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## **Contribution of Procurement Procedures to the Achievement of Non-Profit Organizations Objectives: Case of RTI International**

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# Contribution of Procurement Procedures to the Achievement of Non-Profit Organizations Objectives: Case of RTI International

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## Abstract

The general objective of this study analyzed the contribution of procurement procedures to the achievement of International Organizations objectives with a reference of RTI International. The following are the specific objectives of this study: determine the effect of identification needs on the achievement of RTI International objectives, assess the effect of procurement planning on the achievement of RTI International objectives, find out the effect of supplier sourcing on the achievement of RTI International objectives and assess the effect of contract management on the achievement of RTI International objectives. This study refers and uses the theories like agency theory, relation contract theory, contract compliance theory and collective action theory. This research used the descriptive survey and the linear correlation design used to measure the relation between the two variables which are achievement of international organization's objectives (dependent variable) and procurement procedures (independent variable). All 112 people responded to the prepared questionnaire. The study conducted using questionnaires containing close ended questions and the researcher used documentary technique to gather secondary data. The collected data then entered into the computer and analyzed using Statistical Package for Social Scientists SPSS version 22. The Pearson correlation coefficients indicate that identification needs and organizational objective achievement are strongly positively correlated ( $r=0.700$ ,  $p<0.05$ ). Moreover, the findings reveal that procurement planning is positively correlated with organizational objective achievement of RTI International ( $r=0.724$ ,  $p<0.05$ ). The analysis of correlation coefficients reveals that there is no meaningful correlation between supplier sourcing practices and organizational objective achievement of RTI International ( $r =0.166$ ,  $p=0.081$ )  $p> 0.05$ . There is significant correlation between contract management and the organization's success in achieving its objectives of RTI International ( $r = 0.335$ ,  $p = 0.000$ ). These findings indicate that supplier sourcing has no significant effect on the achievement of objectives of RTI International. RTI International is recommended to refine its supplier evaluation criteria. Incorporating factors such as supplier capabilities, experience, and alignment with organizational values can lead to more informed supplier selection decisions.

## 1. Introduction

Despite numerous reforms and efforts by developing-country governments such as Rwanda and development partners such as the World Bank to improve procurement performance, public procurement continues to be characterized by poor contracts and poor-quality goods and services (Kakwezi & Nyeko, 2019).

The Rwandan government is facing significant financial losses and inefficiencies in its procurement procedures, as reported by the Office of the Auditor General (O.A.G) for the fiscal year ending June 30, 2022. These losses are attributed to various issues in contract management, including excessive delays in contract execution, poor quality of delivered services and goods, a shortage of skilled contract management staff, inadequate contractor and supplier performance, and poor planning resulting in scope changes. In total, these problems have caused a 10% loss of the government's annual procurement budget. Furthermore, 40% of government contracts experienced significant delays, averaging 6 months beyond the initial timeline, and 30% of delivered services, goods, and works were of poor quality, leading to a 15% increase in costs for rework and corrections.

Despite the recognized significance of procurement procedures, there is a notable gap in the existing literature when it comes to discussing their precise impact on advancing the mission of international organizations, such as RTI International. Therefore, the primary aim of this research is to address this gap by delving into and providing valuable understandings into how the procurement processes specifically influence and contribute to the realization of the organizational goals and objectives of RTI International. In essence, this study undertakes an in-depth analysis of the contribution of procurement procedures in driving the attainment of objectives within the context of international organizations, with RTI International serving as a case study for a more focused and practical exploration.

### Objectives of the Study

In general, this study analyzed the contribution of procurement procedures to the achievement of International Organizations objectives with a reference of RTI International.

The following are the specific objectives of this study:

- i. To determine the effect of identification needs on the achievement of RTI International objectives.
- ii. To assess the effect of procurement planning on the achievement of RTI International objectives.
- iii. To find out the effect of supplier sourcing on the achievement of RTI International objectives.
- iv. To analyse the effect of contract management on the achievement of RTI International objectives.

### The following are the research hypotheses of this study:

- i.  $H_{01}$ : There is no significant effect of identification needs on the achievement of RTI International objectives.
- ii.  $H_{02}$ : There is no significant effect of procurement planning on the achievement of RTI International objectives.
- iii.  $H_{03}$ : There is no significant effect of supplier sourcing on the achievement of RTI International objectives.
- iv.  $H_{04}$ : There is no significant effect of contract management on the achievement of RTI International objectives.

## 2. Literature review

This study refers and uses the theories like agency theory, relation contract theory, contract compliance theory and collective action theory.

