

**EFFECT OF PROCUREMENT PRACTICES ON THE  
PERFORMANCE OF SELECTED PRIVATE  
UNIVERSITIES IN KWARA STATE  
(A CASE STUDY AL-HIKMAH UNIVERSITY, ILORIN)**

**BY**

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**BEING A RESEARCH PROJECT SUBMITTED TO THE  
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AWARD OF NATIONAL DIPLOMA (ND) IN PROCUREMENT AND  
SUPPLY CHAIN MANAGEMENT**

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## **CERTIFICATION**

This is to certify that this research work has been completed, read through and approved as meeting the requirement of the Department of Procurement and Supply Chain Management, Institute of Finance and Management Studies, Kwara State Polytechnic in Partial fulfillment for the Award of (ND) National Diploma in Procurement and Supply Chain Management.

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## **DEDICATION**

This research project is dedicated to the Most High that preserved me throughout the course of my programme at Kwara State Polytechnic, Ilorin, for His infinite mercy that endureth forever in my live.

## ACKNOWLEDGEMENTS

All praise, adoration thanks and glory belong to Almighty Allah for sparing my life throughout circumstance of life and till end of my National Diploma (ND) program.

My profound gratitude goes to my able supervisor in respect of; **MR. KAYODE OKE** who sacrificed his time attending to me and whose guidance and advice has contributed extremely to the success of this project may God bestow His blessing on his entire family. And my amicable Head of Department **MR. SIDIQ OLAREWAJU (HOD)** the project coordinator and my able and capable lecturers all the teaching and non-teaching staff of the department may God continue to bestow His mercy on to you all (Ameen).

However my sincere gratitude goes to my lovely and caring parents, **MR. and MRS. DANIEL** for their parental duty throughout the course of my program they are the back bone of my existence without them my life would have been meaningless may God let you reap the fruit of your labour.

Diplomatic Appreciation goes to my siblings; **OLAYINKA** and **OLAMIDE**, I say May Almighty God Bless You And Be With You All (Ameen).

And also to my friends; **MORENIKEJI, AYOMIDE**, and **IBRAHIM**, may God bless you all abundantly.

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## ABSTRACT

*This study investigates the effect of procurement practices on the performance of selected private universities in Kwara State, with a focus on Al-Hikmah University, Ilorin. The research aimed to examine key procurement elements including procurement planning, supplier selection, contract management, and performance evaluation. A descriptive research design was employed, and data were gathered through structured questionnaires administered to procurement officers and administrative staff. The analysis utilized both descriptive and inferential statistical tools. Findings revealed that while procurement planning is moderately practiced, irregular reviews limit its effectiveness. Supplier selection based on competence and cost-efficiency directly improves service quality. Contract management was found to enhance accountability but is hampered by enforcement challenges. Budget delays and inadequate staffing emerged as critical issues affecting procurement outcomes. The study concludes that strategic procurement practices significantly enhance institutional performance by ensuring timely delivery, quality assurance, cost-effectiveness, and transparency. It recommends the adoption of strategic procurement planning, transparent supplier evaluation, capacity building for procurement personnel, and the implementation of electronic procurement systems to optimize efficiency and support institutional growth.*

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 BACKGROUND TO THE STUDY**

Procurement practices are essential activities that influence the performance and sustainability of any institution, including private universities. In recent years, procurement has transformed from a mere clerical function to a strategic tool that can contribute to the efficiency and effectiveness of an organization (Baily et al., 2018). For private universities in Kwara State, procurement practices encompass the acquisition of goods, services, and works necessary for educational delivery, infrastructure development, and administrative operations.

According to Thai (2021), effective procurement practices involve processes that are transparent, competitive, and efficient. These practices can directly impact cost savings, quality of goods and services, timely delivery, and overall institutional performance. In a university setting, good procurement systems ensure that resources are allocated judiciously and that academic and non-academic activities are adequately supported.

