

# IJED: International Journal of Economy Development Research

Vol. 03 No. 02 (2024) : 37-45

Available online at <https://ejournal.unuja.ac.id/index.php/IJED/index>

## STRATEGIC PROCUREMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE: A STUDY OF MANUFACTURING FIRMS IN LAGOS STATE, NIGERIA

John Edewor Oputa<sup>\*1</sup>, Clement Aliu Ogbaini<sup>2</sup>, Afam Akpor<sup>3</sup>, Vine Marvis-Bello<sup>4</sup>, Ransom Oboh<sup>5</sup>, Ndubuisi Okafor<sup>6</sup>

<sup>1,2,3,4,5,6</sup> Department of Business Administration, Global Wealth University, Togo

\*Email Corresponding author : [edeworjohn29@gmail.com](mailto:edeworjohn29@gmail.com)

### Abstract

The Nigerian manufacturing sector faces structural and operational challenges due to recent macroeconomic reforms, including petroleum subsidy removal, foreign exchange rate unification, and minimum wage increase, leading to cost-push inflation, reduced consumer purchasing power, and increased competition. This study investigates the impact of strategic procurement practices on the performance of manufacturing firms in Nigeria. Employing a mixed-method research design, the study integrates both quantitative and qualitative approaches to leverage their respective strengths. A sample size of 250 respondents was determined using Taro Yamane's formula, and purposive sampling techniques were employed to select participants from ten manufacturing companies situated in Ilupeju and Ogba Industrial Estates, Lagos State. Data were collected using structured questionnaires and analyzed through descriptive statistics and regression modelling to assess the relationship between strategic procurement practices and manufacturing firm performance. The findings reveal that for every unit increase in strategic procurement practices, the performance of manufacturing firms improves by 0.168 units, underscoring the significant role of strategic procurement in enhancing operational efficiency, cost reduction, product quality, competitiveness, and profitability. The study recommends that manufacturing firms adopt advanced strategic procurement practices, including e-procurement, e-sourcing, e-auctions, advanced analytics, predictive technologies, and blockchain systems to monitor market trends effectively. Furthermore, firms should

### Article History

Received: Oktober 2024

Revised: November 2024

Accepted: Desember 2024

**Keywords:** Strategic Procurement, Agile Procurement Manufacturing Performance, Operational efficiency

implement agile procurement strategies and reverse logistics systems to facilitate cost recovery through the return, reuse, and recycling of materials and products.

DOI: <https://doi.org/10.33650/ijed.v3i2>

How To Cite: John Edewor Oputa, Clement Aliu Ogbaini, Afam Akpor, Vine Marvis-Bello, Ransom Oboh, Ndubuisi Okafor , Strategic Procurement Practices And Organizational Performance: A Study Of Manufacturing Firms In Lagos State, Nigeria, IJED: International Journal of Economic Development Research Vol. 03 No. 02 (2024) : 37-45

## INTRODUCTION

Organizations with clear visions, missions, and objectives rely on effective policies, strategies, and resource management to achieve their goals. As open systems, organizations must maintain a balanced inflow and outflow of resources, which requires effective management of procurement a critical function that ensures the acquisition of goods and services to meet organizational needs. Procurement involves sourcing, negotiating, purchasing, and managing supplier relationships, aiming to deliver the right products at the right time, quantity, and price (Maeyangsari, 2023). Effective procurement practices enhance operational efficiency, reduce costs, and align with corporate goals. According to Lysons and Farrington (2020), procurement encompasses activities such as value analysis, supplier market research, contract administration, inventory control, and logistics. Strategic procurement, as highlighted by Mebrate and Shumet (2024), maximizes value by ensuring efficient resource utilization (Rizanta & Arsanti, 2022). Akubuko et al. (2019) and Akubuko (2018) emphasize that strategic procurement practices are vital for organizational competitiveness, especially in dynamic markets like Lagos, Nigeria (Syariah, 2018).

Practices such as e-procurement and supplier relationship management drive operational efficiency and cost savings (Masheti, 2016). Moreover, strategic procurement aligns with broader organizational performance indicators, including productivity, cost reduction and compliance, which go beyond profitability alone (Oluwaseyi, 2016; Oduro et al., 2020). This research explores the role of strategic procurement practices in enhancing the performance of manufacturing companies in Lagos State, offering insights into their impact on efficiency, cost management, and competitiveness (Adolph, 2016). The manufacturing sector is a cornerstone of economic growth, driving productivity, job creation, poverty alleviation, and sustainable development. It serves as a critical revenue source for governments and plays a pivotal

role in transforming economies. In Nigeria, manufacturing contributes significantly to non-import VAT (30%) and company income tax (26%), highlighting its importance in fiscal policy and economic development (Dhofier, 1982). Experiences from nations like China, Singapore, and India demonstrate the sector's potential to catalyze national economic progress. Despite its importance, Nigeria's manufacturing sector faces persistent underperformance (Safitri et al., 2022).