### Agency Theory

Agency Theory clearly outlines how to handle a work-related interaction between two parties. The research studies the association in this circumstance through contract management with suppliers. In this arrangement, the principal employs an agent (contractors) to perform a task on his or her behalf who is not capable of delivering goods or services. According to the theory, the two parties, the principal and the agent, are motivated by self-interest. Self-interest becomes a source of conflict for the parties. If, for example, the agent is affected by his interest, he is likely to stray from the principal's genuine purposes and ambitions, which violates the doctrine. The agents are only supposed to make judgments in their principals' best interests (Macho-Stadler & Peres, 2020). Loss is unavoidable when the agent goes against the principal. When the loss is serious, the principal terminates the agent relationship. There is no loss in a situation in which the agents act in the best interests of the principal. If agency losses are to be avoided, agents must always act in the best interests of their principals (David, 2023).

Because it explains the interaction between organizations and suppliers (the contractual relationship), the theory is important to the research topic. Contract relationships between organizations and suppliers have seen self-interest conflicts between agents and principals, resulting in huge financial losses.

### Relation Contract Theory

Nwajei (2021) advanced the theory of relationship contracts. In the law of jurisprudence, the theory has gained a significant hypothetical focus. Contracts, according to the idea, are legal formalizations that are partly considered to fall within the long-term relational category, ranging from distinct arrangements to extremely relational. Contract theory is founded on a mutual trust relationship between the parties, which governs their behavior. The genuine association between the parties concerned is emphasized. The theory is relevant to the studied phenomenon since it elaborates on the contract signing method. This includes the complete procedure in which both parties are expected to create a mutual relationship and adhere to the latter's contract. Good contract relationship management is required for effective contract management, which is then reproduced in overall organizational performance. Contract relationship management policies must be in place for organizations or entities in order for the contract to function properly. Having effective contract relations throughout the contract management process accelerates the organization's performance to new heights, facilitating end-user satisfaction with products and services (Keshta *et al.*, 2023).

This theory clarifies the challenge of maintaining a positive relationship in contractual situations. The relationship should grow throughout the contract cycle, contract execution, and contract relationship management phases. Furthermore, it is obvious that discussing contract relationships is impossible without mentioning other stages, such as the contract monitoring phase. Because contract relationships are engaged in all phases of the contract management process, this theory is pertinent to our study. Furthermore, the theory recognizes the importance of information in all phases of contracting, from start to finish.

### Contract Compliance Theory

The theory of contract compliance is concerned with the parties' adherence to the contractual terms. Any reason for noncompliance is the responsibility of the procurement unit or departments. Compliance can occur both inside and outside of the contract. Inside compliance

is the firm's adhering to the contract conditions, such as completing payments or order specifications through the procurement structures. The use of structured phrases by a company aids in contract compliance, saving on purchasing costs or unnecessary spending. In cases where the procedure is followed correctly, the likelihood of the project's success increases. Outside contract obligations, on the other hand, can take several forms, such as a lack of bought items, incompetent personnel, requesting higher rates than agreed upon, delivery delays, or goods that do not fit the required standards (Grosch & Fischer, 2020).

The theory is relevant to this study because it emphasizes how crucial it is for the parties to follow the contractual requirements. If the entire procedure is to be successful, buyers and sellers must follow the contractual conditions to the end. It is also significant to the study since the effectiveness of the overall contract management process helps the business achieve its performance goals of service delivery and customer satisfaction.

### **Collective Action Theory**

Mancur Olson introduced the collective action theory in 1965. Olson contends that any group of people aiming to offer a public benefit would struggle to do so effectively. It is a term that has formulations and theories in many areas of the social sciences including psychology, sociology, anthropology, political science and economics.

More recently, collective action theory emerged as an alternative explanation for why systemic corruption persists despite laws making it illegal, and why corruption resists various other anti-corruption efforts in some countries. The collective action theory goes beyond traditional principal-agent relationships and emphasizes the importance of factors such as trust and how individuals perceive the behavior of others. Persson, Rothstein and Teorell (2013) regard systemic corruption as a collective problem, because people rationalize their own behavior based on the perceptions of what others done in the same situation person in a corrupt system (Marquette & Peiffer, 2015). To combat corruption in these circumstances, there is a need for collective and coordinated approaches, such as reform coalitions or proactive alliances of like-minded organizations. This theory was relevant and pertinent to the present study because it allowed the staff members to work together to bring about change that would not be possible to be done individually. Additionally, it allowed the researcher to predict how these groups will act.

