



Procurement Policy as a Determinant for Organizational Performance of University College Hospital (UCH), Ibadan, Nigeria

Oyedokun, Godwin Emmanuel¹, Garba, Mariam Abiola², Adeolu-Akande, Modupeola Atoke³

¹Department of Management and Accounting; Faculty of Management and Social Sciences; Lead City University, Ibadan, Nigeria

²Department of Procurement and Supply Chain Management; Faculty of Business and Communication Studies; the Polytechnic, Ibadan, Ibadan, Oyo State, Nigeria;

³Department of Management & Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria

***Corresponding Authors:** Oyedokun, Godwin Emmanuel, Department of Management and Accounting; Faculty of Management and Social Sciences; Lead City University, Ibadan, Nigeria

Abstract: The procurement system invariably suffers various forms of malpractices and unethical conduct which includes high incidence of vested interest, contract inflation, delay in suppliers' payment and increased procurement cycle. The review explored procurement policy as a determinant for organizational performance in teaching hospitals in Ibadan, Oyo State, with reference to University College Hospital (UCH), Ibadan. Descriptive and survey design was embraced for the review. The populace in the review contained 158. A stratified sampling technique was used and the strata's are procurement, stores, payment units (Account) and the different end users department. An organized poll was directed. The instrument was approved and information assembled was broke down utilizing mean, standard deviation and correlation analysis. Out of the 158 polls directed, 136 were recovered (86% reaction rate). The review discovered that negotiation management (mean worth 4.2581), competitive bidding (mean worth 4.2581), and suppliers' relationship management (mean worth 4.3065), and procurement policy indices utilizing correlation co-efficient: (negotiation the management 0.737, competitive bidding 0.230 and suppliers' relationship management 0.311) were found to have a positive and significant effect on organizational performance of UCH. The study subsequently inferred that procurement policies are proactive in nature and a panacea to organizational performance. Based on the findings, it is therefore recommended that there is need to have a check list that guarantees that procurement of supplies and services are done within the budgetary approvals so as to avoid delay in payments. Also, staff and providers' training is one more key system in the realization of organizational performance.

Keywords: Competitive bidding, Negotiation management, Organisational performance, Procurement policy, Suppliers' relationship management

1. INTRODUCTION

Organizational performance is operational management that is concerned with converting materials and labor into services as efficiently as possible. It is the ability of an organization to fulfill its focal objective through strong organization, solid administration and an eager rededication to achieving results (Zhu, Sarkis & Geng, 2007). Organizational performance has been characterized as a bunch of both monetary and non-monetary markers equipped for evaluating how many authoritative objectives and goals have been refined. It includes breaking down an organization's presentation against its targets and objectives. All in all, organizational performance involves genuine outcome or outputs contrasted with planned outputs. Internationally, organizations are consistently confronting the strain of conveying results in an unsure world. The advanced business environment requests organizations to persistently further develop cycles and method of getting things done to meet organizational targets in an ideal and practical way while keeping up with the organization's benefit and market importance. In this unique worldwide marketplace, procurement policy should assume a main part in catching the value at stake (World Bank Public Procurement Reforms, 1995).

Procurement basically implies the acquisition of products, administrations and works by an obtaining entity, while public procurement is the utilization of public assets by the public authority through its ministries, departments and agencies, for the benefit of its residents, for the procurement of merchandise, administrations and works with the best quality, and additionally right amount, at the most ideal cost, from the perfect spot or source, contractors, providers, and service providers, and for the right reason utilizing the right method(s) and in accordance with set down rules and guidelines, following due process (World Bank Public Procurement Reforms, 1995). To improve procurement activity, organizations might attempt approaches like tactical procurement or procurement policy. Where tactical procurement normally center on short term objectives like buying merchandise at the most reduced possible price, procurement policy has a long term concentration and considers factors like provider relationships. Public procurement is progressively seen as more encompassing than a method for saving money for government. Indeed, the pith of public acquisition is to accomplish value for money, which shows in upgraded human government assistance and further developed economic growth (World Bank Public Procurement Reforms, 1995).

