INFLUENCE OF DYNAMIC PROCUREMENT MANAGEMENT ON ORGANIZATIONAL GOAL ACHIEVEMENT: - A CASE OF MOROGORO MUNICIPALITY

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ABSTRACT

This study examined the influence of dynamic procurement management on organizational goal achievement at Morogoro Municipality. Specifically, it assessed the roles of procurement risk mitigation, supplier relationship management, and operational efficiency in enhancing organizational goal achievement. The study employed a mixed-methods approach, combining quantitative data collected through structured questionnaires from 120 respondents and qualitative insights obtained via in-depth interviews. Quantitative data were analyzed using descriptive statistics and multiple linear regression, while qualitative data were examined through thematic analysis. The findings revealed that procurement risk mitigation, positively influenced organizational performance. Supplier relationship management enhanced goal achievement. The study recommended continuous training, stronger policy enforcement, adoption of digital procurement systems, and enhanced supplier engagement to strengthen procurement practices. Additionally, it suggested future research on ethical procurement, sustainability, and innovation in public sector procurement. The study provides valuable insights for policymakers, management, and researchers seeking to improve procurement effectiveness and organizational performance.

KEYWORDS: Dynamic Procurement Management, Organizational Goal Achievement, Procurement Risk Mitigation, Supplier Relationship Management and Operational Efficiency.

1. INTRODUCTION

Procurement management was a strategic tool for achieving organizational goals by aligning purchasing with cost efficiency, quality improvement, and risk reduction (Richard & Ismail, 2023). It focused on long-term value through strong supplier relations, timely delivery, and efficient resource use. In local governance, strategic procurement ensured effective use of public funds, quality service delivery, and economic growth while enhancing transparency, accountability, and performance (Francisco & Jose, 2021).

Globally, procurement management was a key driver of organizational goals in both public and private sectors. In developed regions as North America, Europe, and Asia, it was viewed as a strategic function promoting innovation, sustainability, and competitiveness (Kiarie, 2023). Advanced economies used technologies such as AI, machine learning, and blockchain to improve procurement efficiency, transparency, and fraud prevention (Thai, 2021). According to Gordon et al. (2020) noted that digital procurement streamlined supplier selection, contract monitoring, and real-time decisions, enhancing compliance and ethical supply chains. Francisco and Jose (2021) found that developing countries faced challenges as limited resources, corruption, and inefficiency, making effective procurement vital for sustainability. Several nations in Africa, Asia, and Latin America adopted best practices to address these barriers. On the other hand, the World Bank (2020) indicated that several developing countries had adopted e-procurement systems to enhance transparency and efficiency, aligning procurement with national priorities such as infrastructure and healthcare. Globally, institutions such as the UN, World Bank, and WTO emphasized procurement's role in driving economic growth, reducing poverty, and advancing sustainability. Green procurement gained importance as organizations addressed environmental concerns. Overall, procurement evolved from an operational task to a strategic tool promoting efficiency, innovation, and sustainability (Justin, 2024).

In Africa, procurement management was a vital strategic tool for promoting development, improving public sector efficiency, and achieving both organizational and national goals (UNDP, 2020). According to the World Bank (2020) noted that strategic procurement in Africa was driven by good governance, transparency, and accountability. Countries such as South Africa, Kenya, and Ghana adopted e-procurement to improve efficiency, fairness, and monitoring. Despite adopting strategic procurement, Africa still faced challenges such as limited resources, poor infrastructure, corruption, and systemic inefficiencies (Mehedi et al., 2024). These challenges limited resource use and slowed development, prompting African countries to adopt strategic procurement to drive growth and align with Agenda 2063 through improved infrastructure, education, healthcare, and agriculture (Richard & Ismail, 2021; Thai, 2023). Organizations such as AfDB and UNECA supported procurement reforms to enhance capacity, promote transparency, and foster regional integration (Hunja, 2023). These efforts reduced corruption, boosted SME participation, and improved governance, as seen in Rwanda (UNDP, 2020). Overall, strategic procurement enhanced efficiency, sustainability, and governance across Africa (Yahya & Bhaskar, 2020).

