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**Public Procurement Planning and Organizational Project Success, the Role of  
Management Commitment at the Public Sector Organizations**

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**Abstract**

**Purpose:** The success of public sector project delivery is often constrained by inefficiencies in procurement planning and inconsistent management commitment. This study examines the influence of procurement planning on project success and the mediating role of management commitment in public sector organisations in Ghana. Anchored in Institutional Theory, the study specifically assesses how procurement planning affects project success and whether management commitment transmits this effect, situating both constructs within Ghana’s coercive regulatory procurement environment.

**Methodology:** A quantitative descriptive survey design was adopted. A structured questionnaire, using stratified sampling, yielded a total sample of 317 respondents. Institutional Theory guided the theoretical framework, explaining the coercive, normative, and cultural-cognitive pressures that shape procurement planning behaviour and management commitment in public sector institutions.

**Findings:** The findings reveal that procurement planning positively and significantly predicts project success. Management commitment mediates this relationship and demonstrates that procurement planning does not only influence project success directly, but does so through the activation of management commitment, which drives the enforcement, resourcing, and oversight behaviour that translate plans into outcomes. The depth of this mediation is further conditioned by the institutional basis of commitment and that normatively and culturally embedded commitment mediates more effectively than compliance-driven commitment alone, yielding more timely, cost-effective, and quality project delivery.

**Unique Contribution to Theory, Practice and Policy:** The study makes some theoretical contributions. First, it advances Institutional Theory by empirically demonstrating that the three isomorphic pressures coercive, normative, and cultural-cognitive operate differentially on management commitment and, through it, on project success. The distinction between compliance-driven and normatively embedded commitment as mediating mechanisms refines the theory’s explanatory reach in sub-Saharan African public procurement contexts. In addition, practice and policy, the mediation finding reframes where managerial and institutional investment should be directed. This means investing in procurement training, ethical leadership development, and inter-agency accountability structures that embed procurement standards as professional obligations rather than legal minimums. Project managers and executives can use this evidence to advocate for senior management engagement in procurement oversight that goes beyond compliance to fostering the accountability, cross-departmental coordination, and resource discipline that convert well-designed procurement plans into successful project outcomes.

**Keywords:** *Procurement Planning, Management Commitment, Project Success, Public Procurement, Works Procurement*

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## INTRODUCTION

Project success in public institutions is crucial for achieving government policy objectives and initiative, improving works delivery that ensures effective use of public resources (Nwafor et al., 2019; Manta et al., 2022; Bunescu & Roman, 2026). Although both public and private sector organisations invest in projects delivery, the former mainly provides projects to create social and economic value purposely to benefit the entire citizenry of a country (Moore, 1995; Ojasalo & Kauppinen, 2024). Therefore, successful project implementation and execution perform a critical role in national development, good governance and public trust (Yang et al., 2024; Onyango & Namusonge, 2022; Samuel & Watson, 2023). Again, both developed and developing economies through public institutions and agencies emphasis and strategise on how to undertake a successful project implementation in the communities (Agyeman Danso, 2022; Cartwright et al., 2023). Meanwhile, public sector projects constitute civil, mechanical, electrical and structural works (Adeyemi & Idoro, 2021; Osei-Tutu et al., 2023; Babalola et al., 2023). The project works carried out at public institutions constitutes construction, building, renovation, maintenance, demolition and refurbishment of public infrastructure and facilities (Abdul Aziz & Adedayo, 2021; Ugochukwu et al., 2022; Olawale & Sun, 2023).

Public institutions seek to organise, carry out, create, improve and maintain public assets in line with policies and objectives (World Bank, 2020; Lokuge et al., 2021; Adabre et al., 2023) for the betterment of public interest. Consequently, the success of project implementation is guided by timeframe, budget/cost, legal framework as well as the scope that constitute public value, accountability, sustainability and stakeholders' satisfaction (Bryson et al., 2021; Bozeman et al., 2023; Andrews et al., 2023). Public institutions effort to achieve project success is to ascertain public trust and confidence providing transparency and accountability as well as attaining citizen's satisfaction on project delivery and to promote social acceptance (Joslin & Müller, 2016; Klakegg, 2022). According to Agyekum et al., (2024), an improved policy guidelines implementation at public organisations requires incorporating citizens' perceived value as a prerequisite to achieve project success from public perspective.

Meanwhile, project success could be realised when there is effective and strategic planning of activities involved in project procurement process. Thus, procurement planning is a critical process in public sector management for project success and that ensures systematic way of procurement of works in line with the organisational objectives and available resources (Nwokah & Worlu, 2021; Udejaja & Chinedum, 2023). The recurring issues of costs overruns, contractual disputes, poor documentation and supervision challenges saddle a lot of African countries executing large scale public projects (Musau & Chege, 2025). It is a statutory requirement under the procurement laws framed to regulate and promote efficiency, accountability and VfM in the use of public funds (Githinji et al., 2021; Udejaja & Chinedum, 2023). Nonetheless, literature indicates that, inadequate procurement planning is a significant cause of project delays, failures, conflicts and cost overruns in public sector organisations (Ameyaw et al., 2012; Nyajowi et al., 2024; Álvarez-Pozo et al., 2024; Otto, 2024; Katamuna, 2025). Effective procurement planning contributes significantly to good governance and enhances sustainable development (Adekoya, 2024). It becomes unachievable when public institutions pursue project success without due recognition to effective and strategic planning of resources (funds and personnel), cost, budget and quality standards (Love et al., 2020; Chan et al., 2021) that are critical to establish and secure project success. The success of projects could only be possible when institutions comply with the laws and acts regulating procurement planning practices of a country (Thai, 2021; Adekoya, 2024; World Bank, 2020).