Procurement policy is an organization's wide range of interaction that intends to guarantee the timely supply of labor and products in accordance with the organization's business objective, while diminishing the danger not in excess of our supply chain. It is an action that requires participation from all functional department all through the organization. Organizations might select to have a committed vital procurement group to set the heading of the business by utilizing the information from the past acquirement cycle to carry out future plans. Procurement policy in health sector guarantees the accessibility of the right drugs, hardware, stationeries, in the right amounts, at sensible costs and at perceived standards of quality. Lately, some public sector procurement frameworks especially in Latin America have presented e-procurement which basically implies online tendering (Ministry of Health, 2012).

The objectives of procurement policy are probably going to incorporate accomplishing cost savings on investment funds, as this isn't the main thought. By zeroing in on the more extensive targets of the business, organization utilize procurement policy to pick providers that best match the organization's business objectives, acquire more excellent products, construct powerful associations with providers, work together with providers on research and development, limiting inventory network hazard by recognizing alternative providers in various geographical areas, diminishing the provider base to zero in order to focus on key relationships and advantage from economies of scale, timely conveyance of materials, value for money, hazard reduction, creating integrity in the organization.

Regarding this study, the non-monetary angle of the operational performance is deliberated on. Non-monetary part of organizational performance isn't cash related. Although, they can be estimated scientifically, they add to the accomplishment of the organization. Organization set non-monetary key performance pointers to accomplish their organization objectives. The base of non-monetary key performance pointers ideas comes from balanced scorecard. A balanced scorecard classification of performance management and measurement incorporate client experience, internal processes, innovation, development and improvement. Non-monetary organizational performance incorporate client's satisfaction and loyalty, on-time delivery, product and service quality, organization and brand reputation, employee training and advancement, new item and process development. Basic for organization performance are business exercises and worker efforts. Accordingly, non-monetary key performance pointers are created to measure their viability. In particular, non-monetary performance measures are created to monitor the activities connected to organization strategy (Richard et al, 2009).

In most government establishments, procurement offices are portrayed by different shortcomings like helpless record keeping, favourism, delays in paying providers, expanded procurement process duration among others. On the off chance that acquisition practices are occasioned by shortcomings, they would be moved to different areas in an organization which at last hampers the capability of good performance (Carr & Pearson, 2002). The test of exact for quality affordable medical services, further developed medical services framework, and world class medical tourism has understood the requirement for quality service delivery and efficient key procurement (Mueni & Moronge, 2018). Coupling the size of acquisition costs with a new expanding pattern for outsourcing entire processes,

it is not really surprising that the purchasing profession is turning out to be more strategic. In numerous organizations, vital obtainment is currently seen as key to competitiveness (Makabira & Waiganj, 2014). Public procurement represents as much as 70% of government financial plans across (Africa Development Bank, 2014). The best measure of monetary fraud dwells in public procurement frameworks, and by and large, a large percentage of public expenditure on acquisition is lost because of spillages and misbehaviors in developing countries (World Bank Public Procurement Reforms, 1995). There is a need to order for quality, affordable medical gadgets, including standard remedial, diagnostic and radiotherapy hardware's and consequently supply chain arrangements including knowledge and innovation to adequately distribute pharmaceutical and clinical supplies is required and in this way need to utilize strategic procurement management (Masembe, 2016).

The general objective of this review is to explore procurement policy as a determinant for organization performance of teaching hospitals in Ibadan, Oyo State. However, the particular objectives of the study are set to:

1. Determine the effect of negotiation management on performance of UCH
2. Examine the effect of competitive bidding on performance of UCH
3. Evaluate the extent to which suppliers' relationship management enhance performance of UCH.

Hypothesis

The following were the hypotheses formulated in this study:

H₀₁: There is no critical effect between negotiation management as well as performance of UCH.

H₀₂: There is no critical effect between competitive bidding as well as performance of UCH.

H₀₃: There is no critical effect between suppliers' relationship management as well as performance of UCH.

2. MATERIALS AND METHODS

2.1. Literature Review

Organizational Performance

Organizational Performance is the ability of an organization to fulfill its focal objective through strong management, strong governance and a determined rededication to achieving results. Organizational performance has been characterized as a set of both monetary and non-monetary pointers equipped for surveying how many organizational objectives and targets have been achieved. It incorporates taking apart an association's display against its objectives and goals. Toward the day's end, organizational performance includes real result or yields compared with anticipated yields (Sarkis & Geng, 2007).

One of the most widely recognized difficulties in the organization is how to quantify organizational performance. Various organization utilize various parameters, yet the most widely recognized measures are subjective attributes, for example, job fulfillment or quantitative measures like profit, working expenses, income per share and so forth. Because of differentials from firms to firm, administrators should use a technique that is most appropriate for their specific firm (Nwabuzor, 2005).