## **3. Research methodology**

### **Research design**

This research used the descriptive survey. The descriptive survey used to collect and analyze data from a few samples from RTI international Rwanda considered being representative of a not profit organizations. The linear correlation design used to measure the relation between the two variables which are achievement of international organization`s objectives (dependent variable) and procurement procedures (independent variable).

### **Target population**

A total number of 112 people was a size of the study from different projects with information concerning this study. The target population for this research study included the RTI Rwanda managers of projects, and other employees who on daily basis use the procurement services.

No sampling inquired, rather the census inquiry method used as the population of the study found to be small, and the researcher decided gathered data from every single individual or unit within the target population, without using any sampling techniques. It provided a highly

accurate and comprehensive understanding of the population, leading to findings that are directly applicable and potentially generalizable to the entire population.

**Data collection Instruments**

The study conducted using questionnaires containing close ended questions. To allow the respondents not to deviate from the research objectives, to determine the relationship between the procurement procedures and the achievement of the international organization objectives, close- ended questions asked. This done for the sake of assessing the respondents’ attitudes towards the benefits of the procurement procedures upon the objective’s achievement of the international organization. The attitude scale method, specifically the Likert Method of summated ratings, employed. This technique involves gathering a series of statements regarding a particular subject and assigning a five-point scale to each response. The purpose was to generate ideas and insights concerning challenges and other associated matter.

**Data analysis procedures**

To establish the profile of the respondents, the study utilized frequency, percentage, mean and standard deviations. Similarly, for analyzing the data pertaining to the study objectives, frequencies and percentages employed. These methods chosen due to their ability to succinctly explain the collected data.

The mean, which is a descriptive statistical measure, was evaluated using the following ranges and corresponding interpretations 1-1.99 (weak), 2-2.99 (tend to be weak), 3-3.99 (tend to be strong) and 4-5 (strong). Furthermore, when the standard deviation is greater than 0.5, it signifies that the responses were diverse or heterogeneous. Conversely, if the standard deviation is less than or equal to 0.5, it indicates that the responses were consistent or homogeneous.

Once the data is collected, the organizing the information to extract relevant data concerning the study variables done. The collected data then entered into the computer and analyzed using Statistical Package for Social Scientists (SPSS version 22) and Microsoft Excel programs. These software tools facilitate the generation of frequency tables and graphs, aiding in the analysis process. A p-value less than 0.05 indicates that there is a statistically significant correlation between the variables.

**4. Research findings**

Here, the author focuses on the study's results and why the collected data makes sense in light of the study's goals. Quantitative methods were used to supplement the qualitative findings. No questionnaires were lost or unreturned among the 112 that were sent out, showing a high rate of response and completeness.

**4.1 Correlation analysis**

For this study, correlation analysis as a statistical technique used to examine and measure the strength and direction of the relationship between variables.

**Table 1: Correlation between identification needs and the achievement of RTI International objectives.**

		Identification needs	Organizational objectives achievement
Identification needs	Pearson Correlation	1	.700**
	Sig. (2-tailed)		.000
	N	112	112
Organizational objectives achievement	Pearson Correlation	.700**	1
	Sig. (2-tailed)	.000	

N 112 112

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data, August 2023

The correlation analysis presented in Table 1 reveals significant relationships among the investigated factors. The Pearson correlation coefficients indicate that identification needs and organizational objective achievement are strongly positively correlated ( $r = 0.700$ ,  $p < 0.05$ ). This result aligns with Sacklen's (2018) perspective, which underscores the crucial significance of identifying needs in guiding procurement strategies towards efficiently fulfilling organizational objectives. In simple terms, when an organization precisely identifies its procurement needs, it increases the chances of effectively achieving its larger goals.

The research underscores that when an organization accurately determines its procurement needs, it significantly enhances its capacity to effectively work towards and attain its overarching objectives. This comprehension emphasizes the strategic value of precise needs assessment within the procurement framework.

**Table 2: Correlation between procurement planning and the achievement of RTI International objectives.**

		Procurement planning	Organizational objectives achievement
Procurement planning	Pearson Correlation	1	.724**
	Sig. (2-tailed)		.000
	N	112	112
Organizational objectives achievement	Pearson Correlation	.724**	1
	Sig. (2-tailed)	.000	
	N	112	112

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data, August 2023

Moreover, the findings reveal that procurement planning is positively correlated with organizational objective achievement of RTI International ( $r=0.724$ ,  $p<0.05$ ). This finding aligns with the observations from previous research, notably the works of Grandia & Meehan (2017), highlighting the pivotal nature of strategic procurement planning in enhancing overall organizational performance and objective attainment.

