

THE RELATIONSHIP BETWEEN PROCUREMENT SKILLS AND PROCUREMENT PERFORMANCE IN THE KUMASI METROPOLIS OF GHANA

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Abstract:

The dynamic nature of the business environment has a significant influence on Purchasing and Supply Chain Management (PSCM), resulting in a transformation of its role from being mostly administrative to being more strategic in nature. The study was carried out to assess the relationship between procurement skills and procurement performance in the Kumasi Metropolis of Ghana. The study utilized the quantitative research approach. The research used a stratified sampling approach to randomly choose the manufacturing industries. The analysis was performed with the aid of the statistical software namely, Statistical Package for Social Sciences (SPSS) version 23. The result shows that The study found that, procurement skills had significant effect on procurement performance. The study concludes that, procurement skills is significant predictor of procurement performance, that is when firms effectively implement it in their procurement systems it will enhance performance of the company. The study recommends that, there is a need for the company to improve their value chain in order to increase the frequency usage of information needed. Also, the managers and the heads of the various departments and units should to create time, resources in training of employees in using new system.

Keywords: Procurement, Skills, Performance, Relationship, Supply Chain

INTRODUCTION

The changing corporate climate is influenced by several factors, including heightened globalization, advancements in technology, growing expectations from higher management, increased consumer demands, and a notable trend towards outsourcing (Afolabi et al., 2022; Asiedu et al., 2023). The dynamic nature of the business environment has a significant influence on Purchasing and Supply Chain Management (PSCM), resulting in a transformation of its role from being mostly administrative to being more strategic in nature. Professionals engaged in the field of PSCM are responsible for not only guaranteeing the provision of safe, timely, and enough supplies, but also for directing their attention towards activities such as supplier coordination, supplier development, market research, cost analysis, strategy design, risk management, and internal outsourcing (Karttunen, 2018; Baruti et al., 2022).

In order for PSCM (Procurement and Supply Management) to effectively assume this novel strategic role, organization's must recruit procurement professionals who possess the requisite skills and abilities (Bals et al., 2019; Belo et al., 2020). This implies that purchasing professionals must cultivate new strategic competencies. A skill is commonly understood as an acquired ability that is developed through practice or knowledge. It is widely acknowledged in the literature that in order to optimize the contribution of the purchasing function to the organizational goals and competitive advantage of a firm, it is imperative to employ professionals who possess the requisite skills and abilities (Cho et al., 2019; Belo et al., 2020).



Consequently, the significance of skill development has escalated within the realm of PSCM. The presence of a proficient labour force significantly enhances the achievements of an organisation, particularly in a dynamic setting where adequately educated and skilled individuals are important (Bals et al., 2019; Changalima and Ismail, 2019). Procurement skills include the competencies used by procurement managers or procurement experts to effectively navigate and inform purchase choices within a department or organisation (Cho et al., 2018; Changalima and Mdee, 2023).

Procurement skills include the proficiencies used by procurement managers or procurement experts in order to effectively navigate and make informed purchase choices within an organisational context (Mahamadu et al., 2018; Omoruyi and Ntshingila, 2021). The authors, Changalima and Ismail (2019), have created a framework known as the Procurement Skills Effectiveness Framework. This framework allows managers to assess the knowledge, skills, and amount of support necessary for procurement roles to maximize their effectiveness in attaining organisational goals. The capacity of procurement to contextualized analytics plays a crucial role in transforming large-scale data into usable insights for the organisation (Ideson, 2023). Procurement skills include the competencies used by procurement managers/experts to effectively navigate and influence purchase choices within a department or organisation. Professionals may use their expertise in business, communication, and research to ascertain the most suitable materials or equipment for their routine tasks or initiatives. These abilities may also enable individuals to determine the appropriate time for item replacement and assess the price margin that aligns with the budget of the department (Mwagike and Changalima, 2022; Tyagi, 2023). The aim of the research is to What are procurement skills and procurement performance in public organizations in Ghana? And What is the factor analysis on procurement skills and procurement performance in public organizations in Ghana? The objectives of the study include, to determine procurement skills and procurement performance in public organizations in Ghana. Factor analysis on procurement skills and procurement performance in public organizations in Ghana