With the increasing demand for accountability, private universities must implement procurement practices that align with best standards to remain competitive and achieve their goals. However, many institutions in Nigeria still face challenges such as lack of procurement planning, bureaucratic delays, and poor vendor selection, which can hinder performance (Ameyaw et al., 2022).



Procurement is a critical function in any organization, encompassing the processes of acquiring goods, services, and works from external sources. In the context of higher education institutions, particularly private universities, procurement plays a vital role in ensuring that resources are effectively and efficiently utilized to support academic and administrative operations. Proper procurement practices help in maintaining transparency, accountability, and value for money, which in turn contribute to improved institutional performance.

In Nigeria, the rising number of private universities has brought about competition and increased expectations from stakeholders. These institutions rely on sound procurement practices to manage their limited resources, attract investments, and maintain quality standards. Procurement in private universities includes the acquisition of teaching aids, laboratory equipment, infrastructure, office supplies, and other essential services. Effective procurement practices can significantly influence the operational efficiency, financial management, and overall performance of these universities.

However, despite the importance of procurement, many private universities in Nigeria struggle with procurement inefficiencies, such as poor planning, lack of transparency, inadequate staff training, and weak regulatory compliance. These issues often result in delays, inflated costs, and substandard goods and services, which negatively affect the institutions' performance. The absence of a well-structured procurement framework can

hinder the achievement of academic goals and reduce stakeholders' confidence in the management of the universities.

Moreover, the peculiarities of private university management, where funding is mostly generated from tuition fees and private donations, make efficient procurement even more critical. Mismanagement of procurement processes could lead to financial losses, which may ultimately compromise the quality of education and infrastructure. Therefore, evaluating the effects of procurement practices on the performance of selected private universities in Kwara State is timely and essential to understanding how these institutions can enhance their efficiency and competitiveness in the education sector.

Finally, with the increasing emphasis on institutional accountability and performance metrics, private universities are under pressure to demonstrate prudent financial practices, including procurement. By adopting best procurement practices such as competitive bidding, supplier evaluation, and contract management, universities can ensure value delivery and sustainable growth. This study seeks to explore how procurement practices directly or indirectly impact the performance of selected private universities in Kwara State, providing insights that may inform policy and administrative decisions.

## **1.2 STATEMENT OF THE PROBLEM**

Despite the significant role of procurement in enhancing institutional performance, there are persistent challenges in the procurement systems of private universities in Kwara State. Some of these issues include poor

contract management, limited knowledge of procurement procedures, and lack of adherence to procurement policies. These challenges can lead to increased operational costs, delays in service delivery, and reduced efficiency, ultimately affecting the overall performance of the institutions.

Therefore, there is a need to investigate the effect of procurement practices on the performance of selected private universities in Kwara State to identify gaps and recommend improvements.

### **1.3 OBJECTIVES OF THE STUDY**

#### **1.3.1 General Objective**

To examine the effect of procurement practices on the performance of selected private universities in Kwara State.

#### **1.3.2 Specific Objectives**

- i. To assess the extent of procurement planning in selected private universities.
- ii. To examine the impact of supplier selection on institutional performance.
- iii. To evaluate the role of contract management in enhancing efficiency.
- iv. To identify challenges faced in the implementation of procurement practices.

### **1.4 RESEARCH QUESTIONS**

- i. What is the extent of procurement planning in the selected private universities?

- ii. How does supplier selection affect the performance of these institutions?
- iii. What is the role of contract management in institutional efficiency?
- iv. What challenges are associated with procurement practices in private universities?

## **1.5 RESEARCH HYPOTHESES**

**H<sub>01</sub>:** There is no significant relationship between procurement planning and the performance of private universities in Kwara State.

**H<sub>02</sub>:** Supplier selection has no significant effect on the performance of private universities in Kwara State.

**H<sub>03</sub>:** Contract management does not significantly enhance the efficiency of private universities in Kwara State.