Core Areas of Organizational Performance

The following are the primary areas that include organizational performance

Monetary Performance: This alludes to estimating an organization's activities and arrangements in money related terms. At the end of the day, as far as worth in naira, dollars pounds and so forth. For instance, how is the organization's monetary wellbeing, what was profit from venture or resources, has obligation expanded or diminished (Abdollahi, Arvan & Razmi (2015).

Non-Monetary Performance: These are other measures used to access the activities that an organization sees as important to the achievement of its strategic objectives. It is also referred to as

the intellectual capital of an organization. It includes measures that relate to clients' relationships, employees, information and data, operations, quality, cycle-time, and the organization's supply chain.

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

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

Procurement Policy

Procurement is the essential process of item or service sourcing, recognizing necessities and prerequisites, sourcing and assessment of home, nationwide or global supplier(s), negotiating terms, conditions and contract agreement, building and managing provider relationships, performing cost savings and profit margin analysis (Kipkorir, 2018).

Procurement policy outlines the overarching principles and standards used to set direction and influence procurement decisions. It is the long-range means to ensure a timely supply of goods and services that are fundamental to an organization's ability to meet its core objectives. Key procurement incorporates exercises highlighted at reducing the overall supplier base, negotiations, exchanges, and endeavoring to stay aware of long-term relationship with suppliers.

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

Negotiation Management

Negotiation is a complicated cycle. Negotiations are a procedure of discussing about issues among parties and arriving at a resolution without conflicts and tensions and are useful to parties' involved. In a layman's language, it is additionally named as bargaining. Bargaining can occur in multiple ways: in up close and personal lives, in business and government, and in overall procedure. In addition, negotiation is a fundamental piece of procurement and supply chain management. As the business environment ends up being all the more dynamic, negotiations between partners are required more often. Business negotiators should be capable in explicit areas of business-like management, item quality, technical specifications, equipment acquisition and arrangement, sharing and supply networks, to guarantee that negotiation with exchanging partners can be attempted effectively (Cerquides & Sanchez, 2008).

Negotiation is a course of mutual decision making wherein individuals with various favored results interface with one another to determine their disparities. Negotiation turns into a key decision making approach used to arrive at agreement at whatever point the accomplices can't accomplish their business objectives. In the perception of negotiation, it is vital to comprehend that negotiation includes specific sorts of criteria. These criteria include; direct confrontation, distributive and integrative agreements (Brett, 2000).

Competitive Bidding

Competitive bidding is a course of issuing a public bid with the arrangement that companies will gather their best suggestion and compete for a specific project. By law, this cycle is required for every government agency that gives a bid. Competitive bidding creates a transparent environment that is open and fair (Sobhani, Malarvizhi, Mamum & Jeyashree, 2014). Competitive bidding is a common acquisition practice that incorporates inviting various vendors or expert providers to submit offers for a particular material or service. Competitive bidding contribution allows for transparency, equality of possibility and the ability to show that the outcomes address best value. It is furthermore a course of giving a public bid with the assumption that companies will gather their best recommendation,

proposals and compete for a specific project. By law, PPA 2007, No. 14 Part VI, this connection is required for every government agency that issues a bid. Competitive bidding builds up a direct environment that is open and fair (Public Procurement Act, 2007).

The Federal Executive Council (FEC) supported the establishment of procurement departments in all ministries, departments and agencies of the Federal Government to assume control over the elements of the Tenders Board Secretariat, which has been rejected along with the providers division of the HR office in government organizations. The establishment of the procurement department was pointed toward harmonizing all acquisition exercises of the Federal Government in accordance with the Public Procurement Act (PPA) 2007. The functions of the acquirement department will incorporate the followings:

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

Suppliers' Relationship Management (SRM)

Providers' relationship management is a comprehensive methodology that involves providers' capability, confirmation, determination, providers' performance management which additionally includes compliance management and providers' improvement which involves providers' joint collaboration (Smith, 2014). Providers' relationship management is viewed as the foundation of effective buying and supply the board to keep up with and upgrade competitive edge in organizations (Abdollahi, Arvan & Razmi, 2015).

Providers' relationship has been characterized as "at least two chain individuals cooperating to make an upper hand through sharing data settling on joint choices and sharing advantages which result from more noteworthy productivity of fulfilling client needs than acting alone (Sridharan, 2002).

