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Strategic procurement practices and organizational performance in rural access and agricultural marketing project (RAAMP), South South Nigeria

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Abstract - This study examined the relationship between strategic procurement practices and organizational performance in the Rural Access and Agricultural Marketing Project (RAAMP) in South-South Nigeria. Using a correlational survey design, data were collected from 77 SPIU staff via structured questionnaires and analyzed with descriptive statistics and linear regression. The result indicate that effective procurement planning significantly improves organizational efficiency (R^2 = 0.989, B = 1.024, β = 0.994, p = 0.000), highlighting the importance of prioritizing procurement planning as a strategic tool for achieving sustainable performance in public infrastructure projects. Policymakers and project managers should prioritize procurement planning as a strategic instrument for ensuring sustainable efficiency outcomes in similar infrastructural programs. Managers should prioritize SRM initiatives as they yield measurable improvements in delivery timelines, quality, and stakeholder trust. The study provides insight for managers to adopt digital procurement tools for optimal utilization of resources to minimize waste and boost performance outcomes and project sustainability. This study enriches existing literature on procurement and performance by constructing a regression model that empirically quantifies the strength of procurement planning's impact (R^2 = 0.989, β = 0.994) using context-specific data from RAAMP, thereby providing a data-driven perspective on how strategic procurement practices enhance organizational efficiency.

Keywords: **s**trategic procurement practices, procurement planning, organizational performance, organizational efficiency, public sector projects, RAAMP, rural infrastructure

1. Introduction

Recently, strategic procurement has emerged as a crucial factor influencing the success of public infrastructure initiatives, rather than being viewed solely as an administrative task. According to recent report by Organisation for Economic Co-operation and Development (OECD, 2021), inadequate procurement planning can increase project completion and negatively affect project

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outcomes. According to a recent report, poor procurement planning in public infrastructure projects often results in cost overruns, delayed completion, and diminished project quality. Inadequate attention to procurement planning, as highlighted can undermine project efficiency due to increase financial expenditure, and adversely impact the successful delivery of project objectives.
Studies in Nigeria and other developing regions demonstrate that procurement planning, supplier selection protocols and contract management are positively associated with project performance. In Nigeria, a study by Monday et al. (2015) Nigeria identified that firms that strategic management enhances both profitability and operational performance of manufacturing firms. In Uganda, Basheka (2008) also identified that that better procurement planning was associated with improved accountability in the local government procurement systems.

Considering the above studies, there is a limited study on how procurement practices, procurement planning affect organizational efficiency and performance. The research aims to contribute to the growing body of knowledge as well as filling geographic and conceptual gap using the Rural Access Agricultural Marketing Project (RAAMP) South, South, Nigeria.

Despite the increasing emphasis on sustainability in public infrastructure projects, the Rural Access Agricultural Marketing Project (RAAMP) South, South, Nigeria have continued to face inefficient procurement planning, lack of transparency in supplier selection, and weak procurement practices. Insufficient resource distribution and irregular monitoring of activities within the organization have compromised project quality which leads to poor performance and service delivery inefficiencies of contractors, thereby threatening the long-term achievement of the project's goals. Inefficient or poor procurement planning within RAAMP result to diminished accountability and project postponements.

The primary objective of this study is to examine the relationship between strategic procurement practices and organizational performance in the Rural Access Agricultural Marketing Project (RAAMP) South, South. Nigeria. Specifically, study seek to:
i). Evaluate the relationship between procurement planning and organizational efficiency.

The following research question is formulated in achieving study objectives.
i). How does procurement planning affect organizational efficiency in the Rural Access and Agricultural Marketing Project (RAAMP) in South-South Nigeria?

The null hypotheses is stated below
i). H_{01}: There is no significant relationship between procurement planning and organizational efficiency in RAAMP, South-South Nigeria.

This study focuses only on the Rural Access and Agricultural Marketing Project (RAAMP) in the South-South region of Nigeria. The research covers selected RAAMP offices and staff involved in procurement, project implementation, and financial management in states such as Akwa Ibom and Ebonyi. The population for this study includes all staff such as; Procurement Officers, Project Engineers, Account Officers, Monitoring and Evaluation Officers, and Administrative Staff located in the respective State Project Implementation Units (SPIUs). A survey was distributed to a sample population of 144 using stratified sampling techniques.

