

Impacts of Firm Internationalization, Green Procurement and Organizational Performance of University College Hospital, Ibadan, Nigeria

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Abstract

The procurement system invariably suffers various forms of malpractices and unethical conduct which includes a high incidence of vested interest, contract inflation, delay in suppliers' payment, and increased procurement cycle. The review explored impacts of firm internationalization, green procurement and organizational performance of University College Hospital (UCH), Ibadan. Theory considered for this study is the agency theory. Descriptive and survey design was embraced for the review. The populace in the review contained 158. A stratified sampling technique was used and the strata's are procurement, stores, payment units (Account), and the different end user's department. An organized poll was directed. The instrument was approved, and the information assembled was broken down utilizing mean standard deviation, and correlation analysis. Out of the 158 polls directed, 136 were recovered (86% reaction rate). The review discovered that green procurement (mean worth 4.3145), negotiation management (mean worth 4.2581), competitive bidding (mean worth 4.2581) and its correlation co-efficient: (green procurement 0.214, negotiation management 0.737, competitive bidding 0.230) was found to have a positive and significant effect on organizational performance of UCH, Ibadan. The study subsequently inferred that green procurement did not lead to client's satisfaction. However, green procurement leads to an increase in service quality, product quality, source reduction and waste management. Based on the findings, it is therefore recommended that more financial resources should be made available for the acquisition of substitute products and public awareness on the need to conserve the environment through green procurement.

Keywords: Competitive Bidding, Green Procurement, Negotiation Management, Organizational Performance

JEL Codes: H57, K32, L25, P17, P27, P47

How to cite:

Oyedokun, G. E., Garba, M. A. (2022). Impacts of Firm Internationalization, Green Procurement and Organizational Performance of University College Hospital, Ibadan, Nigeria. *International Journal of Finance Research*, 3(4). 275 – 293. DOI <https://doi.org/10.47747/ijfr.v3i4.876>

1. Introduction

Organizational performance is an aspect of management that is concerned with converting materials and labor into services as efficiently as possible. Organizational performance has been characterized as a bunch of both monetary and non-monetary indicators equipped for evaluating how many organizational objectives and goals have been achieved. It includes breaking down an organization's presentation against its targets and objectives. All in all, organizational performance involves genuine outcomes or outputs contrasted with planned outputs (Zhu, Sarkis & Geng, 2007). Internationally, organizations are consistently confronting the strain of conveying results in an unsure world. The advanced business environment requests organizations to persistently further develop cycles and methods of getting things done to meet organizational targets in an ideal and practical way while keeping up with the organization's benefit and market importance (World Bank Public Procurement Reforms, 1995).

Procurement is the method of discovering and agreeing to terms, purchasing of goods, services, and other works for the best possible price when aspects such as quality, quantity, time, and location are compared. Procurement is considered sustainable when organizations broaden this framework by meeting their needs for goods, services, works, and utilities in a way that achieves value for money and promotes positive outcomes not only for the organization itself but for the economy, environment, and society (Brammer&Walker, 2011). Betiol, Uehara, Laloe, &Appugliese, (2015) positioned that green procurement involves a higher degree of collaboration and engagement among all parties in a supply chain. It is used to ensure that procurement reflects broader goals linked to resource efficiency, climate changes, social responsibility, and economic resilience. Procurement implies the acquisition of products, administrations, and works by an obtaining entity, while public procurement is the utilization of public assets by the public authority through its ministries, departments, and agencies, for the benefit of its residents, for the procurement of merchandise, administrations and works with the best quality, and additionally right amount, at the most ideal cost, from the perfect spot or source, contractors, providers, and service providers, and for the right reason utilizing the right method(s) and in accordance with set down rules and guidelines, following due process (World Bank Public Procurement Reforms, 1995).

Regarding this study, the non-financial aspect of organizational performance is deliberated on. The non-financial part of organizational performance isn't cash related. Even though they can be estimated scientifically, they add to the accomplishment of the organization. Organization set non-financial key performance pointers to accomplish their organization objectives. The non-financial organizational performance includes client's satisfaction and loyalty, on-time delivery, product and service quality, organization and brand reputation, employee's training and advancement, new item and process development (Richard, Devinney, Yip, & Johnson, 2009). Basic for organization performance is business exercises and worker efforts. Accordingly, non-monetary key performance pointers are created to measure their viability. In particular, non-financial performance measures are created to monitor the activities connected to organization strategy (Kori, Muathe&Maina2020).