Data sharing, joint decision making and incentive arrangement are factors that work with collaborative oriented activity through data trade between the purchaser and supplier. The strategic relationship with providers starts some time before the first order, and proceeds with well past the receipt of products. This relationship is far not quite the same as the value-based strategic provider relationship (Krause, Page & Curkovic, 2001). Vital relationship management goes past securing items and administrations. It looks to augment the advantage for both provider and client and distinguish and carry out shared accomplishments that will be harmonious to the two players. They further contend that, SRM perceives that various connections will be needed with various providers.

2.2. Theoretical Review

Systems Theory

The systems theory was propounded by Ludwig Von Bertalanffy in 1968. The primary presumptions of the systems theory is that a complex framework is comprised of numerous more smaller frameworks, and it is the connections between these more smaller frameworks that make a complicated framework as it is known. It infers that an organization or frameworks are comprised of parts or subsystems and a few parts and units in which the subsystems or part parts perform variety of responsibilities that are totally equipped towards the accomplishment of the objective of the organization or systems (Bertalanffy, 1968).

The systems theory has not many critics. A portion of the pundits of systems theory accepted that the systems theory is too robotic in its perspective on individuals and the trouble of making significant inferences dependent on what is found (Silver, 1983).

The supporters of systems theory; Getzels and Guba (1967) propounded the classical social theory to help the systems theory and states that the various subsystems of a social framework work freely set up to accomplish hierarchical set goals. Immegart and Pileki (1973) upheld the systems theory by expressing that a framework is an element made out of various parts; the relationships of these parts are the characteristics of both the parts and the connection between the parts. Pfifer (1985) likewise laid his help to the systems theory by propounding the theory of measurement value that expresses that the quality and amount are reprehensible variable for deciding the creation level of an organization.

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

2.3. Empirical Review

Wanjiru, Kiare and Marendi (2018) studied the role of strategic procurement practices on the performance of Nyandarua County Government. Agency theory was used in this study. Descriptive survey research design was taken on and target populace incorporates 65 representatives, 30 working in the base camp, 20 dispersed across the sub-district workplaces in the region and 15 boss officers. Statistics technique was embraced and all workers were taken as respondents. The review utilized meetings and organized polls to gather information from the respondents. The information gathered was dissected utilizing SPSS. The review set up that purchaser providers' relationship had frail positive however huge relationship with the presentation of the district commitment of the public authority. The review uncovered that through trade of providers' data inside acquirement division, there is improved key asset the board which had a mean of 3.41 and a standard deviation of 0.805. Additionally, the review saw that there was appropriate commitment of the province providers by the area government. These discoveries concurred with the writing with different specialists that providers' relationship the board makes trust and responsibility that persuades providers to share their assembling, designing, transport mastery with the organization.