In 2023, it accounted for only 16.04% of the national nominal GDP (Alok, 2023), with alarming indicators of decline. The Manufacturing Association of Nigeria (MAN) reported the closure of 767 firms, a capacity utilization drop to 56%, an interest rate exceeding 30%, and an unsold inventory valued at ₦350 billion. Real growth in the sector dwindled to 2.4%, compounded by challenges such as poor infrastructure, inadequate power supply, limited credit access, and competition from imports (Monoarfa, 2021).

Amid these structural and operational challenges, limited attention has been paid to strategic procurement as a critical determinant of manufacturing performance. The Nigerian business environment, shaped by recent macroeconomic reforms under President Bola Tinubu—including subsidy removal, currency unification, and increased minimum wage—has introduced cost-pushed inflation, eroded consumer purchasing power, and intensified competition. Despite these changes, many manufacturing firms cling to traditional procurement methods that fail to align with evolving corporate strategies, further undermining their competitiveness (HANIFAH, 2022). As turbulent market environments demand shorter product lifecycles, greater complexity in goods and services, and innovative supply chain management, procurement becomes increasingly critical. With procurement costs accounting for up to 70% of total production costs in some industries (Hong & Kwon, 2012; Mena et al., 2018), its strategic alignment is essential for sustaining organizational performance (Kasdi, 2016). This study, therefore, examines the effect of strategic procurement practices on the performance of manufacturing firms in Nigeria's challenging and rapidly changing business environment.

This research provides Nigerian manufacturing firms with insights into how strategic procurement practices can improve performance, reduce costs, and enhance competitiveness in a volatile business environment. It highlights the role of modern techniques, such as e-procurement, in optimizing supply chains and driving growth. For

the government, the study offers policy recommendations to address infrastructural deficits, improve credit access, and reduce bureaucratic barriers, thereby boosting the sector's productivity, tax revenue, and job creation while fostering sustainable development. In terms of knowledge contribution, this research fills a gap by exploring the impact of strategic procurement on organizational performance in Nigeria's manufacturing sector, providing a foundation for further studies on procurement optimization and its role in economic growth and industrial policy (Prasetyaningrum et al., 2021).

Agency Theory, developed by Jensen and Meckling, explains the relationship between two parties: the principal, who delegate authority and the agent, who acts on behalf of the principal (Panda & Leepsa, 2017). It assumes information asymmetry between the two parties, often leading to challenges such as self-interest and bounded rationality. This theory is relevant in analyzing buyer-supplier relationships by focusing on contracts that efficiently govern their interactions. It is based on the assumption that there is an imbalance of knowledge between the two parties, which often results in difficulties such as self-interest and restricted rationality. By concentrating on contracts that effectively manage the interactions between buyers and suppliers, this theory applies to the process of assessing buyer-supplier relationships (Whipple & Roh, 2010).

It offers a framework for understanding the dynamics of decision-making and managing risks in the processes of procurement. According to the Contingency Theory, which was first proposed by Fiedler in 1964, the efficiency of an organization is dependent on the degree to which its internal structures and external environmental circumstances are compatible with one another (Shala et al., 2021). According to Graetz and Smith (2010) and Van de Ven et al. (2013), it suggests that there is no universal best approach to management or organizational design. This is because the proper strategy is contingent on the environment in which it is implemented. According to Alexander et al. (2014), this theory has been extensively used in the field of sustainable supply chain management. It has been implemented in a variety of domains, including green operations, circular economy practices, and environmental cooperation. It highlights the need for businesses to adjust their structures and tactics to the ever-changing circumstances of the external environment to improve their performance and ensure.

Strategic procurement, also known as strategic sourcing, is the process of

planning to ensure that the goods and services needed to do business successfully are obtained on time as needed and on budget. Masiko (2013) Strategic procurement is the process of creating alignment and consistency of action that establishes the long range objectives and overall strategy or course of action by which procurement function fulfills its mission. It entails the transformation of an organization's mission, goals and objectives into measurable activities to be used to plan budget and manage the procurement function (Muwolya, 2019). Strategic procurement involves carefully optimizing everything from vendor selection, payment terms, vetting, contract negotiation and the purchase of goods and services. Strategic procurement involves carefully optimizing everything from vendor selection, payment terms, vetting, contract negotiation, and the purchase of goods and services (Mwangi, 2018).