In most government establishments, procurement offices are portrayed by different shortcomings like poor record-keeping, favoritism in the award of contracts, delays in paying suppliers; increased procurement process, etc. The primary aim of this review is to research the impacts of firm internationalization, effect of green procurement on the performance of University College

Hospital (UCH), Ibadan. However, the particular objectives of the study are set to assess the extent to which impacts of firm internationalization; green procurement enhances organizational performance of UCH, Ibadan. Arising from the statement of the problem, the researcher raised this question. In what way can green procurement influence organizational performance of UCH, Ibadan? What is the effect of negotiation management on organizational performance of UCH, Ibadan? How competitive bidding does influences organizational performance of UCH, Ibadan?

Hypotheses

Following the research question, the accompanying null hypothesis was figured to direct the review.

H₀₁: There is no effect between green procurement as well as the performance of UCH, Ibadan.

H₀₂: There is no significant relationship between negotiation management as well as performance of UCH, Ibadan

H₀₃: There is no significant relationship between competitive bidding as well as performance of UCH, Ibadan

2. Literature Review

2.1. Organizational Performance

Organizational Performance is the ability of an organization to fulfill its main objective through strong management, strong governance, and a determined rededication to achieving results. Organizational performance has been characterized as a set of both financial and non-financial pointers equipped for surveying how many organizational objectives and targets have been achieved. It incorporates taking apart an association's display against its objectives and goals, (Zhu, Sarkis & Geng, 2007). Organizations are saddled with how to quantify non-financial aspect of organizational performance. Various organization utilize various parameters, yet the most widely recognized measures are subjective attributes, for example, job fulfillment or quantitative measures like profit, working expenses, income per share, and so forth. Because of differentials from firm to firm, administrators should use a technique that is most appropriate for their specific firm (Nwabuzor, 2005).

2.1.1. Core areas of organizational performance

The following are the primary areas that include organizational performance (Kori, Mauthe & Maina, 2020):

1. **Monetary Performance:** This alludes to estimating an organization's activities and arrangements in money-related terms. At the end of the day, as far as worth in naira, dollars pounds, and so forth. For instance, how is the organization's monetary wellbeing, what was profit from venture or resources, has obligation expanded or diminished.
2. **Non-Monetary Performance:** These are other measures used to access the activities that an organization sees as important to the achievement of its strategic objectives. It is also referred to as the intellectual capital of an organization. It includes measures that relate to clients' relationships, employees, information and data, operations, quality, cycle-time, and the organization's supply chain.
3. **Market Performance:** These actions how well an organization or item performs in the marketplace. At the end of the day, regardless of whether an item's market share in the industry has risen or decreased, did product updates help sales?

4. **Shareholder Value Performance:** This measures how an organization enhances its investors. It is likewise alluded to as organization's market capitalization. All in all, it is an authoritative extent of an association's success and senior organization's first concern, i.e., is the organization making its investors more extravagant.

2.1.2. Key Tools to Measure Organizational Performance

Tools that measure organizational performance are intended to measure, report and oversee progress to further develop execution both at an individual and corporate level, (Meena & Moronge, 2018). They are:

1. **Key Performance Indicator (KPI):** It is a phase to measure how well companies, business units, projects, and individuals are performing about their fundamental objectives and targets.
2. **Performance Appraisal:** Alongside KPIs, it is probably the most routinely used performance of management tools. When used suitably, it is a reliable device for aligning the destinations of an individual with the fundamental aims of the organization. Employees should feel that the assessment process is a common, genuine, sensible, and constructive two-way conversation.
3. **360 Degree Feedback:** It addresses the questions "How well are our kinfolk performing as indicated by individuals who have a stake in their performance". It gives individuals to be evaluated by everyone around them. e.g., supervisor, peers, clients, providers, directors and so on outcomes are private and are introduced to the managers by the supervisor.
4. **Management by Objective:** It includes estimating individual performance and comparing it with standards that have been set. It is the method involved with describing specific objectives and later setting out how to achieve each objective.
5. **Reward and Recognition Programs:** When great performance goes unrecognized and unrewarded, motivation fall, and people pull out from the company's overall mission. It is a significant part of any thorough performance management system, making a strategy for commending the people who are superior workers. This should be possible through monetary prizes, rewards, grants or simple praise and affirmation of a task finished the correct way, as it keeps up with assurance and builds high performance.
6. **Personal Development Plans:** It is a customized action plan that depends on taking everything into account and attention to an individual's performance and needs, laying out the objective for future performance and actions that will support personal development. It helps individuals with setting out how they need to create and what moves they can make to achieve that growth.