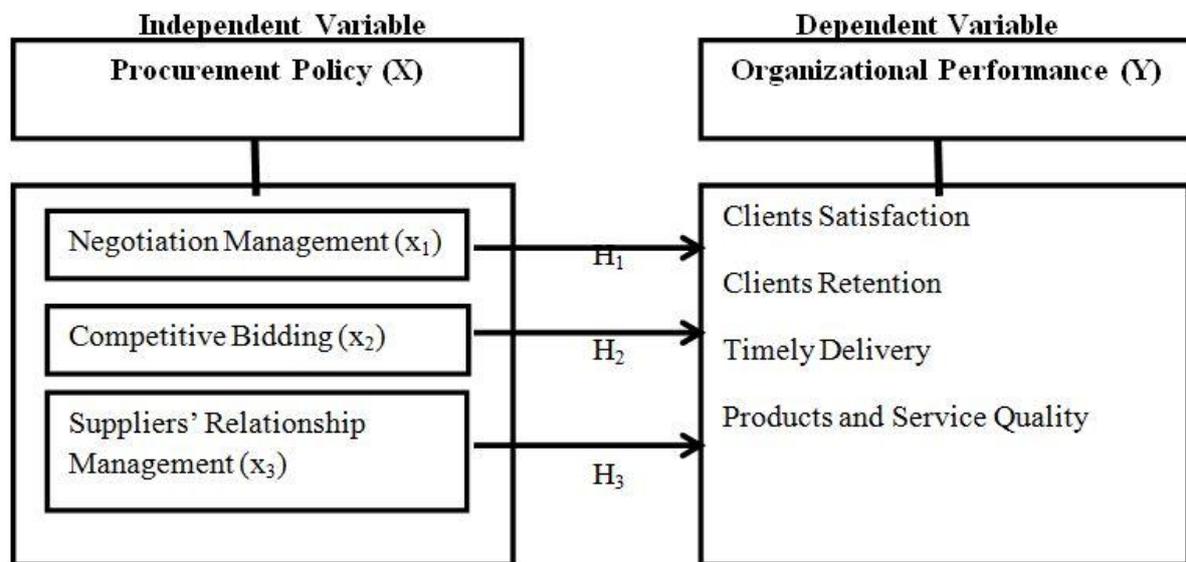
Ayantoyinbo and Oguntola (2018) studied the impact of effective negotiation in realization of procurement goals in Redeemer's University. The examination was led using self-directed poll to get essential information. The review had an example size of 206. Purposive examining procedure was utilized to choose respondents that are associated with obtainment for the University for the review. Descriptive investigation and direct relapse examination were utilized in breaking down the got information. The discoveries uncovered that there is a positive connection between successful exchange and acknowledgment of acquirement objectives whose β_x is 0.802. The outcomes showed that compelling exchange is a solid acquisition system in Redeemer's University and has a huge effect in acknowledgment of obtainment objectives as it had a likelihood of 0.000 which is < customary likelihood of 0.05. Further examination could likewise be completed on effect of acquirement techniques in acknowledgment of hierarchical objectives in state funded college or a non-scholastic association. Other further examination could likewise be on similar investigations of acquirement techniques in private colleges in South West, Nigeria.

Bag (2018) conducted a study on supplier management and sustainable innovation in supply networks: an empirical study. The review endeavors to connect the holes in existing writing by exactly testing a calculated model based on study in Gauteng region of South Africa. The information was gathered from 75 people working in South assembling organizations. Information assortment was finished utilizing comfort testing and overview. The discoveries showed that hierarchical culture impacts authority abilities, provider advancement and provider relationship the executives. Likewise, market influences impact provider improvement drives. At long last, provider execution positively affects feasible development in provider organizations. The outcomes support the Dynamic Capability View (DCV) hypothesis and recommend that framing of coalitions and association with providers in the organization will prompt structure dynamic abilities in this dubious climate and key to maintainability in provider organization. Future concentrate perhaps led to investigate the directing job of social vulnerability of purchasers in manageable development in supply networks.

Wibowo, Astana and Rusdi (2015) studied the influence of bidding strategy on project performance and company performance. Information was gathered from poll overview and meeting of 61 significant workers for hire in four significant urban areas in Indonesia. The review utilized Structural Equation Modeling Partial Least Square (SEM PLS) with SmartPLS 2.0 M3. SEM PLS examination found that offering system straightforwardly affected task execution however circuitous effect on organization execution, while project execution turns into an intervention variable of offering methodology and friends execution relationship. R.square 0.359663 showed 35.97% of venture execution clarified by offering system. While organization execution clarified by offering system and venture execution 58.3%, demonstrated by R. square 0.58309. Moreover, offering procedure in a roundabout way affected organization execution, but project execution became intercession between offering technique and friend’s execution, it is considered amazing intervention that was shown by t-insights 1.394051 lower than t-table=2.0. it was shown by the review that all variables were the develop measurement of offering systems, project the executives and friends execution. Distinguishing a rundown of definitive variables is important for assisting project workers with being more engaged into fostering their offering cycle; ultimately a superior execution will be achieved.

Conceptual Model

Below is the conceptual outline for this study.



Source: Researchers' 2021

2.4. Methods

The review embraced a descriptive and survey design. The number of inhabitants in the review includes the chose representatives of University College Hospital, which has a populace size 158. Stratified random sampling technique was adopted for the study. For this study, the strata are; procurement, stores, payment unit (Account) and end users department respectively. Due to the size of the population, total enumeration of 158 employees in the four departments was employed. The investigator utilized questionnaire as the study instrument for this study. A pilot review was done to evaluate the importance and legitimate comprehension of the research questions. The analyst by chance picks 10% of the chosen representatives among the four units at University College Hospital (UCH) to check whether the survey estimates what it is planned to estimate. To end with, the pilot study showed that procurement policy has critical relationship on organizational performance in UCH. Cronbach's Alpha modus operandi which estimates the inner consistency of a set of scale The Alpha test was run utilizing SPSS programming which gave 0.8301, suggesting that the instrument was dependable and consistent. The review embraced a drop and pick methodology to gather the information. Information gathered through organized survey were broke down through Statistical Package for the Social Science (SPSS).