The objectives of strategic procurement can be broadly divided into two; internal and external, the internal objectives includes; to maximize return on investment (ROI), increase efficiency, avoid over stocking and stock-out, implement strategic sourcing software, streamline procurement workflows and align the procurement guidelines and procedure with the corporate strategy of the organization. Many organizations start by setting smaller, measurable strategic procurement objectives. These objectives can be internally-focused (e.g., implement strategic sourcing software to streamline procurement workflows) or externally-focused (e.g., build long-term supplier relationships). Strategic procurement approach can help to minimize administrative effort needed to source goods/services, reduce total expenditure (incl. indirect spend), ensure continuity and quality of supply, reduce risk and cost by managing supplier relationships.

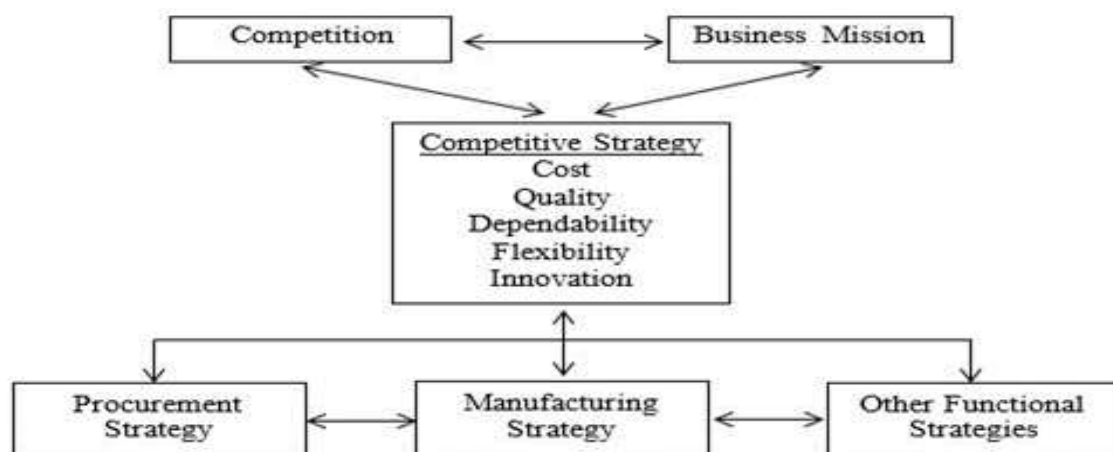


Figure 1: The Relationship of Competitive Strategy and Procurement, Manufacturing and functional Strategy. Source: Shah and Hasan (2016).

Traditional procurement refers to a manual, paper-based approach to acquiring goods and services, characterized by sequential steps aimed at ensuring efficiency and effectiveness (Aminu et al., 2020). These steps typically include identifying needs, selecting vendors, negotiating terms, drafting contracts and fulfilling orders. However, its reliance on manual processes often results in inefficiencies, limited visibility into supplier performance, and slower decision-making. Modern procurement adopts advanced methods and leverages technology to address the limitations of traditional approaches. It integrates digital tools, data analytics and strategic practices to streamline operations, reduce costs, enhance supplier relationships, and drive value creation.

These modern procurement practices represent a shift from traditional methods, emphasizing efficiency, transparency, sustainability, and adaptability to meet the demands of dynamic business environments. Empirical Review Sobhani et al. (2014) examined the strategic procurement and financial performance in Iranian manufacturing companies. Utilizing a cross-sectional explanatory design, the study examined the relationship between procurement practices and financial outcomes. The findings revealed a significant positive relationship between strategic procurement practices and financial performance, emphasizing the importance of aligning procurement strategies with organizational goals to achieve better financial results.

Muswere (2020) investigated the impact of strategic procurement practices on firm performance at CBZ Bank, focusing on cost management, supplier integration, and early supplier involvement. The study demonstrated that strategic cost management, supplier integration, early supplier involvement, and supplier relationship management positively influence firm performance. Specifically, these practices were found to reduce procurement and operational costs, improve strategic cost management, and sustain competitive advantage. Ogeto and Thiong'o (2020) examined the relationship between strategic procurement practices and organizational performance in Kenya's construction and manufacturing industries, using data from 47 respondents in Allied Plumbers Limited. The study highlighted that strategic procurement practices, such as

supplier identification and selection, procurement negotiations, contract management, and inventory systems, significantly enhance organizational performance. However, it was noted that the delegation of procurement authority was rarely practiced, which could limit efficiency.