2.2. Green Procurement

Green procurement is the purchase of goods and works with consideration to a product's environmental impact throughout its life cycle. Green procurement stems from pollution prevention principles and activities. In any case, called green or sustainable procurement, green procurement compares price, development, quality, and the environmental impact of the product, service, or contract. Green acquisition techniques are relevant to all organizations, focusing on the components or size of the company, (UNDP, 2018). Green acquisition activities maybe just probably as fundamental as purchasing reasonable force or reused office paper or more elaborate

like setting normal necessities for suppliers and laborers for enlisting. Green things or organizations utilize fewer resources, are planned to bear longer, and cutoff their impact on the environment from need to the grave. Moreover, green things and organizations influence human prosperity and may have higher security standards. Green procurement is the complex of components carried out at the corporate and plant level to survey or works on the environmental performance of an inventory base. The drivers of green procurement are purchasing firms' environmentally coordinated effort with providers which emphatically and essentially impact's their adoption of green acquisition and top management commitment likewise positively and significantly impacts environmental cooperation with suppliers (Arisa & Muturi, 2016).

Numerous specialists have underscored the significance of green acquirement in green supply chain management practices. It was tracked down that natural buying exercises optimistically affect firm performance through reuse, recovery, and reduce perception. The green procurement idea gives freedom to firms to build business performance. The green supply is one of the fundamental capacities in inventory network activities to work on environmental performance as far as coordinated reusing and waste reduction, (Arisa & Muturi, 2016). Moreover, green procurement will draw in supplier conduct towards green practices. The connection between provider and buyer can be fortified through synergistic green practices. The buyers should assume liability to instruct providers and exhibit a full obligation to accomplish profoundly compelling ecological performance, (Mairi & Choi, 2019). The trademark, information, aspirations, hardware, and activities of the providers could have critical effects on green procurement. Different advantages of executing green procurement incorporate source decrease and throw-away elimination. All things considered, a viable way for firms to control natural issues is to zero in on throw-away obstacles by controlling the source through green procurement (Arisa & Muturi, 2016).

2.2.1. Benefits of Green Procurement

Green acquirement considers the quick and future effects of buys through utilization and possible finish-of-life stage, (Mensah & Tuo, 2013). It has the following associated advantages:

Asset and Operational Efficiency: purchasing supportable items and buying from green providers and sellers advances asset proficiency. Buying from a provider who offers items with eco-accommodating packaging or no packaging at all diminishes the waste stream. These improvements in proficiency translate to cost savings and resource conservation.

Further developed Employee Health and Safety: Green acquirement expands representatives health, safety, and by and large prosperity. Purchasing locally-made, organic and sustainable food, drugs, as alternatives are normally better and can help employees to have an improved outlook and be more useful.

Worker Engagement: Adopting green obtainment will keep representatives mindful of manageable items, fabricate a green work culture, and motivate representatives to embrace such practices in their own lives.

Advancement: Procuring reasonably implies picking eco-accommodating alternatives for items and providers might be needed to reconsider and update how they work which will prompt imaginative works, labor, and products.

Green Market Support: Continuing to purchase genuinely eco-accommodating items and backing other economical providers helps construct the green market that is grabbing hold in

economies around the world. There are more eco-accommodating items in the market today than at any other time.

Reduced Risks: Green acquirement assists organizations with holding fast to corporate guidelines and keeping away from the dangers of misbehavior from utilizing unsafe items or banding together with exploitative suppliers. Public trust will be kept up with and pointless claims and lawful activities will stay away from.

Worked on Public Image: Abiding by green acquirement is great when examined in the open arena where more clients lean toward organizations that are socially and ecologically dependable.

Expanded Profitability: Green acquirement drives higher benefits in different ways like clients' dependability, green standing, it likewise yields cost investment funds as energy productivity and diminished waste.

2.2.2. Green procurement best practices

Keeping the green acquisition best practices requires acquiring items with certified eco-accommodating items; greater energy effectiveness; utilizing clean energy sources or innovation; controlled use or nonappearance of poisonous substances; improved reusing capacity; minimal packaging needs; extended strength and recycle plastic items.

2.2.3. Difficulties to green procurement

We discuss beneath are a portion of the difficulties of green acquisition (Kimira, Getuno & Kiare, 2018):

Price: There is an insight that some green items are more costly however they may be prudent and affordable in huge volumes. This is valid sometimes, particularly where advancement costs are reflected in costs, regularly there is no critical distinction.

Absence of Corporate Commitment: For an association to carry out green acquirement, it should have responsibility from all administration levels which may not be unmistakably expressed in the arrangement proclamation.

Deficient Knowledge: Many organizations acquirement directors, units division, and additionally providers are new to the ideas, terminology, and terms of green obtainment.

Accessibility: Green items may not be locally accessible and neighborhood merchants don't reserve green items. This can prompt deferral in getting items while expanding market requests can conquer these obstructions.