This correlation reinforces the notion that a well-structured and forward-thinking procurement planning process is instrumental in driving the organization's success, aligning with its broader objectives, and ensuring efficient resource allocation.

**Table 3: Correlation between supplier sourcing and the achievement of RTI International objectives.**

		Supplier sourcing	Organizational objectives achievement
Supplier sourcing	Pearson Correlation	1	.166
	Sig. (2-tailed)		.081
	N	112	112
Organizational objectives achievement	Pearson Correlation	.166	1
	Sig. (2-tailed)	.081	
	N	112	112

Source: Field data, August 2023

The analysis of correlation coefficients reveals that there is no meaningful correlation between supplier sourcing practices and organizational objective achievement of RTI International ( $r=0.166$ ,  $p=0.081>0.05$ ). The findings of Omariba (2020) mentioned that procurement exists

to explore supply market opportunities and to implement resourcing strategies that deliver the best possible supply outcome to the organization, its stakeholders and customers. The research findings present an interesting perspective, indicating that there is no substantial correlation between supplier sourcing practices and the achievement of organizational objectives at RTI International. This result challenges the conventional notion that supplier sourcing alone has a direct impact on overall organizational success.

**Table 4: Correlation between contract management on the achievement of RTI International objectives**

		Contract management	Organizational objectives achievement
Contract management	Pearson Correlation	1	.335**
	Sig. (2-tailed)		.000
	N	112	112
Organizational objectives achievement	Pearson Correlation	.335**	1
	Sig. (2-tailed)	.000	
	N	112	112

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data, August 2023

There is significant correlation between contract management and the organization's success in achieving its objectives of RTI International ( $r = 0.335$ ,  $p = 0.000 < 0.05$ ). These findings indicate that the effectiveness of supplier sourcing and contract management influence the achievement of objectives of RTI International. The conclusions drawn from the data, which are supported by Mutangili's (2019) research, emphasize the crucial nature of aligning procurement strategies with organizational objectives. This underscores the need for thoughtful decision-making in procurement processes to ensure they positively impact the organization's goal achievement.

The research outcomes highlight a notable correlation between contract management and RTI International's success in achieving its objectives, affirming the significance of effective supplier sourcing and contract management practices.

#### 4.2 Regression analysis

Regression analysis is a statistical method used to model and analyze the relationship between one or more independent variables and a dependent variable.

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 <sup>a</sup>	.607	.592	.41735

a. Predictors: (Constant), contract management, identification needs, supplier sourcing, procurement planning

Source: Field data, August 2023

The model summary presented in Table 5 provides observations into the relationship between the predictors, namely contract management, supplier sourcing, identification needs, and procurement planning, with the dependent variable the achievement of RTI international objectives. The value of R was 0.779, indicating the strength of the linear relationship between



the predictors and the dependent variable. The value of the coefficient of determination (R Square) is 0.607, indicating that approximately 60.7% of the variance in the achievement of RTI international objectives can be explained by the combined influence of these predictors. The findings align well with the views provided by Akoth and Shitseswa (2017) highlight the significance of well-coordinated procurement practices in realizing an organization's strategic objectives. Emphasize the need for procurement processes that are harmonized with the overall strategic direction of the organization, ultimately contributing to the achievement of broader objectives.

This finding emphasizes the critical role of well-structured procurement practices in shaping the RTI international's ability to achieve its overarching goals, underlining the strategic importance of effective procurement strategies in driving success.

**Table 6: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.782	4	7.196	41.330	.000 <sup>b</sup>
	Residual	18.638	107	.174		
	Total	47.420	111			

a. Dependent Variable: Organizational objectives achievement

b. Predictors: (Constant), contract management, identification needs, supplier sourcing, procurement planning

Source: Field data, August 2023

The ANOVA results presented in Table 6 provide significant observations into the relationship between the predictors contract management, supplier sourcing, identification needs, and procurement planning and the dependent variable of organizational objectives achievement. The F-value of 41.330 indicates that there is a substantial variability between the means of the dependent variable based on the influence of the predictors. Additionally, the associated Sig. value of .000 ( $p < 0.05$ ) indicate that the model's outcomes are unlikely to have occurred by chance, further reinforcing the importance of the predictors in explaining the variation in organizational objectives achievement. This finding underlines the impact of aligned procurement practices on the achievement of organizational goals, corroborating the perspective highlighted by King'oo and Muli (2019) regarding the crucial role of strategic planning in driving organizational success.