Owiti (2022) explored the influence of procurement procedures on manufacturing and construction project performance in Mombasa. The study found that strategic procurement approaches led to a 58.3% increase in project completion time compared to expected durations. While clients expressed dissatisfaction with project costs and timelines, they were satisfied with service quality and outcomes. The study recommended project management and contract management training for all personnel involved in procurement to address these challenges. Effa et al. (2023) investigated the relationship between strategic procurement initiatives and logistics performance in Nigeria. Employing an analytical cross-sectional and correlational design, the study revealed a strong positive correlation between procurement sustainability initiatives and logistics performance indicators.

Key practices, such as outsourcing, group purchasing, just-in-time systems, and supplier relationship management, were found to enhance logistics performance in areas like cost savings and operational efficiency. The study recommended adopting strategic procurement initiatives to drive logistics performance and organizational success. These studies collectively underscore the critical role of strategic procurement in enhancing organizational performance across diverse industries and contexts. They highlight the significance of cost management, supplier integration, and innovative procurement strategies in improving efficiency, reducing costs, and achieving sustainable competitive advantage.

## **RESEARCH METHOD**

This study adopted a mixed-method research design to combine the strengths of both quantitative and qualitative approaches. The Taro Yamane (1967) formula was employed to calculate a sample size of 250 respondents, ensuring a statistically representative population. Purposive sampling techniques were used to select participants from ten manufacturing companies located in Ilupeju and Ogba Industrial Estates, Lagos State. This sampling approach ensured the inclusion of staff members with expertise and experience in organizational procurement processes. A structured

questionnaire, validated by two Professors in Business Administration and Supply Chain Management, was utilized for data collection. The questionnaire included items designed to measure strategic procurement variables, with responses captured using a five-point Likert scale to ensure clarity and consistency in data interpretation. Additionally, structured interviews were conducted with heads of the Purchasing, Stores, and Accounts departments to gather in-depth qualitative insights and enhance the validity of the findings. For data analysis, descriptive statistics, including frequency counts and percentages, were employed to analyze respondents' demographic information. A regression model was utilized to examine the relationship between the dependent variable (performance) and the independent variable (strategic procurement). The regression model is specified as follows:

$$Y=\beta_0+\beta_1X_1+\epsilon Y = \beta_0 + \beta_1X_1 + \epsilon Y=\beta_0+\beta_1X_1+\epsilon$$

Where:

- YYY = Performance (dependent variable),  $\beta_0\beta_0\beta_0$  = Constant term
- $\beta_1\beta_1\beta_1$  = Coefficient of the independent variable,
- $X_1X_1X_1$  = Strategic Procurement (independent variable)
- $\epsilon\epsilon\epsilon$  = Error term

This methodological approach ensures robustness in identifying and interpreting the impact of strategic procurement practices on organizational performance in the Nigerian manufacturing sector.

### Results and Discussion

**Table 1**

*Gender of Respondents*

Characteristics	Frequency	Percentage
Gender:		
Male	170	68
Female	80	32
Total	250	100

**Table 2**

*Age Distribution of Respondents*

Age:	Frequency	Percentage
------	-----------	------------



18-30	55	22
31-40	80	32
41-50	45	18
51-60	60	24
61 and above	10	4
Total	250	100

**Table 3**

*Educational Qualification of Respondents*

Educational Qualification:	Frequency	Percentage
Primary Sch. Cert	5	2
SSCE	20	8
OND/NCE	85	34
HND/BSC	125	50
MBA/MSC/PhD	15	6
Total	250	100

**Table 4**

*Working Experience of Respondents*

Years of Experience	Frequency	Percentage
Below one year	75	30
1-5 years	92	36.8
6-10	45	18
11 years and above	38	15.2
Total	250	100

**Table 5**

*Department of Respondents*

Department	Frequency	Percentage
Procurement	105	42
Stores	86	34.4
Finance & Accounts	44	17.6
Administration	15	6
Total	250	100

**Research Question one:** *What are the strategic procurement practices of manufacturing companies in Lagos, Nigeria?*

Respondents were asked to identify and rank the strategic procurement practices in their firms.