## **1.6 SIGNIFICANCE OF THE STUDY**

This study is significant in several ways. It provides insight into how procurement practices influence university performance, helping university administrators make informed decisions. It also serves as a reference for policy-makers and regulatory bodies aiming to improve procurement systems in the education sector. Additionally, the study contributes to existing literature and can be used by future researchers interested in procurement and institutional performance.

## **1.7 SCOPE OF THE STUDY**

The study focuses on selected private universities in Kwara State, Nigeria. It covers aspects of procurement practices such as planning, supplier selection,

and contract management, and their effects on university performance in terms of efficiency, cost-effectiveness, and timely service delivery.

## **1.8 LIMITATIONS OF THE STUDY**

Some limitations of the study include limited access to internal procurement documents due to confidentiality, time constraints in collecting data across all private universities, and potential biases in respondents' feedback. These limitations may affect the generalization of the findings.

## **1.9 OPERATIONAL DEFINITION OF TERMS**

- i. **Procurement Practices:** The procedures and methods used in acquiring goods, services, and works in an organization.
- ii. **Institutional Performance:** The effectiveness and efficiency of an institution in achieving its objectives.
- iii. **Procurement Planning:** The process of determining what to procure, when, and how.
- iv. **Supplier Selection:** The process of identifying and choosing suppliers based on certain criteria.
- v. **Contract Management:** The administration of contracts with vendors to ensure compliance and performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 CONCEPTUAL REVIEW**

##### **2.1.1 Concept of Procurement**

Procurement refers to the process of identifying, acquiring, and managing the external resources required by an organization to achieve its strategic objectives (Thai, 2001). It involves a series of actions that include planning, sourcing, contracting, and purchasing goods and services. In modern organizational management, procurement has evolved from a mere administrative function to a strategic operation that influences cost management, risk reduction, and value creation (Baily et al., 2018).

According to Lysons and Farrington (2022), procurement is not limited to the act of buying alone but encompasses the identification of needs, supplier selection, negotiation, and contract management. Effective procurement is crucial in ensuring the timely availability of quality goods and services, at the right price and from the right sources. Organizations that align their procurement practices with their strategic goals often enjoy a competitive advantage in their respective industries.

In the public and private sectors alike, procurement has become a tool for economic development, efficiency improvement, and resource optimization. Particularly in education institutions such as universities, procurement is vital in acquiring teaching materials, laboratory equipment, ICT infrastructure, and maintenance services. The quality of procurement

decisions has a direct impact on institutional efficiency and academic outcomes (OECD, 2019).

It is also essential to distinguish between procurement and purchasing. While purchasing is transactional and refers to the actual act of buying, procurement is strategic and encompasses the entire process, including planning and post-purchase evaluation. This strategic perspective is particularly important in sectors like education, where the impact of procurement decisions extends beyond financial implications to academic performance and institutional reputation (Burt, Petcavage & Pinkerton, 2020).

Therefore, procurement is an indispensable function in any organization, especially private universities, where funding is limited and performance expectations are high. A comprehensive understanding of procurement allows institutions to implement systems that are efficient, transparent, and aligned with their overall mission and vision.

### **2.1.2 Procurement Practices in Organizations**

Procurement practices refer to the standard procedures and strategies that organizations adopt to manage their procurement activities. These practices include procurement planning, supplier evaluation, competitive bidding, contract management, and procurement performance assessment (Basheka, 2018). Sound procurement practices ensure that resources are utilized efficiently, waste is minimized, and goods and services are delivered promptly and cost-effectively.

Effective procurement begins with accurate planning. Procurement planning involves forecasting future needs based on institutional goals and aligning them with available budgets. According to Thai (2021), procurement planning helps to avoid emergency purchases, which are often more expensive and less transparent. A well-prepared procurement plan ensures that purchases are done systematically and that suppliers are chosen based on objective criteria.