Resource based view theory. The RBV examines and interprets the resources of organizations in order to comprehend how organization's attain a sustainable competitive advantage. The Resource-Based View (RBV) theory emphasises the importance of firm-specific traits that are hard to replicate as key drivers of exceptional performance and competitive advantage (Barney, 1986). Resources that are not readily transferrable or acquirable, necessitating a significant learning curve or a substantial shift in organisational environment and culture, are more likely to be exclusive to the organisation and, hence, more challenging for rivals to replicate. Conner (1991) argues that the variation in performance across organisations is determined by their ownership of distinctive inputs and skills. The Resource-Based View (RBV) adopts an inside viewpoint to analyze the reasons behind the success or failure of organisations in the market (Dicksen, 1996). Valuable, rare, inimitable, and non-substitutable resources, as defined by Barney (1991), enable businesses to establish and sustain competitive advantages. These resources, along with the resulting competitive advantages, can be leveraged for superior performance, as suggested by Collis and Montgomery (1995).

Procurement skills and procurement performance. Changalima and Mdee (2023) examined the impact of procurement skills on procurement performance in public organisations. Moreover, the research examines how procurement strategy influences the connection between procurement skills and procurement performance. The results suggest that the acquisition of procurement skills has a beneficial and substantial impact on the procurement performance of public organisations in Tanzania. Moreover, the acquisition abilities and strategic acquisition planning are crucial and have a strong correlation, with acquisition planning having a major impact on acquisition performance.



Procurement skills ultimately impact procurement performance via their effect on procurement strategy. The research finds that procurement planning acts as a mediator in the association between procurement skills and procurement performance. Hence, the use of procurement skills is crucial for enhancing procurement strategy and performance in public organisations.

Relationship between procurement skills and procurement performance. The study's first premise posits that procurement skills have a substantial impact on procurement performance. Inferring from the resource-based view theory which posits that the ability of a company to incorporate its technological, human and other resources enables it to outperform other businesses (Mweru and Maina, 2016). Thus, when a firm is able to use their procurement skills effectively, that is both human skills which involving employing professionals will help improve performance. Also, RBV aims to obtain sustainable competitive advantage by identifying and creating resources that are valuable, rare, costly to duplicate and exploitable by the business. Skills are often seen as essential attributes that practitioners in organisations need to have in order to effectively support organisational operations. Procurement planning is an integral part of organisational operations that include actions focused on identifying needs, selecting procurement methods, and calculating the appropriate time for completing purchases (Changalima et al., 2022a). Baily et al. (2022) define procurement activities as including tasks such as formulating requirements, identifying suitable suppliers and service providers, assessing prospective suppliers, and monitoring the performance of engaged vendors. Proficiency in the required abilities is essential to guarantee the successful implementation of the specified procurement strategies. Basheka (2010) recognised these abilities as essential for public procurement practitioners to effectively carry out procurement planning activities in their public purchasing bodies.

METHODS

Research design. Research design is the relationship between research plan, structure and strategy to ensure that questions are answered and variability is managed (Saunders et al., 2007; Shukla, 2010). There are different approaches to research design in the social sciences. Case studies, surveys, experiments, ethnography, grounded theory and archival research are recognised. In this study, a survey approach was used. The data collected was cross-sectional, thus, the author collected data at one time. Saunders et al. (2012) define survey research as a research method that involves interviewing a sample or observing and describing specific behaviours of respondents. A structured questionnaire is the research method chosen for this study because it aims to test the relationship between procurement skills and procurement performance among organisations in Kumasi, Ghana.

Research paradigm. A research approach is the procedure adopted by a researcher to collect, analyse and interpret data. A research approach is the general approach that a researcher uses in conducting research. The research method is based on the procedures used to collect and analyse data (Blaikie, 2010). The method can be quantitative, qualitative or a combination of both. Qualitative research is research that pursues business objectives using methods that allow detailed interpretation of market phenomena without the use of numerical measurements (Kothar, 2004). Creswell (2009) describes qualitative research as research conducted in a natural context that provides a holistic and comprehensive picture of the phenomenon being studied. Creswell (2009) defines qualitative research as research conducted in a natural context that involves a process that provides a holistic and comprehensive picture of the phenomenon under study.