Procurement practices encompasses the formalised sequence of actions—ranging from needs specification to supplier management and contract administration—that an organisation applies in acquiring goods, services or works (Murenzi et al., 2024).
Procurement planning, a critical component, involves identifying needs, estimating costs, scheduling, and selecting appropriate procurement methods to ensure efficiency and cost-effectiveness (Jama & Mohamud, 2024). In RAAMP, the use of structured tools such as annual procurement plans and the World Bank's STEP platform demonstrates how effective procurement

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planning promotes transparency, reduces delays and costs, and supports successful project delivery (World Bank, 2019; Ingabire, 2024; Oladiran, 2024; Esan, 2025).

Organizational performance reflects how effectively an institution achieves its objectives using available resources, measured through financial indicators like cost savings and profitability, as well as non-financial outcomes such as service quality and innovation (Agyapong & Boamah, 2013). In public projects like RAAMP, performance is evidenced by timely service delivery, adherence to budget and quality standards, and successful completion of rural infrastructure initiatives (Adegbie & Fakile, 2013; Dvir et al., 2003). Organizational efficiency, a key aspect of performance which evaluates how well inputs-resources, funds, labor, and time—are converted into outputs with minimal waste, with transparent processes, timely payments, and structured procurement systems enhancing efficiency, reducing errors, and ensuring timely project completion (Farooq, 2014; Ingabire, 2024; Nyamah, 2023; Esan, 2025).

This study is anchored on Resource-Based View (RBV) postulated by Barney (1991). The theory suggests that organizations gain competitive advantage through resources that are valuable, rare, inimitable, and non-substitutable. In the context of procurement, capabilities such as long-term planning, supplier collaboration, and contract management function as strategic assets, with RAAMP's planning frameworks and digital procurement tools exemplifying internal resources that enhance efficiency and overall performance.

For research on the relationship between strategic procurement practices and organizational performance—especially in rural access and agricultural marketing projects (RAAMP)—several well-established theoretical frameworks are supported by recent literature. These frameworks help explain the mechanisms, relationships, and contextual factors influencing procurement and performance outcomes.

Resource-Based View (RBV) theory explains how organizations gain competitive advantage by leveraging valuable, rare, inimitable, and non-substitutable resources—including procurement capabilities. It is used to analyse how strategic procurement practices (e.g., supplier management, contract negotiation) contribute to superior organizational performance by building unique internal competencies (Ackah et al., 2025; Isaack, 2025).

Agency theory examines principal-agent relationships, information asymmetry, and incentive alignment between project owners (principals) and procurement managers or suppliers (agents). **It is** useful for understanding procurement challenges in public projects, especially where monitoring, accountability, and contract compliance are critical (Mebrate & Shumet, 2024; Shukla et al., 2022).

Transaction Cost theory analyses how organizations minimize the costs of transactions (e.g., negotiation, enforcement, monitoring) through governance structures and procurement strategies. **It** helps explain the choice of procurement methods and the impact of procurement planning and staff competency on performance (Mebrate & Shumet, 2024).

Stakeholder Theory emphasizes the importance of managing relationships and expectations of all stakeholders (e.g., government, suppliers, farmers, communities) in procurement processes. **It is** particularly relevant for public sector and agricultural projects where diverse stakeholder interests must be balanced for successful outcomes (Murithi & Nyangau, 2025; Tuffour et al., 2025).

Complexity Theory **r**ecognizes that procurement and performance relationships are non-linear and influenced by multiple interacting factors**. It is** useful for analysing how combinations of procurement practices (e.g., planning, supplier partnership, contract management) lead to high performance in complex, dynamic environments (Acquah, 2024).

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Several studies have investigated the impact of procurement planning on organizational efficiency and accountability both in Nigeria and internationally. Basheka (2008) examined procurement planning and accountability in local government procurement systems in Uganda using a correlational survey of 99 stakeholders from 11 district local governments and Principal Component Factor Analysis (PCFA). The study found a significant positive relationship, indicating that effective procurement planning is associated with improved accountability.