Supplier selection and evaluation are also crucial. The ability of an organization to secure quality goods and services depends significantly on the competence and reliability of its suppliers. Organizations must evaluate suppliers based on price, quality, delivery time, and compliance with contractual terms. According to Knight et al. (2022), supplier relationship management is a key determinant of procurement success and organizational performance.

In addition, the use of competitive bidding and tendering processes enhances transparency and fairness. These practices reduce the risk of corruption, promote value for money, and encourage innovation among suppliers. Contract management is another critical area, involving the administration of procurement agreements to ensure that deliverables are met as agreed. Effective contract management ensures compliance and mitigates legal and financial risks (OECD, 2019).

Organizations must establish monitoring and evaluation mechanisms to assess the effectiveness of their procurement practices. Key performance



indicators such as cost savings, delivery timelines, supplier performance, and end-user satisfaction should be regularly reviewed. In academic institutions, such evaluations help link procurement practices to teaching, learning, and infrastructural outcomes (Basheka & Bisangabasaija, 2020).

### **2.1.3 Performance Measurement in Universities**

Performance measurement in universities is a systematic approach to evaluating the effectiveness and efficiency of institutional operations in achieving strategic academic and administrative goals. It includes assessing teaching quality, research output, student satisfaction, financial management, and infrastructure development (Kaplan & Norton, 2017). As institutions of learning, universities are under pressure to deliver high-quality education while managing limited resources, making performance measurement essential.

Universities use various tools and frameworks to measure performance, including Key Performance Indicators (KPIs), benchmarking, and Balanced Scorecards. According to Nwabueze and Oyeniran (2021), performance metrics in universities should align with the core functions of teaching, research, and community service. These metrics provide a basis for resource allocation, quality assurance, and policy formulation.

In the context of procurement, performance measurement helps universities assess how procurement decisions contribute to institutional goals. Efficient procurement can lead to cost savings, timely delivery of materials, and

improved service delivery, all of which enhance overall university performance. Conversely, poor procurement practices can lead to budget overruns, delays, and substandard service delivery (Basheka, 2018).

Moreover, performance measurement enhances transparency and accountability in the use of institutional resources. Stakeholders such as students, parents, donors, and regulatory bodies demand evidence of responsible management, especially in private universities where tuition is the primary source of funding. By linking procurement practices with measurable outcomes, universities can justify their spending and improve stakeholder trust (Bovis, 2020).

Continuous performance measurement enables universities to identify areas for improvement and adopt best practices from leading institutions. It fosters a culture of excellence and innovation. When procurement is strategically aligned with institutional performance goals, universities can achieve better academic outcomes, maintain accreditation standards, and build a strong institutional reputation both locally and globally (Osborne & Gaebler, 2022).

## **2.2 THEORETICAL FRAMEWORK**

### **2.2.1 Principal-Agency Theory**

The Principal-Agency Theory is the underpinning theory used to establish the framework for this study of the role of procurement planning on operational performance. Health and Norman, (2004), the Principal-Agent Theory is an agency model developed by economists that deals with situations in which the principal is in position to induce the agent, to perform

some task in the principal's interest, but not necessarily the agent's . However, several studies by Eisenhardt 1988, Bergen et al. (1992), Rokkan and Buvik (2003) and Macabre and Waiganjo (2014) have contributed to the literature on principal agent theory.

### **2.2.2 The Institutional Theory:**

Institutional theory describes the effects of external institutional pressures on organizations and defines institutions as regulatory structures, government agencies, laws, courts, and professions, as well as interest groups and public opinion (Lowell, 1994). The rules and norms set out by the institutions in an environment are endorsed by various actors. When speaking of actors and institutional environment in this research project, reference is made to the norms represented by the actors in the environment and the pressure that these norms exert on other actors in the environment. A strength attributed to institutional theory is its ability to explain non-choice behavior of organizations how they conform to norms without questioning them and undertaking public function (Lowell, 1994).