These findings underscore the pivotal role of well-coordinated procurement practices in influencing RTI International ability to reach its objectives, underscoring their strategic importance in achieving success.

**Table 7: Coefficients**

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.706	.289		2.444	.016
	Identification needs	.376	.082	.386	4.605	.000
	Procurement planning	.455	.091	.456	5.019	.000
	Supplier sourcing	-.170	.135	-.164	-1.259	.211
	Contract management	.451	.130	.454	3.479	.001

a. Dependent Variable: Organizational objectives achievement

Source: Field data, August 2023

The coefficients presented in Table 7 offer observations into the relationships between the predictors (identification needs, procurement planning, supplier sourcing, and contract management) and the dependent variable (organizational objectives achievement). The "Constant" term, with a value of 0.706, represents the estimated value of the dependent variable when all predictors are zero. Unstandardized coefficients provide information on the change in the dependent variable associated with a one-unit change in the predictor, while keeping other predictors constant. For instance, a one-unit increase in "Identification needs" is related to a 0.376 increase in the dependent variable. A one-unit increase in procurement planning is related to a 0.465 increase in the dependent variable. A one-unit increase in contract management is related to a 0.451 increase in the dependent variable. The "Sig." values indicate the significance level of the predictors. Significantly low p-values ( $p < 0.05$ ) for "Identification needs, Procurement planning indicates their meaningful impact on organizational objectives achievement. The predictor Supplier sourcing also demonstrate no significant impact, given its relatively high p-value ( $p > 0.05$ ). This analysis reinforces the significance of factors such as identification needs, procurement planning, contract management in influencing the achievement of organizational objectives, aligning with the observations of Akoth & Shitseswa (2017) regarding the role of aligned procurement practices in organizational success.

### 4.3 Summary on hypotheses tested

Based on the findings and analysis of the research data, the hypotheses can be evaluated as follows: The study rejects Hypothesis (Ho1), stated there is no significant effect of identification needs on the achievement of RTI International objectives. Similarly, Hypothesis (Ho2) is rejected, stated that here is no significant effect of procurement planning on the achievement of RTI International objectives. However, Hypothesis (Ho3) is confirmed, stated that there is no significant effect of supplier sourcing on the achievement of RTI International objectives. Hypothesis (Ho4) is rejected, stated that there is no significant effect of contract management on the achievement of RTI International objectives. These conclusions shed light on the various dimensions of procurement practices and their influence on the organization's performance, contributing to a more comprehensive understanding of the role of procurement in achieving RTI International's objectives.

### 5. Conclusion

The general objective of this study was analyzing the contribution of procurement procedures to the achievement of International Organizations objectives with a reference of RTI International. The findings provided valuable observations that contribute to a better understanding of the impact of identification needs, procurement planning, supplier sourcing, and contract management on the organization's overall success. The research hypotheses were put to test to determine their validity in the context of RTI International.

The first hypothesis posited a significant effect of identification needs on the achievement of RTI International objectives. The analysis revealed a strong positive between the organization's ability to accurately identify its procurement needs and its overall success in achieving RTI International's objectives. This finding underlines the pivotal role of need identification in aligning procurement activities with organizational goals. The second hypothesis brings in notable results, demonstrating a substantial positive correlation between procurement planning practices and the organization's accomplishment of objectives. This underscores the crucial role of meticulous procurement planning in enhancing RTI International's overall performance and goal attainment. However, the third hypothesis, for connection between supplier sourcing and the achievement of RTI International objectives, did not reveal a meaningful. The data

indicate that supplier sourcing does not play a noticeable role in determining the organization's success in reaching its goals. Finally, the fourth hypothesis regarding contract management on the achievement of RTI International objectives find a significant correlation.

## 6. Recommendations

This section serves several key purposes, emphasizing the practical implications and applications of the study.

- RTI International is recommended to refine its supplier evaluation criteria. Incorporating factors such as supplier capabilities, experience, and alignment with organizational values can lead to more informed supplier selection decisions.
- RTI International should consider establishing collaborative relationships with suppliers. Engaging in open dialogues and sharing views with suppliers can foster innovation and provide opportunities to align sourcing strategies with the organization's objectives.
- RTI International should focus on reform its contract management processes. Efficient contract creation, negotiation, and execution can lead to improved supplier relationships and more effective contract performance.
- RTI International should invest in training its staff on effective contract management practices. Well-trained personnel can ensure that contracts are managed efficiently, minimizing risks and maximizing the value derived from supplier relationships.

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