Model Specification

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

Y= f(X)

Where:

Y= Organizational Performance (Dependent Variable)

X= Procurement Policy (Independent Variable)

X= (x₁ , x₂ , x₃)

x₁= Negotiation Management

x₂=Competitive Bidding

x₃= Suppliers’ Relationship Management

∴ Y = f(x₁ , x₂ , x₃)

The equations can be changed into econometric model as follows:

Y = α₀ + β₁ x₁ + μ (1)

Y = α₀ + β₂ x₂ + μ (2)

Y = α₀ + β₃ x₃ + μ (3)

∴ Y = α₀ + β₁ x₁ + β₂ x₂ + β₃ x₃ + μ

Where:

α₀ = Constant

β₁, β₂, β₃ = Parameters or the coefficients

μ = Stochastic error term

Apriori Expectation

Negotiation management, Competitive Bidding and Suppliers’ Relationship Management are anticipated to have constructive impact on Organizational performance (**β₁>0, β₂>0 and β₃>0**)

3. RESULTS AND DISCUSSIONS

Table1. *Questionnaire Administration and Response Rate*

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

Source: *Field Surveys, 2021*

Table 1 shows that 136 (86 %) questionnaire was filled and returned “Response” category, while 22 (14%), questionnaire was unrecovered “Non-Response” category. From the result obtained, it was observed that there is 86% response rate.

Table2. *Gender of the Respondent*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	86	63	63	63
	Female	50	37	37	100
	Total	136	100	100	

Source: *Field Survey, 2021*

Table 2 shows that 86 of the respondents which represent (63%) were male while 50 of the respondents which represent (37%) were female. This result showed that greater part of respondents working in University College Hospital (UCH) were male.

Table3. Education Level of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	26	19	19	19
	ND/HND	69	51	51	70
	B.Sc/BA	29	21	21	91
	M.Sc/Others	12	9	9	100
	Total	136	100	100	

Source: Field Survey, 2021

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

Table4. Working Experience of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	9	6.6	6.6	6.6
	1 - 5 years	21	15.4	15.4	22
	6 – 10 years	42	31	31	53
	More than 10 years	64	47	47	100
	Total	136	100	100	

Source: Field Survey, 2021

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

Table5. Current Department of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Procurement	32	24	24	24
	Stores	45	33	33	57
	Payment Unit	24	18	18	75
	End Users	35	26	26	100
	Total	136	100	100	

Source: Field Survey, 2021

Table 5 shows that 32 of the respondents which represents (24%) are in procurement department, 45 of the respondents which represents (33%) are in stores department, 24 of the respondents which represents (18%) are in payment unit/account department while 35 of the respondents which represents (26 %) are in various end users department. The result here revealed that majority of respondents is in stores procurement department followed by the various end users department.

Table6. Mean and Standard Deviation on Perception of Respondents on Organizational Performance based on Procurement Policy

S/N	Questions			Mean	Std	Decision
1.	Procurement policy leads to performance improvement and competitive advantage.		136	4.27	0.96	Strongly Agreed
2.	Procurement policy improves overall output and client’s satisfaction.		136	4.34	0.92	Strongly Agreed
3.	Procurement policy enhances increased compliance in contractual and corporate terms.		136	4.23	0.98	Strongly Agreed
4.	Procurement policy aids inventory control and prompt delivery of goods		136	4.22	0.99	Strongly Agreed
	Grand Mean			4.27	0.96	Strongly Agreed

Source: Field Survey, 2021

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

Table 6 shows that: Procurement policy leads to performance improvement and competitive advantage; it improves the overall output and client’s satisfaction; it enhance increased compliance in contractual and corporate terms; it aids inventory control and prompt delivery of goods based on the fact that the obtained mean score for each statement is greater than cut off mean 3.0.