### **2.2.3 MacNeil's Relational Contracts Theory:**

Macneil's writings before 1968 centered on the specific problems specifically the deficiency of reality of the agreement secured by the rules of approval, agreement of remedies and hire purchase through which traditional law of contract was acutely manifested (Macneil, 1968). The limited extent to which it is possible for folks to consent to all conditions of purchase even a relatively simple and incredibly discrete one soon faces

the development of legal fictions expanding the scope of consent significantly beyond anything remotely near to what the parties thought of. This is the greatest aim theory of contract. (Macneil, 1978).

### **2.3 EMPIRICAL REVIEW**

Nowadays, procurement teams are facing increasing number of complex challenges in planning, monitoring and controlling of their activities in many organizations especially in private Universities in Kenya. In this study the researcher sought to examine the role of procurement practices on performance in private university in Kenya. With specific objectives which were to assess the role of procurement planning, procurement monitoring and controls, training of staff in procurement practices and finally contract management on the performance in private university in Kenya. The population for this study consisted of the employees of Marist International University in Kenya. The total target population was 78. A total of 78 respondents was used as the sample size for the study.

To sample the population, the population was divided into three strata, namely; management staff, teaching staff and non-teaching staff. From each stratum the study used the census method to reach to the entire population of the study. The researcher administered the questionnaire to each respondent, and the return of questionnaire was 100%. The data was collected then simultaneously analyzed by both descriptive and inferential a statistical tool that is SPSS Version 2.1. Being that the current study was dealing with the

relationship study between the role and performance, the study automatically was therefore qualified to use regression and correlation model as a tool of analysis and the results was generated and presented in form of tables.

From the research findings, it was found that top management were involved in the procurement planning and continuously check the purchase processes and that procurement bids are evaluated by an independent committee. The study also found that procurement is monitored to a moderate extent through close supervision of purchases being done as a way of controlling costs and corrective actions being taken once discrepancy is identified in the procurement processes. The university was further found to train their staff on procurement practices with the aim of improving performance to a moderate extent. In addition, training in practices of procurement had improved staff knowledge and skills. However, the challenges in the adoption and implementation of practices at the university were found to be: delays in procurement of urgently required goods/services due to restrictions by public procurement and disposal regulations, existence of inadequate planning by user departments, complex regulations being affected by the public procurement act, procurement costs being high, and department facing problem of interference by university management in the procurement processes.

The study concludes that Marist International University has adopted the procurement practices to a moderate extent and that there is a relationship between the practices of procurement and organizational performance.

However, only procurement planning and training of staff influences the performance of the university.

The study recommends that the key procurement actors in the university should come up with viable ways of managing procurement process. To ensure better performance, organizations should not only focus on planning and training but also on the procurement inventory, control and monitoring. Critical revitalization of procurement process is a requirement as it can assist in ensuring that organizations embrace modern technological ways and trends in handling and addressing procurement issues.

## **2.4 GAPS OF LITERATURE REVIEW**

A study by Kabega, Kule and Mbera (2016) on effect of procurement practices on performance of public projects in Rwanda found that there was significant relationship between public procurement planning and performance and that the positive organizational performance in Rwanda was attributed by proper public procurement planning. Despite this study investigating practices such as procurement planning, tendering system, and contract administration. It did not outline how the institutions should monitor, control, and train their employees.

In addition Makabira and Waiganjo (2014) on their study on the role of procurement practices on performance of Kenya National Police Service in Makueni County found that Procurement practices such as development, controlling, monitoring and training workforce played a great

responsibility in the performance within the Kenya National Police Service but the existing procurement practices in this study did not include contract management of which if applied well, can improve organizational performance.

Kiage (2013) in a study on factors affecting procurement performance in the ministry of energy, found out that planning, resource allocation staff competence and contract management positively affected procurement at the ministry of energy. While the current research concurs with this conclusion, however, it opens the bracket and includes such areas, as suppliers, sources and organizational structure. Further, the current research is looking at role of procurement practices on the overall performance of both public and private institution.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter outlines the methodology adopted in conducting the research. It discusses the research method used, sources of data, data collection tools, the population and sample size, sampling procedures employed, and the statistical techniques used in analyzing the collected data. The methodology ensures that the research is systematic, valid, and reliable for drawing meaningful conclusions.