No Acceptable Alternatives: Sometimes the current items might not have any OK option whatsoever. However, developing interest can animate the improvement of green items.

Buying Habits: We have consistently done it this way can be a troublesome mindset to survive. Likewise, it could be truly challenging to change to good choices because of the existing connections among procurers and providers.

Investment: Green items require the improvement of new technologies. This requires a huge interest in research and development (R&D). Only one out of every odd organization or startup can bear to spend this sum.

2.3. Carrying out Green Procurement

The means engaged with carrying out a green acquirement program are (Ramakrishnan, Haron, & Goh 2015):

Acquire Organizational Help: Implementing a green acquisition program infers changing methodologies and procedures. For it to be productive, administration must give full assistance for the thought. Likewise, those blamed for making acquirement decisions ought to be related to the cycle. Their thoughts and sponsorship are fundamental accomplishment factors.

Self-assessment of Acquirement Pre-requisites: A significant stage in carrying out green obtainment is the evaluation of present purchasing practices. This cycle will help with clarifying what is purchased where and at what cost. The evaluation will give an example, to measure future accomplishment and to focus on the progression of green acquirement products.

Put out objectives: An expansive approach ought to be set up with explicit needs and targets.

Foster Implementation System: It is currently an ideal opportunity to perceive and do changes both short and long haul, recognizes fitting items and benefits, and evaluates the normal exhibition of suppliers.

Run Green Procurement Experimental Program: A pilot adventure can give sensible inclusion with purchasing green items and organizations, by applying green obtaining norms to a specific thing or organization. Pilot assignments can be used to make more distinct heading on purchasing practices.

Implementation: Execution of the green securing project will require an undertaking of liability, notwithstanding an inside and out arranged trades plan to tend to agents, customers, monetary supporters, suppliers, and general society.

Deliberate Audit to Evaluate Sustainment: As with all strategic approaches, it is significant that a precise obtaining program is finished to develop whether the arrangement achieves its objectives. The review ought to consider changing natural destinations.

2.4. Components of Green Procurement According to the Study

For this study, negotiation management and competitive bidding are considered as indicator for green procurement.

2.4.1. Negotiation management

Negotiation in reality is a complicated cycle. Negotiation is a procedure of discussing about issues among parties and arriving at a resolution without conflicts and tensions and are useful to parties' involved. In a layman's language, it is additionally named as bargaining. Bargaining can occur in multiple ways: in up close and personal lives, in business and government, and in overall procedure. In addition, negotiation is a fundamental piece of procurement and supply chain management. As the business environment ends up being all the more dynamic, negotiations between partners are required more often. Business negotiators should be capable in explicit areas of business like management, item quality, technical specifications, equipment acquisition and arrangement, sharing and supply networks, to guarantee that negotiation with exchanging partners can be attempted effectively (Srai & Lorentz 2019).

2.4.2. Negotiation techniques

This alludes to the practical method of discussing things among parties with an end goal to arrive at a resolution and fulfilling every one of the parties involved (Herndon). Some of negotiation procedures are as per the following:

1. The most significant procedures for a powerful negotiation are that one ought to be very much educated with everything identified with the arrangement. Be ready for everything as the other party would ask you anything.
2. Know about your position similarly as body improvements. Look sure while talking and don't look around or play with things. Make an effort not to stammer in the center or start sweating absurdly as the other party can take advantage of if they imagine that you are restless.
3. Be extremely engaged. First ask yourself, what the reason for this negotiation is. One ought to be extremely clear and explicit of what he needs.
4. Never hush up about things. Try not to accept that the other individual can guess what you might be thinking all alone. Talk your heart out. In case you're not happy with the arrangement, show your disappointment in a considerate way.
5. Be a patient audience. Pay attention to others also. Do whatever it takes not to demand anything which would not help the other party. Make an effort not to settle on fast decisions and never interfere when the other party is talking.
6. Be reasonable. Try not to request the unthinkable. Try not to request silly rebate. Be coherent
7. Don't be in a rush to settle the negotiation. Take as much time as is expected to look at things among yourselves. Guarantee you are picking something which would be a commonly worthwhile game plan for all.
8. Communication is likewise significant in negotiation. Talk unmistakably and unequivocally. Playing with words is presumably the most serious risk to exchange. Do whatever it takes not to use abusive remarks against anyone.

For an outsider, it is in every case better to sign an agreement or have something clearly or a recording of the exchange cycle so no one will pull out later. It is in every case better to consent to arrangements within the sight of all gatherings for improved clearness.