Table7. Descriptive Statistics

	Mean	Std. Deviation	N
Organizational performance	4.1935	1.07202	136
Negotiation Management	4.2581	.98667	136
Competitive Bidding	4.2984	.93687	136
Suppliers’ Relationship Management	4.3065	1.02154	136

Source: SPSS version 20

Table 7 shows the relative effect of Procurement policy variables; Negotiation Management, Competitive Bidding and Suppliers’ Relationship Management on organizational performance with mean score 4.2581, 4.2984 and 4.3065. However, it revealed from the table that Suppliers’ Relationship Management has the highest relative effect on organizational performance with highest mean.

Table8. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. F Change		
1	.977 ^a	.955	.954	.23030	.955	636.568	4	119	.000	1.148	
a. Predictors: (Constant), Negotiation_management, Competitive_bidding, Suppliers’_relationship_Management,											
b. Dependent Variable: Organizational_performance											

Table 8 shows that Negotiation Management, Competitive Bidding and Suppliers’ Relationship Management explain enhancement of managerial performance. This is upheld by coefficient of assurance otherwise called the R square of 0.955. This implies that Negotiation Management, Competitive Bidding and Suppliers’ Relationship Management variables explain 96% of the varieties in the reliant variable which is acknowledgment of organizational performance. This outcome further implies that the model applied to interface the relationship of the variables was agreeable.

Table9. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.044	4	33.761	636.568	.000 ^b
	Residual	6.311	119	.053		
	Total	141.355	123			
a. Dependent Variable: Organizational_performance						
b. Predictors: (Constant), Negotiation_management, Competitive_bidding, Suppliers’_relationship_Management,						

Table 9 revealed p-value is not exactly the regular likelihood of 0.05 importance level as introduced by the ANOVA statistics on which demonstrate that the general model was genuinely huge. These outcomes infer that the free factors are acceptable indicators of progress of organizational performance. This is supported by an F statistic of (636.568)and probability (p) value of 0.000.

Table 10. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	B		
1	(Constant)	.350	.100		-3.502	.001
	Negotiation_management	.737	.116	.679	6.334	.000
	Competitive_Bidding	.230	.147	.201	1.567	.020
	Suppliers' Relationship_Management	.311	.093	.296	3.323	.001
a. Dependent Variable: Organizational_performance						
b. Predictors: (Constant), Negotiation_management, Competitive_bidding, Suppliers' relationship_Management,						

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

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

Table 10 shows the coefficient of the independent variables, Negotiation management, Competitive Bidding and Suppliers' Relationship Management which are 0.737, 0.230 and 0.311 correspondingly. These outcome showed that a unit change in Negotiation management results to change in Organizational performance by 0.737, a unit change in Competitive Bidding results to change in Organizational performance by 0.230 and a unit change in Suppliers' Relationship Management results to change in Organizational performance by 0.311.

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

1. The study showed that strategic procurement contributed to performance of UCH, Ibadan.
2. It was found that effective negotiation contributed to performance of UCH, Ibadan.
3. The study revealed that competitive bidding is an effective tool that enhances organizational performance, while competent and qualified officers occasionally handled the bidding process.
4. The study discovered that suppliers' relationship management assumes a huge part in deciding the performance of UCH, Ibadan.

4. CONCLUSION AND RECOMMENDATIONS

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

1. There is considerable bond amid negotiation management & organizational performance.
2. Competitive bidding has a critical relationship with organizational performance.
3. Suppliers' relationship management has an important impact on organizational performance. This is in agreement with systems theory

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

1. There is need for UCH to continuously organize trainings, workshop, capacity building and seminars on strategic procurement for all relevant staff and suppliers. Staff and suppliers' guidance is an added type of approach in the realization of organizational performance
2. Although UCH implements various strategies in enhancing suppliers' relationship management, there is more to be done especially by drawing in more discussions and ideas that can further enhance and complement what is currently been practice in terms of SRM. This would lead to a more productive and mutually beneficial relationship.
3. There is need to have a check list that guarantees that procurement of supplies and services are done within the budgetary approvals so as to avoid delay in payments.

Areas of Further Research

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

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

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AUTHORS' BIOGRAPHY



Prof. Godwin Emmanuel Oyedokun, is a Professor of Management and Accounting at the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria



Mariam Abiola Garba, is a lecturer at the Department of Procurement and Supply Chain Management, Faculty of Business and Communication Studies, The Polytechnic, Ibadan, Ibadan, Oyo State, Nigeria.



Dr. Modupeola Atoke, Adeolu-Akande, is a scholar at the Department of Management & Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria

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