In Tanzania, procurement management promoted sustainable development and improved service delivery by addressing resource constraints, corruption, and inefficiencies (Frank, 2023). The adoption of e-procurement enhanced transparency, accountability, and alignment with national priorities like infrastructure and healthcare (Hunja, 2023). The Public Procurement Regulatory Authority (PPRA) enforced regulations, promoted governance, and reduced corruption (PPRA, 2020). The integration of frameworks such as the Sustainable Development Goals (SDGs) introduced green procurement initiatives that prioritized eco-friendly products to address climate change. Procurement served as a strategic tool for accountability, efficiency, and sustainable development (UNDP, 2020). Morogoro Municipality used these advancements to streamline procurement and enhance governance (Mordecai et al., 2023). PPRA enforced regulations and monitored compliance to curb corruption and ensure fairness (Mchomvu, 2022). The municipality adopted green procurement, prioritizing eco-friendly products to support national and global SDG goals (Richard & Ismail, 2023).

The study examined the influence of procurement management on the achievement of organizational goals in Morogoro Municipality. It emphasized how procurement, when managed strategically, became more than an operational activity by contributing directly to accountability, transparency, and efficiency in public service delivery (Urassa, 2023). The study revealed that strategic procurement enhanced governance, improved service delivery, and promoted sustainable development. By aligning with national priorities and using modern technologies, it addressed challenges, ensured efficient resource use, and advanced organizational and community growth (Juliana, 2023).

2. LITERATURE REVIEW

Transaction Cost Economics (TCE) theory, developed by Ronald Coase in 1937 and later expanded by Oliver Williamson in the 1970s, examined the costs of economic exchanges and transactions between organizations and their external partners, such as suppliers (Thai, 2021). TCE was based on the premise that transactions generated costs arising from negotiation, monitoring, enforcement, and information asymmetry (Richard & Ismail, 2023). These costs influenced decisions on whether to produce goods and services internally, outsource, or engage in other forms of external collaboration (Gordon, Zemke, & Hsu, 2020). TCE emphasized minimizing transaction costs to improve procurement efficiency and organizational performance. It recommended adopting suitable governance structures such as direct contracting, alliances, or competitive bidding (Mordecai et al., 2023). The theory helped evaluate procurement strategies by showing how to streamline processes, reduce inefficiencies, and strengthen supplier relationships (Francisco & Jose, 2021).

In strengths and criticisms of theory. TCE provided a useful framework for understanding procurement decisions by emphasizing governance structures like market transactions and long-term contracts (Gordon, Zemke, & Hsu, 2020). It helped identify ways to reduce transaction costs and enhance procurement efficiency. The theory's versatility made it applicable across sectors, including public institutions as Morogoro Municipality. TCE was criticized for overlooking social and political factors like trust and relationships, and for not fully addressing how organizations adapt to external changes such as regulatory or market shifts (Frank, 2023).

This study applied the Transaction Cost Economics (TCE) framework to examine how Morogoro Municipality minimized transaction costs in procurement to ensure efficient resource use, transparency, accountability, and regulatory compliance (Frank, 2023). TCE emphasised managing hidden costs in supplier negotiations, contract enforcement, performance monitoring, and oversight of procurement officers (Bajomo, Ogbeyemi, & Wenjun, 2023). Inefficiencies in these areas could cause financial losses, delays, or reputational damage, hindering goal achievement (Gordon, Francisco & Jose, 2021). The study found that reducing inefficiencies improved decision-

making and procurement performance (Kibona, 2023). TCE guided strategies to strengthen supplier relationships, reduce risks, and ensure supply chain stability through reliable suppliers, trust, and long-term contracts (Changalima, Ismail, & Mchopa, 2022). Its application helped streamline operations, control costs, and enhance service delivery (Ambe & Badenhorst-Weiss, 2022). Overall, minimizing transaction costs improved governance, accountability, and alignment of procurement with sustainable and organizational goals (Yahya & Bhaskar, 2020; Isagani & Generino, 2022).

Juliana (2023) examined the role of procurement management in the performance of the National Housing Corporation in Tanzania. Using an explanatory design, the study collected data through questionnaires and interviews from 63 out of 150 staff selected via stratified sampling. Data were analyzed using narratives, descriptive statistics, and Pearson correlations. The findings showed that effective procurement management positively influenced efficiency, resource utilization, and goal achievement. The study recommended continuous training for procurement staff, compliance with legal standards, and prudent financial management to enhance performance. According to Mehedi et al. (2024) investigated the impact of Supplier Relationship Management (SRM) on supply chain performance in Bangladesh using quantitative methods with data from 270 respondents. Regression analysis revealed that Supplier Collaboration and Long-Term Supplier Relationships significantly improved cost efficiency, explaining 64.2% of its variance. The study concluded that effective SRM practices enhance performance by fostering collaboration, long-term partnerships, and strategic alignment with organizational goals, particularly in emerging markets. On the other hand, Frank (2023) explored the role of ethical practices in procurement performance in Tanzanian Local Government Authorities (LGAs) using mixed methods. The study found that professionalism and transparency significantly improved performance. It recommended hiring certified procurement staff, ensuring transparency in procurement processes, and strengthening capacity-building efforts through PPRA and PSPTB. Frank emphasized that ethical practices and professionalism align procurement with national development goals and SDG 16, promoting accountable and transparent institutions.