2.5. *Competitive bidding*

Competitive bidding is a course of issuing a public bid with the arrangement that companies will gather their best suggestion and compete for a specific project. This arrangement tries to guarantee that every certified supplier, who are taxpayers or who utilize work force who are taxpayers, have an equivalent chance to seek the offer of items or services required in the activities of government parastatals. By law, this cycle is required for every government agency that gives a bid. Competitive bidding creates a transparent environment that is open and fair (Areguamen, Critchlow, Dereshwisky & Muhammad 2022). Competitive bidding is a common acquisition practice that incorporates inviting various vendors or expert providers to submit offers for a particular material or service. Competitive bidding contribution allows for transparency, equality of possibility and the ability to show that the outcomes address best value. It is furthermore a course of giving a public bid with the assumption that companies will gather their best recommendation, proposals and compete for a specific project. By law, PPA 2007, No. 14 Part VI, this connection is required for every government agency that issues a bid. Competitive bidding builds up a direct environment that is open and fair (Public Procurement Act (2007)).

The Federal Executive Council (FEC) supported the establishment of procurement departments in all ministries, departments and agencies of the Federal Government to assume control over the elements of the Tenders Board Secretariat, which has been rejected along with the suppliers division of the human resource office in government organizations. The establishment of the procurement department was pointed toward harmonizing all acquisition exercises of the Federal Government in accordance with the Public Procurement Act. The functions of the procurement department will incorporate the followings (Public Procurement Act (2007):

1. Ensuring fair treatment in the procurement of merchandise, works and services as well as the award of contract agreements in government organizations
2. Maintenance of registers of suppliers or project workers for government offices and departments
3. Maintenance of occasionally refreshed value information base as might be given by the Bureau of Public Procurement (BPP)
4. Ensure severe adherence to all guidelines and strategies on procurement

2.6. Agency theory

The agency theory was advocated by Jensen & Meckling in 1976. An agency relationship is an agreement under which at least one person, the principal draws in someone else, the specialist to play out some help for their sake which includes assigning some decision-making power to a specialist. Simultaneously, a specialist is an individual utilized for bringing his head into a legally binding relationship with an outsider. It expects that the interest of the head and specialist are not generally in alignment. When applied to procurement and supply chain management, procurement officials should act to the greatest advantage of the partners and exercise due to perseverance in supplier choice to guarantee they get value for money, (Kwasira & Mbuchi, 2016). The theory is being censured through the validity and vigor of its behavioral suppositions. Pundits contended that the presumption of unavoidable actor advantage, established on an individualistic and amplifying perspective of human instinct, is oversimplified and disregards the complexity of individual inspiration and conduct in an organizational context (Sanderson, 2015). Allies of agency theory believe that it adds to the establishment of a sourcing strategy, as it considers the level of market uncertainty. It likewise helps the procurement experts to make the most proficient legally contractual relationship in the contract agreement granting phase (Mitzkus, 2013). Agency theory is generally applicable in public acquisition functions as it helps in seeing how procurement officials oversee procurement functions deliberately to enhance the performance of UCH, Ibadan.

2.7. Green procurement and organizational performance

The influence of green procurement practices in supply chain management and leadership on performance of Kenya Airways and Kenya pipeline. A basic survey of observational writing is led to distinguish primary topical ideas of the paper. The review utilizes a work area survey procedure. Given the exact investigations, green coordination's of the board significantly affects firm execution. The investigation discovered that greening the provider, which included utilizing green crude materials, doesn't show a huge relationship with the upper hand and henceforth firm execution. The review presumes that execution of green acquisition rehearses expands the store network execution. The exhibition is reflected through further developed client administrations, limited requesting costs, and decreased stock. The experimental discoveries along these lines commit frameworks theory (Mutangili, 2019).

Green procurement in an organization: A case study of Unilever Ghana Limited. The research aimed at establishing the effect of staff competence on green procurement on the performance of Unilever Ghana Limited, to find out the effect of green procurement ICT infrastructure has on the performance of Unilever Ghana Limited and to access the role of supplier participation in green procurement on performance Unilever Ghana Limited. A descriptive research design was used and a stratified random sampling method to pick a sample of respondents who were provided with questionnaires. The target population comprised of over 60 employees from Unilever Ghana Limited. A sample of 20 respondents was selected. The quantitative data gathered was keyed and analyzed using SPSS to generate information that was being represented using tables, charts, frequencies, and percentages. The findings indicated that currently there is a lack of structural and organizational change to support the implementation of green procurement, poor legal and regulatory framework. Moreover, the cost of green procurement is relatively high, and the resources required to implement green procurement are limited in the manufacturing sector. The study recommended that the organization and other stakeholders should ensure that there structural and organizational change to support; implementation of green procurement, improvement of legal and regulatory framework on the environment, reduction of cost associated with green procurement, and allocation of resources necessary for effective implementation of green procurement (Mcobrein & Ackah, 2019).

