 per cent) were within the age range of 39 to 45 years while 21 respondents (30.0 per cent) were within the age of 46 years and above. The responses on marital status of the respondents showed that 38 were single (54.3 per cent); 25 were married (35.7 per cent); while 7 were divorced (10.0 per cent).

Lastly, the table showed the academic qualification and length of employment of the respondents. It is seen from the table 2 respondents (2.9 per cent) were holders of WAEC/NECO, 13 respondents (18.6 per cent) were holders of OND/NCE/HND

certificate, while 55 respondents (78.6 per cent) were holders of B.Sc/M.Sc/Ph.D. 20 respondents (28.6 per cent) were not up to a year on their duty as procurement officers, 27 respondents had worked for the period of 1 to 3 years, 11 respondents had worked for the period of 4 to 6 years while 12 respondents had worked for a period of 7 years and above.

TABLE 1**Demographic representation of the respondents**

<i>Demographic</i>	<i>Total</i>	<i>Percent (%)</i>
Gender		
Male	49	70.0
Female	21	30.0
Total	70	100.0
Age		
18 - 24 years	14	20.0
25 - 31 years	23	32.9
32 – 38 years	5	7.1
39 – 45 years	7	10.0
46 years and above	21	30.0
Total	70	100.0
Academic qualification		
WAEC/SSCE	2	2.9
OND/NCE/HND	13	18.6
B.Sc/M.Sc/Ph.D	55	78.6
Total	70	100.0
Marital status		
Single	38	54.3
Married	25	35.7
Divorced	7	10.0
Total	70	100.0
Length of employment		
Less than 1 year	20	28.6
1 – 3 years	27	38.6
4 – 6 years	11	15.7
7 years and above	12	17.1

Source: Field work, 2023

Descriptive Statistics of Variables

Table 2 presents descriptive statistics on the responses on procurement practices and performance of tertiary educational institution in Bayelsa State. The report covers data

obtained from 70 respondents. Tendering, Bidding, E-procurement (EP), and Sustainable procurement practice (SPP) were used to measure procurement practices. Constructs designed to measure tendering included; the university suppliers proposal are properly evaluated and examined before the contract is awarded; suppliers submit proposal to the school before any contract is awarded; and proposal submitted by the vendors are always scrutinized by the procurement department of the school. The mean of all the constructs were 3.37, which indicates a positive response to the questions. The standard deviation, which is below one (1), shows that up to 68 percent of the spread of the values are clustered around the mean. The variances indicate the spread of data is adequate.

Bidding was measured through the following statements; the university organizes bidding to select the best supplier with the best tender; Bidding is used to select the vendor for the organization, and Bidding is used to get the best price for the organization. The mean of all the constructs were 3.94, which indicates a positive response to the questions. The standard deviation, which is below 1 shows that up to 68 per cent of the spread of the values are clustered around the mean. The variances indicate the spread of data is adequate.

Three constructs were designed as measures of e-procurement. The following statements were used; the university is aware of automation of procurement processes, automating the end-to-end procurement will speed up the procurement activities and automated procurement (E-procurement) is preferred to traditional purchase order. The mean of all the constructs were 4.38, which indicates a positive response to the questions. The standard deviation, which is below one (1) shows that up to 68 percent of the spread of the values are clustered around the mean. The variances indicate the spread of data is adequate.

Sustainable procurement practice was measured with the following statement; the university considers the social effects of procurement processes, the procurement practice of the university takes into consideration the environmental implications, and proper risk management is considered by the university during procurement. The mean of all the constructs were 4.04, which indicates a positive response to the questions. The standard deviation, which is below 1 shows that up to 68 per cent of the spread of the values are clustered around the mean. However, the variances indicate the spread of data is adequate.

Organizational performance was measured with the following statement; The buying processes have significantly improved in the last two years, there is timely delivery of materials ordered by departments and units, and the quality of materials delivered is impressive. The mean of all the constructs was 4.29, which indicates a positive response to the questions. The standard deviation, which is below 1 shows that up to 68 per cent of the spread of the values are clustered around the mean. The variances indicate the spread of data is adequate.