3. METHODOLOGY

This study adopted a mixed research approach, integrating both qualitative and quantitative methods to obtain a comprehensive understanding of the research problem (Kothari, 2004). The combination of these methods allowed for a deeper exploration of both numerical data and participants' perspectives, thereby enhancing the validity and reliability of the findings. The approach enabled the researcher to examine the influence of procurement management on the achievement of organizational goals at Morogoro Municipality. Specifically, it focused on how procurement risk mitigation, supplier relationship management, and operational efficiency contributed to the attainment of the municipality's strategic objectives. Through this approach, the study was able to capture not only statistical relationships among variables but also contextual insights, opinions, and experiences from key stakeholders involved in procurement activities.

The study focused on Morogoro Municipality, a government TCE body in Tanzania with 200 employees in the public administration sector (MMCR, 2025). The target population comprised individuals directly involved in procurement activities, selected for their practical experience and knowledge of how procurement management affected organizational goals. This ensured the data collected were relevant, reliable, and useful for analyzing procurement practices and performance.

Using Yamane's formula with a population of 200 and a 5% margin of error, the study determined a sample size of 133. This formula ensured statistical reliability while balancing precision with time and resource limits, keeping the findings accurate and manageable. The calculation was as follows

$$n = \frac{N}{1 + N(e)2}$$

Where,

n = sample size, N = Target Population, and e= Sampling error =5%

$$n = \frac{200}{1+200(0.05)2} = \frac{200}{1+200(0.0025)} = \frac{200}{1+0.5} = 133$$

The research used both random and purposive sampling. Random sampling selected respondents such as procurement officers, municipal staff, and suppliers to ensure balanced representation and reduce bias. Purposive sampling selected individuals with specific expertise, such as senior officers or key suppliers, to provide deeper insights. These methods were combined to ensure inclusiveness, capture diverse views, and enhance data reliability in addressing the study objectives.

Data analysis involved systematically organizing and interpreting data to address research objectives (Mordecai et al., 2023). Both quantitative and qualitative methods were used. Quantitative data from questionnaires were analyzed using descriptive statistics and multiple linear regression: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$,
where Y = organizational goal achievement, X_1 = risk mitigation, X_2 = supplier relationship management, X_3 = operational efficiency, β_0 = intercept, β_1–β_3 = coefficients, and ε = error term. Statistical software identified patterns and trends in procurement practices. Qualitative data from interviews and observations were thematically analyzed, grouping responses into key themes on challenges, strategies, and stakeholder experiences. This mixed-method approach ensured a comprehensive and reliable understanding aligned with the study objectives.

4. FINDINGS AND DISCUSSION

Descriptive analysis was applied to assess the influence of procurement management on organizational goal achievement at Morogoro Municipality. Specifically, the study evaluated the role of procurement risk mitigation in achieving organizational goals, examined the effect of supplier relationship management on organizational goal achievement, and assessed the effect of operational efficiency on the achievement of organizational goals at Morogoro Municipality. Table: 1 showed the variables descriptive statistics.

Table 1: Variables Descriptive statistics

Independent Variable	N	Minimum	Maximum	Mean	Expounding
Procurement Risk Mitigation					
Identification & assessment of procurement risks	120	1	5	2.556	Disagreed
Implementation of mitigation strategies	120	1	5	4.054	Strongly agreed
Continuity and compliance assurance	120	1	5	3.756	Agreed
Monitoring and review of risks	120	1	5	4.101	Strongly agreed
Contingency planning	120	1	5	3.005	Neutral
Average				3.494	Neutral
Supplier Relationship Management					
Supplier selection and evaluation	120	1	5	3.158	Neutral
Communication and collaboration	120	1	5	3.72	Agreed
Long-term partnerships	120	1	5	3.25	Neutral
Trust and reliability	120	1	5	4.2	Strong Agreed
Performance monitoring	120	1	5	4.16	Strong Agreed
Average				3.7	Agreed
Operational Efficiency					
Procurement Planning	120	1	5	3.81	Agreed
Timeliness of Procurement Processes	120	1	5	3.99	Agreed
Cost Efficiency in Procurement	120	1	5	3.46	Neutral
Compliance with Procurement Regulations	120	1	5	4.72	Strong Agreed
Use of Technology in Procurement	120	1	5	4.09	Strongly agreed
Staff Competence and Training	120	1	5	3.73	Agreed
Average				3.97	Agreed