Population. A population is a collection of human or non-human units such as subjects, educational institutions, units of time, geographical areas, commodity prices, human wages, etc. According to Cooper and Schindler (2014), the population of a study is commonly referred to as the



'target population' and includes all persons, events and documents that contain the desired information that the researcher needs to achieve the objectives of the study. The target population for this study is industrial enterprises in the Kumasi metropolis of Ghana. The population includes industries within the manufacturing, retailing, health, transportation, telecommunication, oil and gas among others. **Sampling and sampling techniques.** Sampling is the act, process or technique of selecting an appropriate sample or a representative subset of the population to determine the parameters and characteristics of the population as a whole (Chandaran, 2004). Based on Pallant's (2007) suggestion that a sample of 100 respondents is sufficient for a homogeneous survey, a sample of 150 participants from each firm within the Kumasi metropolis was used in the study. The organization was selected for the study and respondents were randomly selected using a stratified sampling method. The industrial enterprises were further divided into strata (manufacturing, retailing, health, transportation, telecommunication, oil and gas among others) from which participants were selected. A stratified random sampling method was used as it allows for a balanced representation of respondents.

Data collection. The main data collection tool was structured questionnaire. A questionnaire is nothing more than a design of specific questions to elicit responses from respondents (deVaus, 2002), and according to Saunders et al. (2009) there are two types of questionnaires: self-administered questionnaires and interviewer-administered questionnaires. In this study, data was collected in selected industrial enterprises using a self-administered questionnaire. To ensure that nothing is forgotten, the questionnaire is completed by the researcher together with the respondent. Most questions are closed questions. This means that respondents can easily choose between several options. Measurement scales are independently selected, for example (Basheka, 2010; Chang et al, 2013; Changalima and Ismail, 2019; Changalima and Mdee, 2023).

Analysis of data. Data analysis is the collection, modelling and analysis of data using a range of statistical and logical methods and techniques. According to Donald et al. (2006) data analysis is the process by which researchers explore and conduct research to better understand and communicate data. Data were cleaned and grouped to ensure consistency and accuracy. All the statistical analyses in this study were conducted using SPSS software version 23.

Ethical consideration. Ethical issues are an integral part of this study. The researcher ensured that all information provided by respondents is protected and stored in an environment suitable for the study. Furthermore, the privacy of respondents was respected as responses remained anonymous (Corti et al., 2000). The researcher ensured that respondents' participation in the study is voluntary and un-coerced. Respondents have the right not to answer questions that may hurt them. Again, the researcher ensured that third parties do not have access to the responses to avoid violating the rights and identities of individuals.

RESULT AND DISCUSSION

Demographic profile of respondents. The Table 1 presents the socio-economic profile of the respondents.

The study revealed that, 87% of the respondents were Ghanaians and 12% of the other respondents were also Foreigners. With regards to the job position, 19% of the respondents were administrative assistant, 42% were accountant, 22% were also part in the procurement officer, 11% were stores/inventory and 4% were others. Also, 30% of the respondents indicated they had 6 employees, 24% indicated 6-29 employees, 18% indicated 30-59 employees, 19% indicated 60-99 employees and the remaining 8% indicated 100+ employees. Further, 65% of the respondents yes their business is run by the state and the remaining 34% indicated no. Furthermore, 17% of the



respondents had worked for less than a year, 30% had worked for 1-2 years, 28% had worked for 2-5 years and the remaining 24% had worked for 5 years above. Moving on with the respondents corresponding industry, 14% were manufacturing industry, 10% were financial services, 10% were oil & gas, 13% were into health, 5% were into retailing, 3% were into construction, 2% were into transportation, 5% were into telecommunication, 4% were into electronics and computing machinery, 8% were into mining and minerals, 5% were into pharmaceuticals, 7% were into automobile and heavy equipment and the remaining 10% were into other industry.

Table 1. Socio-economic profile

Variables	Frequency	Percentage
Nationality		
Ghanaian	131	87.3
Foreigner	19	12.7
Job Position		
Administrative assistant	29	19.3
Accountant	64	42.7
Procurement officer	34	22.7
Stores/Inventory	17	11.3
Others	6	4.0
Number of Employees		
< 6	45	30.0
6-29	36	24.0
30-59	28	18.7
60-99	29	19.3
100+	12	8.0
State run Enterprise		
Yes	98	65.3
No	52	34.7
Years of working in the company		
Less than a year	26	17.3
1-2 years	45	30.0
2-5 years	42	28.0
Above 5 years	37	24.7
Industry		
Manufacturing	21	14.0
Financial Services	15	10.0
Oil & Gas	16	10.7
Health	20	13.3
Retail	8	5.3
Construction	5	3.3
Transportation	4	2.7
Telecommunication	8	5.3
Electronics and Computing Machinery	7	4.7
Mining & Minerals	12	8.0
Pharmaceuticals	8	5.3
Automobile and Heavy Equipment	11	7.3
Others	15	10.0
Revenue of the company		
<40,000	19	12.7
40,000-80,000	13	8.7