TABLE 2

Descriptive statistics of procurement practices and organization performance

Item	N	Mean	Std. Deviation	Variance
Tendering	70	3.37	.693	.480
Bidding	70	3.94	.732	.536
E-procurement	70	4.38	.504	.254
Sustainable procurement practice	70	4.04	.567	.322
Organizational performance	70	4.29	.584	.235

Source: Author’s analysis using SPSS, 2023

Test of Hypothesis

H₀: Tendering has no significant effect on organizational performance in tertiary institutions in Bayelsa State.

H₀: Bidding has no significant effect on organizational performance in tertiary institutions in Bayelsa State.

H₀: E-procurement has no significant effect on organizational performance in tertiary institutions in Bayelsa State.

H₀: Sustainable procurement practice has no significant effect on organizational performance in tertiary institutions in Bayelsa State.

Independent Variables: Tendering, Bidding, E-procurement, and Sustainable procurement practice.

Dependent Variable: Organizational performance Test statistic: Multiple Regression

TABLE 3

Model summary showing the effect of procurement practices and organizational performance in tertiary institutions in Bayelsa State.

Model	R	R Square	Adjusted R Square	Std. error of the estimate
1	.918 ^a	.842	.839	1.010

a. Predictors: (Constant), SPP, SSP, EP BSR

b. Dependent variable: OP

Source: Author’s analysis using SPSS, 2022.

TABLE 4

Analysis of variance (ANOVA) on the effect of procurement practices and organizational performance in tertiary institutions in Bayelsa State.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1062.274	4	265.568	260.563	.000 ^b
	Residual	198.746	195	1.019		
	Total	1261.020	199			

a. Dependent Variable: OP

b. Predictors: (Constant), SPP, SSP, EP BSR

Source: Author's analysis using SPSS, 2022

TABLE 15
Coefficients for the effect of procurement practices and organizational performance in tertiary institutions in Bayelsa State.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.173	.637		11.268	.000
	Tendering	.843	.075	.759	11.258	.000
	Bidding	.617	.042	.440	14.837	.000
	E-procurement	-.884	.120	-.375	-7.379	.000
	Sustainable procurement practice	-.690	.086	-.510	-8.056	.000

a. Dependent Variable: Organizational performance Source: Author's analysis using SPSS, 2022

Interpretation of Result

A multiple linear regression analysis was performed to determine the effect of procurement practice on organizational performance of tertiary institution in Bayelsa State. Table 10, 11 and 12 show multiple regression result relationship between the predictor variables (tendering, bidding, E-procurement, and sustainable procurement practice) and organizational performance of tertiary institution in Bayelsa State. The regression results indicate an R-value of .918, R-square of .842 and an adjusted R-square of .839 All these estimates suggest goodness-of-fit of the data to the model. The value of adjusted R-square (.839) implies that the variables (tendering, bidding, E-

procurement, and sustainable procurement practice) account for 83.9 per cent of the organizational performance of tertiary institution in Bayelsa State. The variables failed to account for 16.1% of organizational performance. The four variables (tendering, bidding, E-procurement, and sustainable procurement practice) all predicted organizational performance as seen from their p value which is less than 0.05. However, E-procurement, and sustainable procurement practice have negative slope (β) indicating that they affect organizational performance negatively. This could be because the procurement staff of the institution, are not abreast with the current and latest e-procurement tools, and also it may be because of their limited knowledge on negative impact of some of their materials on the environment. On the other hand, supplier selection procedures, and buyer-supplier relationship have positive slope (β) respectively indicating that they affect organizational performance positively.

The result of the regression requires that we reject the four null hypotheses and accept the alternatives. The results are re-stated as follows:

1. Tendering significantly affect the organizational performance in tertiary institutions in Bayelsa State.
2. Bidding significantly influence the organizational performance in tertiary institutions in Bayelsa State.
3. E-procurement significantly influence the organizational performance in tertiary institutions in Bayelsa State.
4. Sustainable procurement practice significantly predicts organizational performance in tertiary institutions in Bayelsa State.

Discussion of Findings

The result of hypothesis one revealed that tendering significantly affect the organizational performance in tertiary institutions in Bayelsa State. This supplier selection procedures helps the organizations to select the best supplier which help them achieve maximum productivity. The result of the analysis means that the more the organizations give attention to their supplier selection, the greater they achieve maximum performance. In line with this, *Nyakundi et al (2018)* postulate that in order to achieve organizational goals in the area of procurement, suppliers are inspected, evaluated and selected to eventually become part of the supply of the organization. One of the most important, aspect of organizations' success is the relationship between the organization and their supplier. Furthermore, *Kipkemoi (2017)* in his study confirmed that supplier selection procedure enhances organizational productivity, achieve differentiation through better customer service and help in reduction of lead time.