For procurement risk mitigation, respondents agreed mitigation strategies and risk monitoring were effective, but risk identification, assessment, and contingency planning were weaker, giving a moderate mean of 3.49. Supplier relationship management scored an overall mean of 3.7, with high trust, reliability, and performance monitoring but moderate communication, collaboration, and long-term partnerships. Operational efficiency had the highest mean of 3.97, showing strong compliance and technology use, moderate planning and timeliness, but low cost efficiency. Findings showed strengths in monitoring, compliance, technology use, and supplier trust, but weaknesses in risk identification, contingency planning, cost efficiency, and supplier selection, impacting procurement performance and goal achievement.

Correlation Statistics

The correlation statistics showing relationships among procurement risk mitigation, supplier relationship management, operational efficiency, and organizational goal achievement. Procurement risk mitigation included risk identification, compliance, monitoring, and contingency planning; supplier relationship management covered selection, communication, partnerships, trust, and performance; and operational efficiency involved planning, timeliness, cost, compliance, technology, and staff competence. Organizational goal achievement was measured

by service delivery, satisfaction, performance, and transparency. Table 2 showed the correlations between these variables.

Table 2: Correlation Statistics

Dependent Variables	Organizational Goals Achievement	Independent Variables		
		Procurement Risk Mitigation	Supplier Relationship Management	Operational Efficiency
Organizational goals achievement	1.000	0.683	0.632	0.741
Improved service delivery	1.000	1.000	0.732	0.652
Customer satisfaction	1.000	0.732	1.000	0.635
Financial performance	1.000	0.663	0.635	0.699
Enhanced transparency and accountability	1.000	0.676	0.624	1.000

Correlations between procurement risk mitigation, supplier relationship management, operational efficiency, and organizational goal achievement measured by service delivery, satisfaction, financial performance, and transparency. All goal indicators were perfectly correlated (1.000). Procurement risk mitigation correlated positively with service delivery (0.683), satisfaction (1.000), financial performance (0.732), and transparency (0.663). Supplier relationship management showed positive correlations with service delivery (0.632), satisfaction (0.732), financial performance (1.000), and transparency (0.635). Operational efficiency correlated strongly with service delivery (0.741), satisfaction (0.652), financial performance (0.635), and transparency (0.699). Overall, all independent variables positively influenced goal achievement, showing that effective procurement improved service delivery, satisfaction, performance, and transparency at Morogoro Municipality.

Reliability test
The reliability test measured the internal consistency of study variables using Cronbach's Alpha. Procurement risk mitigation, supplier relationship management, operational efficiency, and organizational goal achievement all recorded Alpha values above 0.70, confirming the instruments were reliable for data analysis. Table 4.5 presented the results.

Table 3: Reliability Test

Independent Variables	Number of Items	Cronbach's Alpha	Interpretation
Procurement Risk Mitigation	5	0.72	Good
Supplier Relationship	5	0.88	Acceptable
Management	6	0.74	Acceptable
Operational Efficiency			
Overall Scale	**16**	**0.78**	**Good**

Reliability test results using Cronbach's Alpha revealed the following; Procurement Risk Mitigation (5 items) scored 0.72, showing good reliability. Supplier Relationship Management (5 items) had 0.88, indicating high consistency. Operational Efficiency (6 items) recorded 0.74, demonstrating acceptable reliability. The overall scale of 16 items yielded 0.78, confirming the questionnaire's reliability for analyzing the relationship between procurement practices and organizational goal achievement.

Regression Analysis
Table 4 presented regression results showing a strong positive relationship (R = 0.785) between procurement practices and organizational goal achievement. The R² value (0.615) indicated that 61.5% of goal variation was explained by the independent variables, while the Adjusted R² (0.671) confirmed a good model fit. The standard error (0.382) showed reasonable prediction accuracy based on 120 observations.