2.8. Negotiation management and organizational performance

Impact of negotiation and conflict management on the business. The review was detailed to help the directors to foster powerful arrangement abilities for compromise. It was meant to distinguish the significant reasons for clashes inside the business that could prompt higher authoritative execution. The review utilized blended technique and populace chose was representatives who are working in development organizations. The example size taken was 50 respondents and information gathered through poll. The discoveries from the review uncovered that there is a solid importance between the factors. That is, there is a solid connection between peace promotion, exchange, and business execution. The discoveries of the review approve the after effects of the review directed by other explores. It has been shown that it is important for upgrading the exhibition of the firm to guarantee that clashes are settled and exchange are done constantly (Maiti & Choi 2019).

The effect of negotiation on sales in an organization. Effective communication in business transaction is one of the tools that promote marketing activities. Communication comprises of various tools, one of which is negotiation meanwhile, people most often disregard the importance of negotiation due to its silence nature. This study evaluated the effect of negotiation on sales performance. Secondary data was employed as a source of data elicitation. Textbooks and journals were basically the instruments from where the information relating to the study variables were reviewed from. Results indicated that there exists a relationship between the independent variable (negotiation) and dependent variable (sales management). Recommendations were; that negotiation should be taken as a guide in the preparation of sales task. The employers should always train their staff on how to imbibe the negotiation guidelines and processes. There is need to motivate staff for sales performance achievements (Kabuoh Egwuonwu & Ajike 2015)

2.9. Competitive bidding and organizational performance

The effect of competitive tendering on supplier performance on Non-Governmental organizations in Kisumu town, Kenya. The number of inhabitants in the review comprised of 35

respondents, comprised of supervisors and workers of the five NGOs in Kisumu Town. The NGOs were Plan International, Impact Research, World Vision, CDC and FACES. The review took on descriptive research design. An opinion poll approach was agreed to. Surveys were controlled to the respondents. Legitimacy and dependability of the mechanism were properly done. The discoveries uncovered that that serious offering is a strategy for sourcing labor and products in efficient works with acquisition of value merchandise and decreases cost. This likewise works on the nature of the labor and products provided to the associations. The NGOs are profiting from serious offering since it's with regards to responsibility and reasonableness to the offering system. It likewise presented the NGOs to getting to explicit labor and products which live up to their desires. The review suggested that the NGOs should institute measures to manage hazards related with cutthroat bidding (Ojwang & Muturi 2018).

The influence of bidding strategy on project performance and company performance. Information was gathered from poll overview and meeting of 61 significant workers for hire in four significant urban areas in Indonesia. The review utilized Structural Equation Modeling Partial Least Square (SEM PLS) with SmartPLS 2.0 M3. SEM PLS examination found that offering system straightforwardly affected task execution however circuitous effect on organization execution, while project execution turns into an intervention variable of offering methodology and friends execution relationship. R. square 0.359663 showed 35.97% of venture execution clarified by offering system. While organization execution clarified by offering system and venture execution 58.3%, demonstrated by R. square 0.58309. Moreover, offering procedure in a roundabout way affected organization execution, but project execution became intercession between offering technique and friends execution, it is considered amazing intervention that was shown by t-insights 1.394051 lower than t-table=2.0. It was shown by the review that all variables were the develop measurement of offering systems, project the executives and friends execution. Distinguishing a rundown of definitive variables is important for assisting project workers with being more engaged into fostering their offering cycle; ultimately a superior execution will be achieved (Priyan & Chinnaraju 2019).

3. Methodology

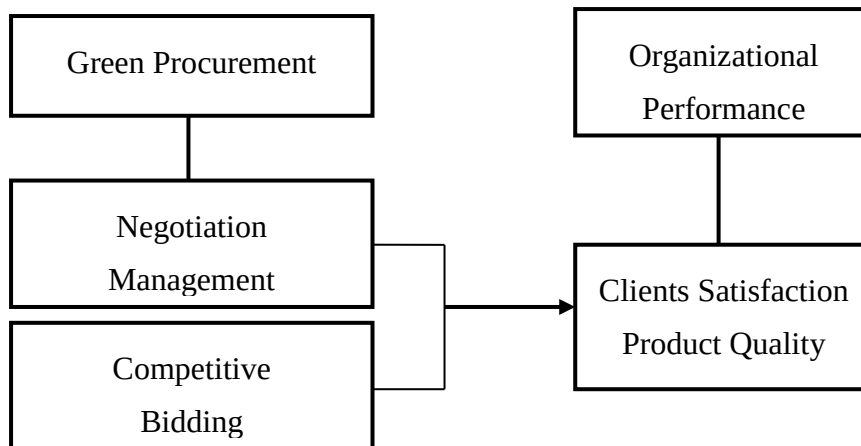
The review embraced a descriptive and survey design. The number of inhabitants in the review includes the chosen representatives of University College Hospital, which has a populace size of 158 which include purchasing officers, procurement directors, accounts payable officers, stores officers and junior officers. A stratified random sampling technique was adopted for the study. For this study, the strata are; procurement, stores, payment unit (Account), and end-users department respectively. Due to the size of the population, a sample size of 158 employees in the four departments was employed. Copies of questionnaire was administered to the 10% of the chosen representatives among the four units at University College Hospital (UCH), Ibadan by a means of a drop-and-pick methodology to gather the information. The Statistical Package for the Social Science (SPSS) was employed.