**Table 6**

*Strategic procurement practices of manufacturing companies in Lagos, Nigeria*

S/N	Strategic procurement practices	Frequency	Percentages
1.	Clear Procurement strategy and policy that aligns with the organization's goals and objectives	15	6
2	Use advanced analytics and technology to optimize costs and reduce unnecessary spending	10	4

3	<b>Strategic sourcing</b>	30	12
4	<b>Supplier relationship management</b>	40	16
5	<b>Supply chain Risk management</b>	35	14
6	Outsourcing Non-Core Activities	60	24
7	Cost-Benefit Analysis of procurements	10	4
8	Just-in-Time (JIT) Procurement	25	10
9	Supplier Performance Evaluation	20	8
10	Use of E-Procurement Tools	5	2
	<b>Total</b>	250	100



The data presented in Table 6 and Figure 2 reveal significant gaps in the adoption of strategic procurement practices among the surveyed companies. Notably, only **6%** of respondents reported that their companies have a clear procurement strategy and policy aligned with organizational goals and objectives. Furthermore, the adoption of modern procurement tools such as **e-procurement** is alarmingly low at **2%**, and only **4%** of companies conduct cost-benefit analyses for procurement decisions or leverage advanced analytics and technology to optimize costs and minimize unnecessary expenditures. However, there is moderate adoption of specific strategic procurement practices. For instance, **12%** of respondents indicated that their companies engage in strategic sourcing, while **16%** reported the implementation of supplier relationship management (SRM) practices. Additionally, **14%** of companies manage supply chain

risks, suggesting a growing awareness of the importance of mitigating vulnerabilities in the procurement process. A relatively higher proportion of respondents (**24%**) indicated that their organizations outsource non-core activities, reflecting a focus on efficiency and cost reduction through specialization. Similarly, **10%** of respondents employ **Just-in-Time (JIT)** procurement, which aligns with efforts to streamline inventory management and reduce waste. The data suggest a critical need for Nigerian manufacturing firms to adopt a more holistic and technologically integrated approach to procurement. The limited adoption of core strategic practices, such as e-procurement and cost-benefit analysis, highlights potential inefficiencies and missed opportunities for cost optimization and competitive advantage. Conversely, the moderate uptake of practices like strategic sourcing and supplier relationship management suggests that firms are beginning to recognize the importance of aligning procurement strategies with broader organizational goals. This disparity underscores the need for capacity building, policy reforms, and investment in modern procurement systems to enhance operational performance and resilience in Nigeria’s manufacturing sector.

**Research Question two:** What is the effect of strategic procurement on the performance of manufacturing companies in Lagos, Nigeria?

**Table 7**

The effect of strategic procurement on the performance of manufacturing companies in Nigeria's unstable business environment.

SN	Strategic procurement and manufacturing companies performance	Mean	SD
1	In this company, our procurement is carefully planned and it is aligned with our company’s budget and corporate strategy.	4.51	.502
2	Our company engages in Supplier Relationship Management to reduce supply chain risk and improve product quality.	4.38	.609
3	This company carry out strategic sourcing to find the right suppliers, negotiate better prices, and conduct competitor bidding, which help us to reduce cost.	4.16	.758
4	This company has a procurement strategy that helps us to increase efficiency, avoid over stocking and stock-out.	4.42	.567
5	The strategic procurement practices of this company enhance our Return on Investment (ROI)	4.07.	.796
<b>Overall</b>		<b>4.3</b>	<b>.646</b>

The result presented in table 7 above, with the overall mean of 4.3 associated with a

standard deviation of 0.645 indicates that respondents appeared to consistently agree they are aware of Strategic procurement practices of their firms, that it enables them to align their procurement plan with their company's budget, strategy, enhance their supplier Relationship management, influences the firms' cost reduction, increase supply chain efficiency and ultimately contribute to Return on Investment (ROI). With a mean score of 4.3 out of five strategic procurement practices and standard deviation of 0.646, it indicate that strategic procurement is practiced minimally among manufacturing companies in Lagos, Nigeria.

### Hypotheses Testing

Ho1: Strategic procurement practices has no significant impact on the performance of manufacturing firms in Lagos State, Nigeria.

Table 8

#### Model 1 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.371 <sup>a</sup>	.138	.000	.53877

a. Predictors: (Constant), Strategic Procurement

The model summary above shows the extent to which Strategic Procurement practices affect the performance of manufacturing firms in Lagos State, Nigeria. The coefficient of determination ( $R^2 = 0.138$ ) in the model summary shows that 13.8% of the variation observed in performance of manufacturing firms in Lagos State, Nigeria, is accounted for by Strategic Procurement practices.