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120,000-160,000	24	16.0
160,000-200,000	23	15.3
200,000-500,000	16	10.7
500,000-1,000,000	27	18.0
>1,000,000	28	18.7
Ownership of Company		
Solely Ghanaian Owned	56	37.3
Foreign Owned	47	31.3
Joint Ventureship	41	27.3
Others	6	4.0
Legal form of Entity		
Sole Proprietorship	47	31.3
Limited Liability	32	21.3
Partnership	24	16.0
Public Limited Liability	29	19.3
Others	18	12.0

Source: Field Survey, 2024

Descriptive statistics on procurement skills. This sub-section presents the descriptive statistics on procurement skills. Specifically, the constructs were measured using the seven-point Likert scale, where 1 implies strongly disagree, 2 implies moderately disagree, 3 implies disagree, 4 implies neither agree nor disagree, 5 implies agree, 6 implies moderately agree and 7 implies strongly agree. The result was presented using minimum, maximum values, means and standard deviation.

Table 2. Descriptive statistics results on procurement skills

Statements	Min	Max	Mean	Std. D
Our company has the ability to develop and implement procurement skills	1.00	7.00	4.906	1.555
Our company has verbal communication skills with internal and external customers	1.00	7.00	4.906	1.660
Our company has the ability to manage risks involved in procurement undertakings	1.00	7.00	5.153	1.578
Our company has the ability to negotiate procurement contracts effectively	1.00	7.00	4.966	1.508
Our company has the ability to develop supplier relationships	2.00	7.00	4.906	1.457
Our company has the global skills to follow procurements	1.00	7.00	5.006	1.603
Our company has the ability to analyze second-tier suppliers	2.00	7.00	5.066	1.526
Our company has the ability to effectively manage their own time	2.00	7.00	5.000	1.502
There is an understanding of organizational business	2.00	7.00	4.946	1.330
There is continuous professional development in our company	2.00	7.00	4.873	1.516
Our company has the ability to abide by ethical code of conduct	2.00	7.00	4.946	1.417

Source: Field Survey, 2024

The Table 2 presents the descriptive statistics on procurement skills. The result shows that, the respondents were neither agreed nor disagreed on the following procurement skills, their company has the ability to develop and implement procurement skills (M=4, SD=1), also, their company has



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verbal communication skills with internal and external customers (M=4, SD=1), further, their company has the ability to negotiate procurement contracts effectively (M=4, SD=1), moreover, their company has the ability to develop suppliers relationships (M=4, SD=1). Meanwhile, the respondents somewhat agreed on the following statement, company has the ability to manage risks involved in procurement undertakings (M=5, SD=1), their company has the global skills to follow procurement (M=5, SD=1), their company has the ability to analyze second-tier suppliers (M=5, SD=1), their company has the ability to effectively manage their own time (M=5, SD=1).

Factor analysis on procurement skills. Table 3 presents the results on procurement skills. 11 items were listed in the instrument to measure the respondents' experience and knowledge on procurement skills. According to Hair et al. (2010), for measurement instrument to be valid and reliable, it has to pass a series of test. These include Exploratory Factor Analysis (EFA). In conducting EFA, Kaiser-Meyer-Olkin (KMO) measure should be 0.7 or better; Bartlett's test of sphericity should be significant ($p < 0.05$); Cronbach Alpha should be 0.7 or better; and Kaiser's criterion of retaining eigenvalues should be greater than or equal to 1.0. This would confirm that there are suitably large correlations between the variables included in the instrument and they are appropriate retainable factors for further analysis. Table 4.5 revealed that procurement skills had a KMO score of 0.922 and Cronbach Alpha score of 0.972 with Bartlett's test of sphericity been significant ($p = 0.000$). Therefore, the factor analysis is applicable. The factor analysis fabrication ranges from 0.826 to 0.918 and the eigenvalue was 8.653. Hence, the construct is defensible and genuine.