3.1. Conceptual and Model Specification

The conceptual outline is the investigator's comprehension of factors in the review associated with one another. In this way, it recognizes the factors needed in the exploration examination and it is shown diagrammatically. It is the investigator's map in seeking after the study.

3.1.1. Conceptual model

Below is the conceptual outline for this study.



Independent Variables
Figure 1: Conceptual Model
Source: Researcher 2022

Dependent Variable

The outline above portrays the association between the variables of the study. Green procurement mechanism serves as the independent variable with changeable as negotiation management and competitive bidding while organizational performance is the dependent variable with indicators as client's satisfaction, product quality and service quality.

3.1.2. Model specification

The several regression models are presented to scientifically define the relationship between independent and dependent variables.

$$Y = f(X)$$

Where:

Y= Organizational Performance (Dependent Variable)

X= Green Procurement (Independent Variable)

X= (**x₁**, **x₂**)

x₁= Negotiation Management

x₂= Competitive Bidding

. ∴ Y = f(x₁, x₂)

The equations can be changed into an econometric model as follows:

$$Y = \alpha_0 + \beta_1 x_1 + \mu$$

$$Y = \alpha_0 + \beta_2 x_2 + \mu$$

$$Y = \alpha_0 + \beta_1 x_1 + \beta_2 x_2 + \mu$$

Where:

α_0 = Constant

β_1 = The coefficients

μ = Stochastic error term

Apriori Expectation

Green Procurement, Negotiation Management and Competitive Bidding are anticipated to have a constructive impact on Organizational performance ($\beta_1 \beta_2 > 0$)

4. Results and Discussions

4.1. Descriptive statistics of respondents' answers

Table 1: Mean and Standard Deviation on impact of Green Procurement on Organizational Performance

S/N	Questions	Mean	Std.	Decision
1.	Green procurement practices lead to an increase in service quality	4.25	0.84	Strongly Agreed
2.	Green procurement leads to client's satisfaction	2.60	1.14	Disagreed
3.	Green procurement practices leads to product quality	4.20	0.96	Agreed
4.	Green procurement includes source reduction and waste elimination	4.45	0.99	Strongly Agreed
	Grand Mean	3.89	0.99	Agreed

Source: Field Survey, 2022

Table 1: The study found out that green procurement practices lead to an increase in service quality by a mean of 4.25 with standard deviation of 0.84. Majority of the respondents disagree that green procurement leads to client's satisfaction with mean of 2.60 and standard deviation of 1.14. Green procurement practices leads to product quality with mean of 4.45 and standard deviation of 0.99. Green procurement includes source reduction and waste elimination with mean of 3.89 and standard deviation of 0.99, this finding is against the study of Mutangili, 2019 & Mcobrein & Ackah 2019.

Table 2. Perception of Respondents on Negotiation Management

S/N	Questions	Mean	Std	Decision
1.	Negotiation works better when spotlight is on agreement as opposed to contrasts	4.23	0.94	Strongly Agreed
2.	Pre-information on providers cost, installment terms and conveyance time makes negotiation more successful	4.18	1.03	Agreed
3.	All workers know about negotiation procedures	4.25	0.93	Strongly Agreed
	Grand Mean	4.23	0.96	Strongly Agreed

Table 2 revealed that negotiation works better when spotlight is on agreement as opposed to contrasts with a mean of 4.24 with standard deviation of 0.94, Pre-information on providers cost, installment terms and conveyance time makes negotiation more successful with a mean of 4.18 and standard deviation of 1.03, All workers know about negotiation procedures with a mean of 4.25 and standard deviation of 0.93. This finding is supported by (Kabuoh, Egwuonwu & Ajike 2015) who indicated that there exists a relationship between the independent variable (negotiation) and dependent variable (sales management).