Table 4: Regression Model

Model	R	R²	Adjusted R²	Std. Error of the Estimate	Observations
1	0.785	0.615	0.671	0.382	120

Regression Model on the Variables

Table 5 showed regression results on the effects of procurement management practices on organizational goal achievement at Morogoro Municipality. The constant (β = 1.25, t = 4.17, p = 0.000) was significant, indicating a positive baseline. Procurement Risk Mitigation (β = 0.45, t = 3.75, p = 0.001) positively influenced goal achievement through effective risk control. Supplier Relationship Management (β = 0.69, t = 3.63, p = 0.001) improved performance through better supplier coordination and trust. Operational Efficiency (β = 0.60, t = 3.29, p = 0.001) enhanced outcomes through planning, cost control, and technology use. All predictors were positive and significant (p < 0.05), confirming a strong influence of procurement practices on goal achievement.

Table 5: Regression Model on the Variables

Predictor Variable	Coefficient (β)	Standard Error	df	t-Value	p-Value
Constant	1.25	0.382	119	4.17	0.000
Procurement Risk Mitigation	0.45	0.125	119	3.75	0.001
Supplier Relationship Management	0.69	0.326	119	3.63	0.001
Operational Efficiency	0	0.189	119	3.29	0.001

The study found that procurement risk mitigation significantly influenced organizational goal achievement at Morogoro Municipality. Effective identification, compliance, and monitoring of procurement risks enhanced service delivery, financial performance, and transparency, though gaps remained in risk identification and contingency planning. The regression results confirmed a positive and significant relationship between risk mitigation and goal achievement. Practices such as supplier vetting, regulatory adherence, and risk monitoring were strongly agreed to support goal attainment, while contingency planning received neutral responses. These findings aligned with Hunja (2023) and Mordecai et al. (2023), who emphasized that proactive risk management strengthens organizational stability. Overall, while Morogoro Municipality demonstrated strong risk control practices, improving risk identification and contingency planning would further enhance procurement performance. The study revealed that supplier relationship management had a strong positive effect on organizational goal achievement. Effective communication, trust, reliability, and performance monitoring improved supplier accountability, service quality, and operational efficiency. However, supplier selection and long-term partnerships showed neutral perceptions, suggesting inconsistent application. The findings supported Francisco and Jose (2021) and Gordon et al. (2020), who argued that strategic supplier management enhances efficiency and service delivery. Overall, strong collaboration and trust with suppliers significantly improved procurement outcomes, but strengthening selection processes and partnerships could maximize organizational performance. Operational efficiency significantly affected organizational goal achievement at Morogoro Municipality. Procurement planning, timely processes, compliance, technology use, and staff competence enhanced service delivery, cost control, and transparency, while cost efficiency showed room for improvement. The results aligned with Hunja (2023), Francisco and Jose (2021), and Bovis (2022), who emphasized that efficient procurement supported sustainable performance. Technology integration streamlined processes, while skilled staff ensured effective implementation. Overall, strengthening cost management and maintaining high compliance and technological capacity were key to achieving operational excellence and organizational objectives.

5. CONCLUSION AND RECCOMENDATIONS

The study concluded that procurement management significantly influenced organizational goal achievement at Morogoro Municipality. Procurement risk mitigation enhanced performance through effective strategies, compliance, and monitoring, though gaps in risk identification and contingency planning limited effectiveness. Supplier relationship management positively affected goal achievement, as communication, trust, and partnerships improved reliability and service quality, though supplier selection and collaboration required improvement. Operational efficiency contributed through proper planning, timeliness, compliance, and technology use, while moderate cost efficiency emphasized the need for better resource use and staff development. Overall, strengthening these procurement practices was essential for improving performance and achieving strategic goals at Morogoro Municipality.

The research recommended strengthening procurement knowledge, policies, management practices, theory, and future research. Continuous training and capacity building were advised to improve staff skills in risk identification, compliance, supplier evaluation, and monitoring. Policy improvements should enhance governance, enforce compliance, standardize supplier evaluation, and promote transparency. Management should strengthen supplier relationships, improve contingency planning, adopt digital procurement systems, and conduct regular monitoring for efficiency and accountability. The findings reinforced procurement and management theories emphasizing planning, control, and strategic resource use. Future research should explore other municipalities or sectors to validate results and examine emerging areas such as ethical procurement,

sustainability, innovation, and digital transformation to enhance efficiency, accountability, and long-term organizational success.

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