Similarly, Monday et al. (2015) explored strategic management practices in Nigerian manufacturing firms and found that well-structured management strategies significantly enhanced operational performance and competitiveness. (2015) investigated the relationship between strategic management and firm performance in five large-scale manufacturing companies in Lagos, Nigeria, using questionnaires administered to 50 respondents. Analysis with ANOVA, correlation, and descriptive statistics revealed that strategic management significantly improved both profitability and operational performance, and was positively associated with the firms' level of competitiveness.

Magiri and Barasa (2024) investigated the effect of supplier relationship management practices on organizational performance at Naivas Supermarkets in Nakuru County, Kenya, using a mixed-methods approach with surveys of 82 employees and interviews with top management. Analysis with descriptive and inferential statistics, including Pearson correlation, revealed significant positive relationships between organizational performance and information sharing ($r = 0.373$, $p = 0.001$), buyer-supplier trust ($r = 0.369$, $p = 0.001$), supplier collaboration ($r = 0.455$, $p = 0.000$), and supplier commitment ($r = 0.489$, $p = 0.000$).

Titu and Mwalukasa (2024) examined the effect of supplier relationship management (SRM) strategies on the performance of public organizations in Tanzania, using a mixed-methods approach with surveys of 87 MSD headquarters staff and follow-up interviews. Their analysis, employing descriptive statistics and multiple linear regression, found that SRM significantly enhances organizational performance, with key components including trade discounts, product/service specifications, joint problem-solving, and information sharing contributing to improved outcomes.

A critical review of recent literature reveals that strategic procurement practices are increasingly recognized as pivotal for enhancing organizational performance in rural infrastructure and agricultural development projects, including those similar to the Rural Access and Agricultural Marketing Project (RAAMP) in South South Nigeria.

Recent research emphasizes the integration of green procurement management systems as a strategic tool for fostering sustainable practices in donor-funded rural development projects. The adoption of such systems is shown to improve stakeholder awareness, align economic development with environmental stewardship, and enhance sustainability indicators. However, challenges such as limited access to project documents, time constraints, and external influences can hinder effective implementation. Recommendations include policy adjustments, capacity building, stakeholder engagement, and technological enhancements to ensure adaptability and long-term impact (Baig et al., 2025).

Empirical studies from public sector projects in Africa highlight that procurement methods like supplier qualification screening and competitive bidding significantly enhance project performance by ensuring timely delivery and cost-effectiveness. Conversely, overly rigorous supplier evaluation can introduce delays and impede project success. The literature advocates for strengthening regulatory frameworks, capacity-building, and the adoption of e-procurement platforms to improve efficiency and transparency. Bureaucratic inefficiencies and inadequate supplier evaluation procedures remain persistent challenges (Katamuna et al., 2025).

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Complexity theory-based research demonstrates that combinations of procurement practices—such as procurement planning, supplier partnership, contract management, and compliance—can lead to high organizational performance. Notably, no single practice is universally necessary; rather, specific combinations tailored to context are most effective. This underscores the need for adaptive, context-sensitive procurement strategies in rural and agricultural projects (Acquah, 2024).

Studies in developing countries identify key challenges in public-sector agricultural procurement, including lack of competent staff and political influence. Addressing these challenges holistically, considering their interdependencies, is crucial for improving project outcomes. The literature calls for comprehensive frameworks that integrate capacity development, policy reform, and stakeholder collaboration (Khan et al., 2022).

2. Method

2.1 Research Design

The study applies a cross-sectional survey design which allows the researcher to examine the relationship between strategic procurement processes and organizational performance. By surveying RAAMP offices in the South-South region, the study provides factual insights into procurement planning, and and cost-effectiveness in project delivery.

2.2 The Population of the Study

The population for this study includes all staff and stakeholders of the Rural Access and Agricultural Marketing Project (RAAMP) who are engaged in procurement and project execution activities across Nigeria's South-South states: Akwa Ibom and Ebonyi State. Members of this population include Procurement Officers, Project Engineers, Account Officers, Monitoring and Evaluation Officers, and Administrative Staff located in the respective State Project Implementation Units (SPIUs). According to RAAMP (2024) official directories and state-level project reports, the total population is approximately 240 personnel who contribute to procurement and performance operations within the region.