Table 3. Perception of Respondents on Competitive Bidding

S/N	Questions	Mean	Std.	Decision
1.	Competitive bidding is an effective tool that enhanced organizational performance.	4.19	0.96	Agreed
2.	Competitive bidding ensure the observance of public accountability	4.27	0.97	Strongly Agreed
3.	Competent and qualified officers are handling the bidding process	3.09	0.93	Neutral
	Grand Mean	3.94	0.96	Agreed

Table 3 revealed that the respondents agreed that competitive bidding is an effective tool that enhanced organizational performance with mean of 4.19 and standard deviation of 0.96. Respondents strongly agreed that competitive bidding ensure the observance of public accountability with a mean of 4.27 and standard deviation of 0.97. There is a neutral perception on competent and qualified officers handling the bidding process with mean of 3.09 and standard deviation of 0.93. This finding was supported by Ojwang & Muturi 2018. The discoveries uncovered that that serious offering is a strategy for sourcing labor and products in efficient works with acquisition of value merchandise and decreases cost.

Table 4. Descriptive Statistics

	Mean	Std. Deviation	N
Organizational performance	4.1935	1.07202	136
Green Procurement	4.3145	.95736	136
Negotiation Management	4.2581	.98667	136
Competitive Bidding	4.2984	.93687	136

Table 4 shows the relative effect of green procurement, negotiation management and competitive bidding on organizational performance with mean score 4.3145, 4.2581 & 4.2984 and standard deviation of .95736, .98667 & .93687 respectively.

4.2. Regression Analysis

Table 5 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.977 ^a	.955	.954	.23030	.955	636.568	4	119	.000	1.148

a. Predictors: (Constant), Green_procurement, Negotiation_management, Competitive_bidding

b. Dependent Variable: Organizational_performance

Table 5 shows that Green procurement, negotiation management and competitive bidding explain enhancement of managerial performance. This is upheld by coefficient of assurance otherwise called the R square of 0.955. This implies that Green procurement, negotiation management and competitive bidding variables explain 96% of the varieties in the dependent variable which is acknowledgment of organizational performance. This outcome further implies that the model applied to interface the relationship of the variables was agreeable.

Table 6 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	135.044	4	33.761	636.568	.000 ^b
Residual	6.311	119	.053		
Total	141.355	123			

a. Predictors: (Constant), Green_procurement, Negotiation_management, Competitive_bidding

b. Dependent Variable: Organizational_performance

Table 6, The ANOVA table shows the probability level of 0.000 which is less than the critical level of 0.05. This indicates that the model is important. That is, the independent variables (Green Procurement, Negotiation Management and Competitive Bidding) are significance with the dependent variable (Organizational Performance) and also, the F-Stat. (636.568) which is a greater significant level 0.05 indicates that Green Procurement, Negotiation Management and Competitive Bidding are significant with Organizational performance.

Table 7 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	β	Std. Error	B		
(Constant)	.350	.100		-3.502	.001
Green_Procurement	.214	.145	-.192	1.475	.003
Negotiation_management	.737	.116	.679	6.334	.000
Competitive_bidding	.230	.147	.201	1.567	.020

a. Predictors: (Constant), Green_procurement, Negotiation_management, Competitive_bidding

b. Dependent Variable: Organizational_performance

$$Y = 0.350 + 0.214(X) + 0.737x_1 + 0.230x_2$$

$$T_{\text{value}} = (3.502) (1.475) (6.334) (1.567)$$

Table 7 shows the coefficient of the independent variables, Green Procurement, Negotiation Management and Competitive Bidding which is 0.214, 0.737 and 0.230 respectively. The outcome showed that a unit change in Green Procurement, Negotiation Management and Competitive Bidding results to change in Organizational performance by 0.214, 0.737 and 0.230 respectively.

5. Conclusion

The study concluded that there is a considerable connection stuck amid green procurement, negotiation management, competitive bidding and organizational performance. Based on the conclusions from the study, the following suggestions are to be considered by the important stakeholders in UCH, Ibadan:

1. There is a need for UCH, Ibadan to continuously organize training, workshops, capacity building, and seminars on green procurement for all relevant staff and suppliers. Staff and suppliers' guidance is an added type of approach in the realization of organizational performance
2. More financial resources should be made available for the acquisition of substitute products and public awareness on the need to conserve the environment through green procurement.
3. There is a need to have a checklist that guarantees that procurement of supplies and services are done within the budgetary approvals to avoid delay in payments.

The current study focused on the impacts of firm internationalization, green procurement and organizational performance of University College Hospital (UCH), Ibadan, further studies should be carried out using this phenomenon on other tertiary hospitals in the country. Also, it is important for further study to be conducted to examine other factors that contributes to organizational performance.

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