Table 9

#### ANOVA

Model	df	SS	MS	F	Sig
Regression	1	21.389	21.389	17.194	0.000*
Residual	23	28.611	1.244		
Total	24	50.000			

a. Predictor (constant) Strategic Procurement Practices

b. Depended variable: Performance of manufacturing firms

In the table 9 above, the Anova test indicate that the result is also statistically significant at the specified 0.05 level of significance because the p-value 0.000 is less than the level of significance 0.05 used for the study

**Table 10****Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	1.932	0.341	1.225	5.662	0.00
Strategic procurement practices	0.168	0.040	0.084	4.147	0.02

The results presented in Table 10 indicate the regression equation derived from the analysis. The analysis results show that strategic procurement practices significantly impact the performance of manufacturing companies in Lagos. The regression equation,  $Y = f(X)$ ;  $Y = 1.932 + 0.168X_1$ , represents the relationship between the performance of manufacturing firms and strategic procurement practices. The constant (1.932) indicates the baseline performance of the company when strategic procurement is at zero, while the coefficient of  $X_1$  (0.168) indicates the rate of increase in performance for each unit increase in strategic procurement practices. The null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that strategic procurement practices have a significant effect on the performance of manufacturing companies. The analysis confirms that strategic procurement practices are statistically significant in explaining the relationship between the performance of manufacturing firms and strategic procurement practices, with a p-value below the threshold of 0.05.

## FINDINGS AND DISCUSSION

This study examines the strategic procurement practices of manufacturing companies in Lagos, Nigeria, and their impact on organizational performance. Key practices include outsourcing non-core activities, supplier relationship management, and supply chain risk management. Other practices like strategic sourcing, cost-benefit analysis, just-in-time procurement, and supplier performance evaluation were ranked lower. The study also found that practices like clear procurement strategy aligned with organizational goals, use of advanced analytics and technology to optimize costs, and e-procurement tools were the least utilized. This highlights a gap in modern procurement

practices. This finding is consistent with previous studies Azambuja et al., (2014) and Hong and Kwon (2012) that emphasize the transformative role of technology in procurement efficiency.

The lack of alignment between procurement strategies and organizational goals underscores a potential barrier to achieving broader corporate objectives. Additionally, the underutilization of digital tools indicates that strategic procurement practices have not yet attained the level of operational efficiency and agility necessary for competitive advantage among Lagos-based manufacturing firms.

Findings related to research question two revealed that strategic procurement practices enable the alignment of procurement plans with organizational budgets and strategies, foster supplier relationship management, reduce costs, and enhance supply chain efficiency. Additionally, these practices contribute positively to Return on Investment (ROI). These findings align with the results of Owiti (2022) and Effa et al. (2023), which demonstrate that strategic procurement increases efficiency in manufacturing and construction industries. The ability of strategic procurement to integrate budgeting, supplier relationships, and cost control indicates its critical role in enhancing overall supply chain performance. However, the study highlights that without robust digital procurement systems and clear strategic alignment, organizations may struggle to fully capitalize on these benefits. The findings emphasize the need for manufacturing firms in Lagos to adopt modern procurement technologies and develop policies that align procurement functions with corporate objectives to maximize efficiency, agility, and profitability.

The implications of these findings suggest actionable recommendations for manufacturing companies to strengthen their procurement strategies. Prioritizing the adoption of digital tools, such as advanced analytics and e-procurement platforms, can optimize procurement processes and reduce unnecessary costs. Moreover, aligning procurement strategies with organizational goals will ensure that procurement activities directly contribute to broader corporate performance metrics. Finally, fostering stronger supplier relationships and managing supply chain risks will enhance resilience and operational continuity in the face of market uncertainties. This study, therefore, highlights both the opportunities and gaps within the strategic procurement practices of Lagos-based manufacturing firms, offering a pathway for enhanced operational

performance and competitiveness.

## CONCLUSION

The findings enhance the existing literature on procurement strategies and offer practical insights for industry practitioners and policymakers aiming to improve supply chain performance in emerging economies. It was recommended that for enhancing organizational performance in manufacturing firms through effective procurement strategies: Manufacturing firms should integrate digital procurement platforms, such as e-sourcing, e-auctions, and automated purchase order systems. This shift will enhance visibility, tracking, and reporting of procurement activities, leading to greater transparency, streamlined operations, and improved efficiency. Firms should utilize advanced analytics and predictive technologies to monitor market trends and forecast procurement needs accurately. Aligning procurement with production schedules will help reduce excess inventory, minimize stockouts, optimize costs, and eliminate unnecessary expenditures, ultimately enhancing financial performance. Manufacturing firms should actively engage suppliers in the early stages of product design and development. By collaborating with suppliers and sharing data, firms can drive co-creation, enhance innovation, and improve operational processes, leading to successful product and market outcomes.