3.3 Sample Size and Sampling Techniques

The sample size was determined using Taro Yamane's (1967) formula for finite populations:
The formula is stated as follows:

$$n = \frac{N}{1+Ne^2}$$

Where n → the required sample size
N = the Target Population
e = accuracy level required standard error = 5%
Where:
N = 95
e = 0.05 (margin of error)
n= 95/ (1+ 95 $(0.05)^2$ n= 76.76

Thus, the sample size = 77 employees.
A proportionate stratified random sampling technique was be used to ensure fair representation from each state. The population was divided into strata based on states, and random samples was drawn proportionally from each stratum.

2.4 Method of Data Collection

The study used a correlational survey design with a structured questionnaire to gather data on strategic procurement practices, including supplier relationship management, and organizational

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performance indicators such as efficiency. The instrument was administered to Procurement Officers, Project Engineers, Account Officers, Monitoring and Evaluation Officers, and Administrative Staff within SPIUs across Akwa Ibom, and Ebonyi states in South-South Nigeria.

2.5 Reliability of the Instrument

A pilot test of the questionnaire was conducted with RAAMP staff to identify ambiguities, improve clarity, and refine the instrument, while its internal consistency was assessed using Cronbach's Alpha, with a coefficient of 0.70 or higher considered acceptable. Additionally, expert reviews from procurement and management scholars were employed to ensure the instrument's content validity and construct accuracy.

2.6 Method of Data Analysis

Primary data were analyzed using both descriptive and inferential statistics with SPSS version 25. Descriptive statistics—including frequency, and percentage—were employed to summarize demographic characteristics and response patterns, while inferential statistics, particularly simple linear regression, were used to assess the relationship between a single independent variable (X) and a dependent variable (Y) by fitting a linear equation to the observed data (Moore, McCabe, & Craig, 2022).

$$Y=\beta 0+\beta 1X1+\cdots+\beta nXn+\epsilon \quad (3.8.1)$$

$$Y_{(OP)} = \beta 0+\beta 1X1_{(PP)} + \beta nXn + \epsilon \quad (3.8.3)$$

Y is the dependent variable (organizational performance, OP); X is the independent variable (procurement planning); β0 is the constant (intercept); β1 is the slope of the regression line; ϵ (epsilon) is the error term.

3. Results And Discussion

3.1 Results

The analysis presented in this section focuses on the impact of procurement practices on organizational performance in RAAMP. Findings are arranged in line with the formulated research objective. The study utilized SPSS (Version 25) for data entry and statistical analysis of responses gathered from the administered questionnaires. Out of 77 distributed questionnaires, 63 were retrieved and analyzed, while 7 remained unreturned and were not included in the analysis. The demographic distribution of the respondents is shown below.

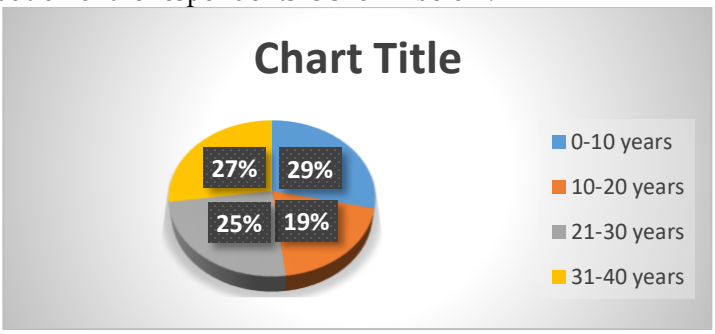

Figure 1: Demographic Information of Work Experience

3.1.1 Analysis of Research Question One

How does procurement planning affect organizational efficiency in the Rural Access and Agricultural Marketing Project (RAAMP) in South-South Nigeria?

3.1.2 Research Hypotheses One

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H_{o1}: There is no significant relationship between procurement planning and organizational efficiency in RAAMP, South-South Nigeria.