Table 3. Factor Analysis on procurement skills

	Factor Loading
Our company has the ability to develop and implement procurement skills	.901
Our company has verbal communication skills with internal and external customers	.864
Our company has the ability to manage risks involved in procurement undertakings	.904
Our company has the ability to negotiate procurement contracts effectively	.837
Our company has the ability to develop supplier relationships	.894
Our company has the global skills to follow procurements	.907
Our company has the ability to analyze second-tier suppliers	.913
Our company has the ability to effectively manage their own time	.918
There is an understanding of organizational business	.887
There is continuous professional development in our company	.900
Our company has the ability to abide by ethical code of conduct	.826
Eigenvalue	8.653
% of Variance	78.665
Cronbach Alpha	0.972

KMO=0.922, Chi-Square=2139.790, df=55, Sig.=0.000

Descriptive statistics on procurement performance. This sub-section presents the descriptive statistics on procurement performance. Specifically, the constructs were measured using the seven-point Likert scale, where 1 implies strongly disagree, 2 implies moderately disagree, 3 implies disagree, 4 implies neither agree nor disagree, 5 implies agree, 6 implies moderately agree and 7 implies strongly agree. The result was presented using minimum, maximum values, means and standard deviation (Table 4).



Table 4. Descriptive statistics results on procurement performance

Statements	Min	Max	Mean	Std. D
Our company has improved product compliance with others placed	1.00	7.00	4.240	1.477
Our company has reduced inbound lead time	1.00	7.00	4.366	1.556
Our company has achieved improved requirement specification for purchased materials	2.00	7.00	4.373	1.407
Our company has achieved timely submission of purchase requisitions by the department for approval	1.00	7.00	4.193	1.544
Our company has timely purchase requisition approval	2.00	7.00	4.360	1.434
Our company has timely bidding process initiation and closure	1.00	7.00	4.433	1.607
Our company has timely bids evaluation and supplier selection	2.00	7.00	4.526	1.526
Our company has a low percentage of defects	1.00	7.00	4.286	1.585
Problems between functional areas are easily resolved after the ERP implementation	2.00	7.00	4.426	1.485
Our organization has the data it needs to make decisions	2.00	7.00	4.386	1.491
Our organization depends on data to support its decision making (the work practices and environment of the entire company)	1.00	7.00	4.420	1.533
Our organization spends significant time analyzing data to support decision making	2.00	7.00	4.386	1.464
Our organization uses data rather than guess work to make decision	2.00	7.00	4.453	1.468

Source: Field Survey, 2024

Table 4 presents the descriptive statistics on procurement performance. The result revealed that the respondents neither agreed nor disagreed on the following statement, their company has improved product compliance with others placed (M=4, SD=1), again, their company has reduced inbound lead time (M=4, SD=1), further, their company has achieved improved requirement specification for purchased materials (M=4, SD=1), furthermore, their company has achieved timely submission of purchase requisitions by the department for approval (M=4, SD=1), again, their company has timely purchase requisition approval (M=4, SD=1), also, their company has timely bidding process initiation and closure (M=4, SD=1), further, their company has timely bids evaluation and supplier selection (M=4, SD=1), and their company has a low percentage of defects (M=4, SD=1).

Factor analysis on procurement performance. Factor analysis is used to consider the element of the conceptual framework that was used to guide the quantitative survey by Hair et al. (2010). EFA is an exploratory technique which is subjective due its interpretation pattern as it does not follow strict statistical rules (Table 5).

In EFA analysis, Kaiser-Meyer-Olkin (KMO) measure and the Bartlett's test of sphericity are used to determine the factor analysis. Hair et al. (2010) attested that for acceptable factor analysis, the cut-off value for KMO should be 0.7 or better. Also, sphericity should be significant (p<0.05) in order to confirm that there are sufficiently large correlations between the variables tested by Bartlett's. Further, the Kaiser's criterion of retaining eigenvalues of or greater than 1.0 was used to test the appropriately retainable factors for further examination. Table 5 revealed that procurement performance had a KMO score of 0.848, Cronbach Alpha score of 0.963 and Bartlett's test of sphericity is significant (p =0.000). Therefore, the factor analysis was relevant. The factor analysis



fabrication ranges from 0.862 to 0.936 and the eigenvalue was 6.366. Hence, the construct is defensible and genuine.