## REFERENCES

- Ahmed, S., Annear, P. L., Phonvisay, B., Phommavong, C., de Oliveira Cruz, V., Hammerich, A., & Jacobs, B. (2013). Institutional design and organizational practice for universal coverage in lesser-developed countries: challenges facing the Lao PDR. *Social science & medicine*, 96, 250-257.
- Akubuko, G. C., Obodo, N. A., Musa, A. A., & Jimoh, A. (2019). A Re-appraisal of Procurement Management Practices and Vendor Performance: A Case of Oil Producing Firms in Rivers State. *International Journal of Advanced Academic Research/ Social and Management Sciences*, 5(11), 72-88.
- Alege, E. (2018). *Procurement Strategies in Nigerian Ceramics Manufacturing* (Doctoral dissertation, Walden University).
- Alexander, A., Walker, H., & Naim, M. (2014). Decision theory in sustainable supply chain management: a literature review. *Supply Chain Management: An International Journal*, 19(5/6), 504-522.
- Alok, V. N. (2023). Fiscal Federalism and Subnational Finance in India after the 2008 Financial Crises and Covid-19 Pandemic. *Revista " Cuadernos Manuel Giménez Abad"*, (9), 98-126.
- Aminu, A., Ibrahim, Y. M., Ibrahim, A. D., Bala, K., Abdullahi, B., Abdullahi, M., Ahmadu, H.A. & Yamusa, M.A. (2020). Developing conceptual process models for the Nigerian manual based procurement process towards digitization. *Confluence of*

- Research, Theory and Practice in the Built Environment*, 590.
- Ashkenas, R., Ulrich, D., Jick, T., & Kerr, S. (2015). *The boundaryless organization: Breaking the chains of organizational structure*. John Wiley & Sons.
- Ayman, R., & Lauritsen, M. (2018). Contingencies, context, situation, and leadership. *The nature of leadership*, 138-166.
- Azambuja, M. M., Ponticelli, S., & O'Brien, W. J. (2014). Strategic procurement practices for the industrial supply chain. *Journal of Construction Engineering and Management*, 140(7), 06014005.
- Effa, G. A., Ovharhe, O. H., Ezirim, A. C., & Igwe, S. (2023). Strategic procurement initiatives and logistics performance in Nigeria. *International Journal of Marketing and Communication Studies*, 7(1), 38-55.
- Effiong, U. E., & Udofia, M. A. (2022). The Kaldorian Perspective to Economic Growth in Nigeria: Does Globalization Really Matter? *Asian Research Journal of Current Science*, 253-268.
- Graetz, F., & Smith, A. C. (2010). Managing organizational change: A philosophies of change approach. *Journal of change management*, 10(2), 135-154.
- Hong, P., & Kwon, H. B. (2012). Emerging issues of procurement management: a review and prospect. *International Journal of Procurement Management* 4, 5(4), 452-469.
- Kabiru, A. A., Emmanuel, O. G., & Abimbola, A. S. (2023). Effects of Company Income Tax and Capital Gains Tax on the Financial Performance of Small and Medium-Sized Businesses in Nigeria. *MJSS*, 3(1), 73-94.
- Lysons, K., & Farrington, B. (2020). *Procurement and supply chain management*. Pearson UK.
- Masheti, C. (2016). *E-procurement practices and operational performance of pharmaceutical manufacturing firms in Nairobi* (Doctoral dissertation, University of Nairobi).
- Masiko, D. M. (2013). *Strategic procurement practices and procurement performance among commercial banks in Kenya* (Doctoral dissertation, University of Nairobi).
- Mebrate, Y., & Shumet, K. (2024). Assessing the impact of procurement practice on organizational performance. *Cogent Business & Management*, 11(1), 2315687.
- Mena, C., Van Hoek, R., & Christopher, M. (2018). *Leading procurement strategy: driving value through the supply chain*. Kogan Page Publishers.
- Muswere, E. T. (2020). *An assessment on the impact of strategic procurement practices on organisational performance. A case study of CBZ Bank* (Doctoral dissertation, Chinhoyi University of Technology Zimbabwe).
- Muwolya, D. A. (2019). The impact of strategic procurement planning on organizational performance: A case study of Kampala International University. Bachelor's degree project, Kampala International University Uganda
- Mwangi, C. N. (2018). *Contract management strategies in public procurement* (Master's thesis, Høgskolen i Molde-Vitenskapelig høgskole i logistikk).
- Oduro, S., Nyarku, K. M., & Gbadeyan, R. A. (2020). Supplier relationship management and organizational performance of hospitals in an emerging economy context: A comparative study. *Journal of Modelling in Management*, 15(4), 1451-1478.
- Ogeto, E. O., & Thiong'o, S. M. (2020). Strategic procurement practices and organizational performance in the construction industry in Kenya: A case study of Allied Plumber Ltd. *Journal of Strategic Management*, 4(3), 69-79.