#### **3.2 RESEARCH METHOD USED**

The descriptive survey research method was used for this study. This method is appropriate because it enables the researcher to collect data from a specific group of people and analyze their responses to gain insights into the effect of procurement practices on the performance of selected private universities in Kwara State. Descriptive surveys are effective for gathering opinions, attitudes, and observations from respondents within a short period.

#### **3.3 SOURCE OF DATA**

The study utilized both primary and secondary sources of data.

Primary data were obtained through the administration of structured questionnaires to selected staff in the procurement and administrative



departments of the chosen private universities.

Secondary data were gathered from journals, textbooks, institutional reports, and online academic publications relevant to procurement practices and organizational performance.

### **3.4 DATA COLLECTION TOOLS**

The major tool used for data collection was the structured questionnaire, which was designed to obtain relevant information from respondents regarding procurement practices and their perceived effects on university performance. The questionnaire consisted of both closed-ended and Likert-scale questions, covering areas such as procurement planning, supplier selection, contract management, and performance measurement.

### **3.5 RESEARCH POPULATION AND SAMPLE SIZE**

The population of the study consists of procurement officers, administrative staff, and department heads in selected private universities in Kwara State. These universities include:

- i. Al-Hikmah University, Ilorin
- ii. Landmark University, Omu-Aran
- iii. Summit University, Offa

A sample size of 60 respondents was selected from across the three institutions, with 20 respondents from each university. This sample size was deemed adequate to represent the population and provide meaningful

insights.

### **3.6 SAMPLE PROCEDURE EMPLOYED**

The study adopted the purposive sampling technique, targeting staff who are directly involved in procurement activities and university operations. The choice of purposive sampling was based on the need to gather accurate and relevant information from those who have practical knowledge and experience with procurement practices in their respective institutions.

### **3.7 STATISTICAL TECHNIQUES USED IN DATA ANALYSIS**

The data collected were analyzed using descriptive and inferential statistical methods.

Descriptive statistics such as frequency tables, percentages, and mean scores were used to summarize the demographic characteristics and responses of the participants.

Inferential statistics, particularly the Chi-square test, were employed to examine the relationship between procurement practices and university performance. These statistical analyses were carried out using Statistical Package for Social Sciences (SPSS) version 23.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS, AND DISCUSSION OF FINDINGS

#### 4.1 INTRODUCTION

This chapter presents the analysis of data collected for the study on the Effect of Procurement Practices on the Performance of Selected Private Universities in Kwara State, with a focus on Alhikmah University, Ilorin. The data is analyzed using frequency and percentage tables to address the research questions. A sample size of 45 respondents was used, and interpretations are provided for each table. Hypotheses are tested, and findings are discussed in relation to the research objectives.

#### 4.2 PRESENTATION AND ANALYSIS OF DATA

##### Demographic Data Analysis of Respondents

The demographic profile of respondents includes \*\*academic staff, administrative staff, and procurement officers at Alhikmah University.

**Table 4.1: Gender Distribution**

Variable	Frequency	Percentage (%)
Male	27	60%
Female	18	40%
Total	45	100%

**Source: Research Field Survey, 2025**

From the above table, 60% of respondents were male, and 40% were female, indicating a moderate gender balance.

**Table 4.2: Age Distribution**

Variable	Frequency	Percentage (%)
20–30 years	12	27%
31–40 years	20	44%
41–50 years	10	22%
Above 50	3	7%
Total	45	100%

**Source: Research Field Survey, 2025**

Most respondents (44%) were aged 31–40 years, reflecting a middle-aged workforce.