The result of the second hypothesis showed that bidding significantly affect the organizational performance in tertiary institutions in Bayelsa State. Bidding helps the organizations to have adequate knowledge of their supplier thereby helping them select the best supplier to achieve maximum productivity. The result of the analysis means that adequate knowledge of the supplier help the organizations to performance optimally. This finding is in tandem with the study of *Mokogi et al (2015)* which found out that buyer-supplier relationship has a strong impact on organizational performance.

In addition, Buvik and Halskau, (2001) opined that buyer-supplier relationship foster the bond between trading partners that are willing to devote every energy they have to sustain the relationship and the bond they share.

As seen from the third hypothesis, E-procurement significantly affects the organizational performance in tertiary institutions in Bayelsa State. Although there is a significant influence of e-procurement on organizational performance, the t value showed that there is an inverse relationship between both variables. This could be because the institutions are not using e-procurement tool to purchase their goods and services as E-procurement helps the organizations to integrate its buyers and sellers through the relevant IT system to ensure end-to-end automation of the procurement in the organization. This finding aligns with the study of Carabello, (2007) which states that organizations have now shifted their operations from the traditional way of procurement to the virtual e-procurement to enhance end to end procurement automation. Similarly, Kennedy and Kiarie (2015), in their study found out that e- procurement has significant influence on organizational performance.

Finally, the result of the fourth hypothesis revealed that sustainable procurement practice significantly affects the organizational performance in tertiary institutions in Bayelsa State. Notwithstanding, the t value showed that the relationship between the independent variable and the dependent variable is inverse in nature. Poor orientation of the procurement staff in these institutions may be the cause of this inverse relationship between the independent variable and the dependent variable. Sustainable procurement practice helps the organizations meet their needs for goods, services, works, and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organization but also to society and the economy, whilst minimizing damage to the environment. The result of the analysis is in agreement with the study of Islam, *et al* (2017), the authors opined that organizations need to adopt socially and environmentally responsible purchasing practices which have an impact on all aspects of the supply chain, including suppliers, employees, and customers with aims to reduce the environmental and social impact. Furthermore, the finding aligns with the study of Martemyanova (2018) which fund out that sustainable procurement practices has a significant effect on the organizational procurement policies and its overall performance.

Recommendations

Based on the result of this research, the following recommendations are offered:

- i. There should be adequate measures put in place to ensure that the supplier with the best tender is contracted by the organization as this will serve time and reduce cost.
- ii. The management of the organizations should build a good relationship with their suppliers through the bidding process as this will help the organization get the best product and service every time.
- iii. Procurement staff of the institutions should be properly equipped, trained and

informed about E-procurement, as this will help keep adequate records of the organization transaction with its suppliers in a secured database.

iv. Sustainable procurement practice should be encouraged in the organization, as this will help protect and preserve its environment. The procurement staff should be trained to know that their procurement has an effect on the environment.

Conclusion

The study examined procurement practices and performance of tertiary educational institutions in Bayelsa State. This study is important because procurement practices have been identified as useful tools that help organizations both public and private in achieving their set goals in their procurement department. This study considered four procurement practices- tendering, bidding, e-procurement, and sustainable procurement practices. All these variables were found to have significant effect on the performance of tertiary institution in Bayelsa State. Worthy of note is the fact that two (e-procurement and sustainable procurement) out of the four variables had an inverse or a negative relationship with the dependent variable. This implies that there is need for these procurement practices to be maintained and procurement staff trained on current procurement practices. Furthermore, more procurement practices imbibe by organizations both public and private as procurement practices have been proven great tools for organizational performance.

Suggestion for Further Research

Four procurement variables were studied by the researcher, all four variables had a significant influence on the dependent variable, but it is worthy of note that two of the variables (e-procurement and sustainable procurement) had an inverse relationship with the dependent variable as their t values were negative. This calls for further studies to be conducted with these two variables and any other procurement variable in other tertiary institutions in the southern part of Nigeria.

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