- Oluwaseyi, S. (2016). *Firm Strategy, Implementation and Organization Performance at Equity Bank, Kenya* (Doctoral dissertation, University of Nairobi).
- Otovwe, E. (2023). *The implication of public debt and financial instability on economic growth: A case study of selected West African countries* (Doctoral dissertation, Anglia Ruskin Research Online (ARRO)).
- Owiti, J. O. (2022). *Effectiveness Of Construction Contract Procurement Processes In Public Projects In Kenya: A Survey of County Government Projects* (Doctoral dissertation, JKUAT-SABS).
- Panda, B., & Leepsa, N. M. (2017). Agency theory: Review of theory and evidence on problems and perspectives. *Indian journal of corporate governance*, 10(1), 74-95.
- Shah, S., & Hasan, S. (2016). Procurement practices in project based manufacturing environments. In *MATEC Web of Conferences* (Vol. 76, p. 02007). EDP Sciences.
- Shala, B., Prebreza, A., & Ramosaj, B. (2021). The contingency theory of management as a factor of acknowledging the leaders-managers of our time study case: The practice of the contingency theory in the company Avrios. *Open Access Library Journal*, 8(9), 1-20.
- Sobhani, M., Malarvizhi, C. A., Al-Mamun, A., & Jeyashree, S. (2014). Strategic procurement and financial performance of Iranian manufacturing companies. *Asian Social Science*, 10(1), 250.
- Van de Ven, A. H., Ganco, M., & Hinings, C. R. (2013). Returning to the frontier of contingency theory of organizational and institutional designs. *Academy of Management Annals*, 7(1), 393-440.
- Wambura, J. J. (2014). *Harnessing economic growth in Africa: opportunities and challenges in the 21st century, 2000–2012* (Doctoral dissertation, University of Nairobi).
- Whipple, J. M., & Roh, J. (2010). Agency theory and quality fade in buyer-supplier relationships. *The International Journal of Logistics Management*, 21(3), 338-352.
- Adolph, R. (2016). 濟無No Title No Title No Title. 5(1), 1–23.
- Dhofier, Z. (1982). *Tradisi pesantren: Studi tentang pandangan hidup kyai*. Lembaga Penelitian, Pendidikan, dan Penerangan Ekonomi dan Sosial.
- HANIFAH, N. (2022). Penggunaan Media Pembelajaran Berbasis Aplikasi Canva Dalam Meningkatkan Hasil Belajar Kimia. *EDUTECH : Jurnal Inovasi Pendidikan Berbantuan Teknologi*, 2(2), 226–233. <https://doi.org/10.51878/edutech.v2i2.1339>
- Kasdi, A. (2016). Filantropi Islam Untuk Pemberdayaan Ekonomi Umat (Model Pemberdayaan ZISWAF di BMT Se-Kabupaten Demak). *IQTISHADIA Jurnal Kajian Ekonomi Dan Bisnis Islam*, 9(2), 227. <https://doi.org/10.21043/iqtishadia.v9i2.1729>
- Maeyangsari, D. (2023). Ekonomi Biru sebagai Upaya Pembangunan Berkelanjutan dan Pemenuhan Hak Asasi Manusia. *Perspektif Hukum*, 23(1), 106–126. <https://perspektif-hukum.hangtuah.ac.id/index.php/jurnal/article/view/172>

- Monoarfa. (2021). Pengembangan Media Pembelajaran Canva dalam Meningkatkan Kompetensi Guru. *Seminar Nasional Hasil Pengabdian*, 1–7.
- Prasetyaningrum, N., Suyanto, & Ramadhan, D. M. (2021). *Interaksi Sosial Antar Pedagang Barang Antik di Galeri Industri Kreatif Kota Lama Semarang Nurfaizah*. 16, 66–87.
- Rizanta, G. A., & Arsanti, M. (2022). Pemanfaatan Aplikasi Canva sebagai Media Pembelajaran Masa Kini. *Prosiding Seminar Nasional Daring*, 2, 560–568.  
<https://prosiding.ikipgribojonegoro.ac.id/index.php/SPBSI/article/view/1381>
- Safitri, A. O., Yuniarti, V. D., & Rostika, D. (2022). Upaya Peningkatan Pendidikan Berkualitas di Indonesia: Analisis Pencapaian Sustainable Development Goals (SDGs). *Jurnal Basicedu*, 6(4), 7096–7106.  
<https://doi.org/10.31004/basicedu.v6i4.3296>
- Syariah, K. (2018). *No Title*. 19(1), 16–34.