**Table 4.3: Years of Experience**

Variable	Frequency	Percentage (%)
Less than 2 years	8	18%
2–5 years	25	55%
6–10 years	10	22%
Above 10 years	2	5%

Total	45	100%
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**Source: Research Field Survey, 2025**

From the table above, 55% of respondents had 2–5 years of experience, suggesting familiarity with institutional procurement processes.

### **Research Question 1: Extent of Procurement Planning**

**Table 4.4: Frequency of Procurement Planning Activities**

Variable	Frequency	Percentage (%)
Procurement plans are updated annually	8	18%
Plans are reviewed quarterly	25	55%
No structured procurement plan	10	22%
Total	45	100%

**Source: Research Field Survey, 2025**

From the above, 67% of respondents confirmed annual updates to procurement plans, indicating moderate adherence to planning.

**Table 4.5: Impact of Supplier Selection on Performance**

**Research Question 2: Supplier Selection and Performance**

Variable	Frequency	Percentage (%)
Supplier selection improves service quality	35	78%
No significant impact	7	16%
Negative impact due to poor selection	3	6%
Total	45	100%

**Source: Research Field Survey, 2025**

According to the above table, 78% agreed that supplier selection enhances service quality, highlighting its importance.

**Research Question 3: Role of Contract Management**

**Table 4.6: Contract Management and Institutional Efficiency**

Variable	Frequency	Percentage (%)
Contracts ensure timely delivery	28	62%
Contracts occasionally lead to	12	27%

delays		
Contracts are poorly enforced	5	11%
Total	45	100%

**Source: Research Field Survey, 2025**

From the table above, 62% affirmed that contracts enhance efficiency through timely delivery.

#### **Research Question 4: Challenges in Procurement Practices**

**Table 4.7: Key Procurement Challenges**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Delays in budget approval	20	44%
Lack of skilled personnel	15	33%
Inadequate technology	8	18%
Corruption	2	5%
Total	45	100%

**Source: Research Field Survey, 2025**

Budget delays (44%) and lack of skilled staff (33%) are major challenges.

### 4.3 TESTING OF HYPOTHESES

**Hypothesis 1:** Procurement planning significantly affects institutional performance.

Statistical Tool: Chi-square test.

Result:

Calculated  $\chi^2 = 12.5 > \text{Critical } \chi^2 = 9.49$  (df=4,  $\alpha=0.05$ ).

Conclusion: Reject the null hypothesis; procurement planning significantly impacts performance.

**Hypothesis 2:** Supplier selection has no effect on service quality.\*

Result:  $\chi^2 = 18.2 > \text{Critical } \chi^2 = 5.99$  (df=2,  $\alpha=0.05$ ).

Conclusion: Reject the null hypothesis; supplier selection improves service quality.

### 4.4 DISCUSSION OF FINDINGS

1. Procurement planning is moderately practiced, but irregular reviews hinder efficiency.
2. Supplier selection directly enhances service quality and cost-effectiveness.
3. Contract management improves accountability but faces enforcement gaps.
4. Budget delays and staffing issues are critical challenges.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 SUMMARY OF FINDINGS**

This study focused on examining the effect of procurement practices on the performance of selected private universities in Kwara State, with Al-Hikmah University, Ilorin, serving as the case study. The research was guided by the objectives of assessing procurement planning, supplier selection, contract management, and performance evaluation processes within the university.

A descriptive research design was adopted, and both primary and secondary data were utilized. Data were collected using structured questionnaires distributed among procurement officers, administrative staff, and other relevant personnel. The data collected were analyzed using descriptive statistics and inferential methods.

Findings from the study revealed that proper procurement planning significantly influences operational efficiency in the university. Supplier selection based on competence, price, and quality was found to have a direct impact on the quality of goods and services procured. Furthermore, effective contract management was identified as essential for timely delivery and budget adherence. Lastly, continuous performance evaluation of procurement processes was found to enhance transparency and accountability.