3.1.3 Decision Rule

The decision rule adopted was to reject the null hypothesis whenever the p-value is less than 0.05; otherwise, the alternative hypothesis is retained. Based on the regression analysis presented in Table 4.5, the null hypothesis asserting that procurement planning does not significantly impact organizational efficiency in RAAMP, South-South Nigeria, was rejected ($p = 0.000 < 0.05$). Consequently, the alternative hypothesis was accepted, implying that procurement planning exerts a significant effect on organizational efficiency.

Table 1: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.994[a]	.989	.988	3.53090	2.108

Source: (SPSS Version 25)
a. Predictors: (Constant), PP- Procurement Planning
b. Dependent Variable: OE-Organizational Efficiency

Table 2: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35514.181	1	35514.181	2848.597	.000[b]
	Residual	411.419	143	12.467		
	Total	35925.600	144			

Source: (SPSS Version 25)
a. Dependent Variable: OE- Organizational Efficiency
b. Predictors: (Constant), PP- Procurement Planning

Table 3: Linear Regression Result /Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.585	.812		-.721	.476
	PP	1.024	.019	.994	53.372	.000

Source: (SPSS Version 25)
a. Dependent Variable: OE -Organizational Efficiency
b. Predictor (Constant), PP-

The new regression equation is thus states as

$$Y_{(OP)} = 1.024 + .019\ (_{PP}) + \epsilon \qquad (3.8.4)$$

3.1.4 Interpretation of Result

The result of linear regression analysis confirmed a very strong positive relationship between procurement planning and organizational efficiency. The result explains that 98.9% of the variation in efficiency was explained by procurement planning, and the model demonstrates high reliability and independent residuals. The regression analysis shows that the Durbin–Watson value (2.108)

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confirms the independence of residuals, ensuring the model's reliability. The ANOVA results ($F(1,143) = 2848.597$, $p < 0.001$) indicate that procurement planning is a strong and significant predictor of organizational efficiency. Furthermore, the positive coefficient ($B = 1.024$) and high standardized beta ($\beta = 0.994$) demonstrate that effective procurement planning substantially enhances efficiency, accounting for most of the variation in performance outcomes.
The regression results confirm that effective procurement planning significantly enhances organizational efficiency, with the positive coefficient and strong significance indicating a meaningful and substantial impact.

4. Conclusion and Recommendation

4.1 Conclusion

The linear regression analysis indicates that effective procurement planning significantly improves organizational efficiency within the RAAMP project, accounting for 98.9% of the variation in efficiency outcomes ($R^2 = 0.989$, $B = 1.024$, $\beta = 0.994$, $p = 0.000$). The findings suggest that effective procurement planning enhance organizational efficiency by optimizing the use of resources, minimizing project delays, and ensuring timely delivery of infrastructure. The finding agree with the literature, work of Basheka (2008) which identified that effective procurement planning is associated with improved accountability. The findings is in agreement with the work of Titu and Mwalukasa (2024) found that strategic relationship management significantly enhances joint problem-solving, and information sharing contributing to improved outcomes.

4.2 Recommendation

The following recommendations were made to guide study outcome (a) Policymakers and project managers should therefore prioritize procurement planning as a strategic instrument for ensuring sustainable efficiency outcomes in similar infrastructural programs; (b) Managers should prioritize SRM initiatives as they yield measurable improvements in delivery timelines, quality, and stakeholder trust; (c) RAAMP and similar public sector projects should adopt structured procurement planning mechanisms integrated with real-time monitoring and evaluation systems.

The result offers both managers and policy-makers good insight in adopting digital procurement tools to minimize waste and boost performance outcomes in order to achieve economic sustainability. This study contributes to the body of knowledge by providing empirical evidence on how strategic procurement dimensions—planning, supplier relationship management, contract management, and risk management—jointly influence organizational performance within rural infrastructure development contexts. It extends procurement theory by quantifying the magnitude of their effects ($R^2 > 0.98$), demonstrating that procurement strategy is not merely administrative but a critical driver of efficiency, sustainability, and institutional effectiveness in developing economies.

Future research are advised to focus on the moderating role of technological innovation in strengthening the link between procurement practices and performance outcomes. Comparative studies could be conducted across different regions or sectors (e.g., healthcare, education, or manufacturing) to validate the generalizability of these findings.

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