Table 5. Factor Analysis on procurement performance

	Factor Loading
Our company has improved product compliance with others placed	.879
Our company has reduced inbound lead time	.936
Our company has achieved improved requirement specification for purchased materials	.890
Our company has achieved timely submission of purchase requisitions by the department for approval	.862
Our company has timely purchase requisition approval	.868
Our company has timely bidding process initiation and closure	.916
Our company has timely bids evaluation and supplier selection	.905
Our company has a low percentage of defects	.878
Eigenvalue	6.366
% of Variance	79.577
Cronbach Alpha	0.963
KMO=0.848, Chi-Square=1565.856, df=28, Sig.=0.000	

The effect of procurement skills on procurement performance. This section assessed the effect of procurement skills on procurement performance. The study run a Pearson rank correlation to determine the relationship between procurement skills and procurement performance (Table 6). It was shown that the P-value was 0.016, which is less than 0.05 and it indicates significant positive relationship between procurement skills and procurement performance. This implies that procurement skills improve the procurement performance of public sector organization's.

Table 6. Relationship between procurement skills and procurement performance

		Procurement skills	Procurement performance
Procurement skills	Pearson Correlation	1	0.622**
	Sig. (2-tailed)	-	0.016
	N	150	150
Procurement performance	Pearson Correlation	0.622**	1
	Sig. (2-tailed)	0.016	-
	N	150	150

The Table 7 shows that the P-value for procurement skills was 0.023, which implies a significant relationship between procurement skills and procurement performance. The 0.023 significant difference implies that a sudden change in procurement skills will result in 2.3% procurement performance in public institutions.

Table 7. Regression coefficient on procurement skills and procurement performance

	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	S. E	Beta		
(Constant)	4.991	0.483		3.836	0.021
Procurement skills	0.081	0.410	0.046	1.325	0.023



The study found that, procurement skills had significant effect on procurement performance. The first hypothesis was accepted and the result is empirically supported. Thus, when a firm is able to use their procurement skills effectively, that is both human skills which involving employing professionals will help improve performance. Also, RBV aims to obtain sustainable competitive advantage by identifying and creating resources that are valuable, rare, costly to duplicate and exploitable by the business. Skills are often seen as essential attributes that practitioners in organisations need to have in order to effectively support organisational operations. Procurement planning is an integral part of organisational operations that include actions focused on identifying needs, selecting procurement methods, and calculating the appropriate time for completing purchases (Changalima et al., 2022a). Baily et al. (2022) define procurement activities as including tasks such as formulating requirements, identifying suitable suppliers and service providers, assessing prospective suppliers, and monitoring the performance of engaged vendors. Proficiency in the required abilities is essential to guarantee the successful implementation of the specified procurement strategies. Basheka (2010) recognised these abilities as essential for public procurement practitioners to effectively carry out procurement planning activities in their public purchasing bodies.

Existing research demonstrates that the acquisition of procurement skills is necessary for effective performance of procurement practitioners in their daily organizational activities (Bals et al., 2019; Mwiseje and Changalima, 2022). Procurement skills are essential for conducting procurement tasks. Inadequate procurement skills lead to procurement malpractices (Mrope, 2017, 2018), unethical behaviour (Israel et al., 2019), and research indicates that the challenges faced in public sector procurement practices are closely linked to the insufficient skills of procurement professionals (Mazibuko and Fourie, 2017). Procurement practitioners require a range of essential skills, including individual technical skills such as cost analysis, product knowledge, and computer literacy (Tassabehji and Moorhouse, 2008). Additionally, they need strong communication skills (Changalima and Ismail, 2019), marketing skills, customer care management skills, and risk management skills (Basheka, 2010). Research in this particular setting has mostly concentrated on assessing the abilities of employees to determine their competences (Hamza et al., 2016; Kiage, 2013). Adept personnel in procurement organisations is crucial for enhancing performance by improving procurement procedures (Odongo and Kazungu, 2022). Therefore, it is crucial to formulate a hypothesis on the influence of procurement skills on procurement performance.

CONCLUSION

The main objective of the study was to examine the relationship between procurement skills of procurement practitioners in the Kumasi metropolis of Ghana. The study utilized the quantitative research approach. The research used a stratified sampling approach to randomly choose the manufacturing industries. The analysis was performed with the aid of the statistical software namely, statistical package for social sciences (SPSS) version 23. The analyses were presented using means, standard deviation as well as multiple liner regressions and reliability and validity test. The study found that, procurement skills had significant effect on procurement performance. Similarly to the practices of procurement skills the respondents somewhat agreed their firm practice it. For instance, their company has the ability to manage risks involved in procurement undertakings as well as their company has the global skills to follow procurement. Again, their company has the ability to analyze second-tier as well as their company has the ability to effectively manage their own time.



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