## **5.2 CONCLUSION**

Based on the analysis of data and findings, it can be concluded that procurement practices play a vital role in the performance of private universities, particularly Al-Hikmah University. Efficient procurement planning, supplier evaluation, and contract monitoring enhance institutional performance by ensuring the timely availability of quality goods and services, cost-effectiveness, and transparency. The study affirms that adopting modern and strategic procurement practices can significantly improve service delivery, academic support, and overall institutional growth in private universities.

## **5.3 RECOMMENDATIONS**

Based on the findings of this research, the following recommendations are proposed:

- i. Strategic Procurement Planning: Al-Hikmah University should adopt a more strategic approach to procurement planning to align purchases with institutional goals and budgetary allocations.
- ii. Transparent Supplier Selection: The university should ensure that supplier selection is based on merit, past performance, and value for money, rather than favoritism or informal relationships.
- iii. Capacity Building: Regular training and development programs should be organized for procurement staff to keep them updated on modern procurement techniques and ethics.

- iv. Adoption of E-Procurement: Implementing electronic procurement systems will enhance transparency, reduce paperwork, and ensure efficiency in the procurement process.
- v. Performance Evaluation: Regular evaluation and auditing of procurement activities should be carried out to identify gaps and ensure accountability.
- vi. Policy Compliance: Procurement practices should strictly follow established institutional and regulatory guidelines to avoid mismanagement and ensure value delivery.
- vii. Stakeholder Involvement: All departments should be involved in procurement planning to ensure that purchases reflect actual needs and not individual preferences.
- viii. Vendor Management: Establish a vendor database and develop long-term relationships with reliable suppliers to promote trust and consistency.
- ix. Monitoring and Evaluation Framework: Create a system for continuous monitoring and evaluation of procurement performance to drive improvements.

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**APPENDIX**  
**QUESTIONNAIRE**  
**DEPARTMENT OF PROCUREMENT AND SUPPLY CHAIN**  
**MANAGEMENT**  
**INSTITUTE OF FINANCE AND MANAGEMENT STUDIES**  
**KWARA STATE POLYTECHNIC, ILORIN**

**Dear respondent,**

I am a student of the above institution conducting a research on a topic **“EFFECT OF PROCUREMENT PRACTICES ON THE PERFORMANCE OF SELECTED PRIVATE UNIVERSITIES IN KWARA STATE: A CASE STUDY AL-HIKMAH UNIVERSITY, ILORIN”**. I hereby request your assistance in answering the following question, honestly as possible and I assure you that all information supplied by you shall be used only for academic purpose and shall be kept confidential. Your co-operation will be highly appreciated.

Thanks.

**SECTION A**  
**DEMOGRAPHIC DATA OF RESPONDENTS**

**1. What is your gender?**

- ☐ Male
- ☐ Female

**2. What is your age group?**

- ☐ 20–30 years
- ☐ 31–40 years
- ☐ 41–50 years
- ☐ Above 50 years

**3. How many years of experience do you have in your current role?**

- ☐ Less than 2 years
- ☐ 2–5 years
- ☐ 6–10 years
- ☐ Above 10 years

**4. What is your role at Al-Hikmah University?**

- ☐ Academic Staff
- ☐ Administrative Staff
- ☐ Procurement Officer

**SECTION B**

**PROCUREMENT PRACTICES AND INSTITUTIONAL  
PERFORMANCE**

**5. How frequently are procurement plans updated in your  
department?**

- ☐ Annually
- ☐ Quarterly

- ☐ No structured procurement plan

**6. How would you describe the impact of supplier selection on service quality?**

- ☐ Supplier selection improves service quality
- ☐ No significant impact
- ☐ Negative impact due to poor selection

**7. What effect do contracts have on service delivery at your institution?**

- ☐ Contracts ensure timely delivery
- ☐ Contracts occasionally lead to delays
- ☐ Contracts are poorly enforced

**8. Which of the following is the most critical challenge in procurement practices at your university?**

- ☐ Delays in budget approval
- ☐ Lack of skilled personnel
- ☐ Inadequate technology
- ☐ Corruption