Moreover, management commitment is paramount when organization pursue to achieve project success (Aga, 2016; Pinto & Slevin, 2020). Organisational management provides expert advice on strategic direction, endorsement and approval of procurement plan based on strategic decision and objectives. Management enforcement of sound procurement processes should be in compliance with procurement law. Thus, making it unsurmountable to derail organisational goals and objectives established as guiding policy to achieve project procurement success. Notwithstanding the legal and statutory obligations of all procurement entities, management commitment is a prerequisite to foster project success (Harun et al., 2025; Mchopa et al., 2025) through discipline and commitment to doing the right thing.

Despite the incessant effort of public institutions and agencies to attain project success, there is continuous setbacks such as inefficiency, project delays, conflicts and cost overruns due to inadequate planning and insufficient management commitment to the investment for project success (Kapangu & Chibomba, 2025; Xegwana et al., 2024). Despite existing regulatory frameworks and procurement laws, public sector projects are frequently marred by poor execution, contract mismanagement, and resource misallocation, leading to financial losses and unsatisfactory outcomes (Thai, 2001; Basheka, 2009). Public projects in Ghana are principally regulated by the Public Procurement Act, 2003 (Act 663) as amended by Act 914, the Public Financial Management Act, 2016 (Act 921), and the Public Private Partnership Act, 2020 (Act 1039), alongside environmental, contractual, and local governance regulations that collectively ensure transparency, accountability, sustainability, and value-for-money in project implementation. Projects constantly associated with weak procurement planning makes it difficult for organisations to meet deadlines, spend within budget and maintain acceptable quality procurement standards (Ameyaw et al., 2012). Meanwhile, there is insufficient evidence linking procurement planning directly to successful project outcomes in environments full of bureaucracy and limited managerial oversight (Mucha et al., 2025). Another problem that bedevils project success is procurement inefficiency due to absence of proactiveness of management and management involvement in overseeing procurement processes (Isan & Ebiloma, 2024).

A deeper structural problem underlies these failures: procurement planning is not often treated as a strategic function but is instead relegated to routine administrative procedures that is completed to satisfy legal requirements rather than to drive project performance (Changalima & Mdee, 2023; Patrucco et al., 2024). This distinction between compliance-based planning and performance-based planning is critical (Harun et al., 2025; OECD, 2023). Compliance-based planning treats the procurement plan as a bureaucratic artefact: a document produced because the law demands it, reviewed by oversight bodies, and filed accordingly, with little subsequent connection to how the project is actually delivered (Mushi et al., 2021). Performance based planning, by contrast, treats procurement as an active management instrument, one that aligns resource acquisition, contractor selection, scheduling, and risk allocation with the specific objectives of the project and the strategic goals of the institution (Changalima & Mdee, 2023; OECD, 2023).

When procurement planning is reduced to a compliance exercise, the plan loses its function as a decision-support tool (Mushi et al., 2021; Harun et al., 2025). Procurement officers focus on procedural correctness by ensuring forms are completed, timelines are nominally observed, and approvals are obtained rather than on whether the procurement strategy maximises the likelihood of project success (Anin et al., 2022). The result is a disconnect between what the plan says and what the project requires. This compliance orientation also shifts accountability

away from outcomes and toward processes: an institution can demonstrate full legal adherence while simultaneously delivering a failed project, because the metrics of success under compliance-based planning concern procedural conformity rather than value for money, quality, or timely delivery (OECD, 2023; Patrucco et al., 2024). It is this gap between doing procurement correctly on paper and doing it effectively in practice that weakens accountability structures and undermines policy enforcement (Odhiambo & Kamau, 2003; Waci et al., 2024; Augustine, 2024; Yanuarisa et al., 2025; Yamoah & Ackah, 2025). This article aims at investigating the relationships between procurement planning and project success; the role of management commitment which is crucial but underexplored factor. The study objective is to investigate the influence of procurement planning on project success, to determine the influence of procurement planning on management commitment, to assess the influence of management commitment on project success and to determine mediation effect of commitment on the relationship between procurement planning and project success.

## **Conceptual Review**

### **Procurement Planning**

Procurement planning is the process through which an organization determines its procurement needs, prepares budgets, sets timelines, evaluates procurement risks, and decides on appropriate methods of acquisition (Mwanaumo et al., 2018; Agyekum et al., 2025; Mwakibete & Malongo, 2024). It is broadly understood to encompass three interrelated components: technical, financial and strategic planning. Procurement planning involves identification of required projects, market assessment, specification development, and strategy formulation for acquiring projects in a cost-effective and timely manner (Muberarugo & Madichie, 2022; Offiong & Ogwueleka, 2025; Adda, 2024). The technical component of procurement planning centres on the preparation of clear and precise specifications that define the scope, quality standards, and functional requirements of the goods, works, or services to be procured (Asare et al., 2025; Ackah, 2025). Standardised technical specifications are critical because they set minimum requirements during the project planning phase, guide contractor selection, and reduce ambiguity in contract execution (Fobiri & Bondinuba, 2025). The financial component encompasses budgeting, cost estimation, and resource allocation, ensuring that procurement activities are planned within approved fiscal limits and aligned with broader public financial management obligations (Changalima & Mdee, 2023; OECD, 2023). Adequate financial planning ensures that funds are committed against clearly defined procurement objectives, thereby reducing the risk of cost escalation and enabling value-for-money outcomes (Changalima et al., 2022). The strategic component involves risk assessment, market analysis, and the selection of appropriate procurement methods that align with institutional objectives and regulatory requirements (OECD, 2023b; Ackah, 2025).

Strategic procurement planning enables public sector organisations to anticipate supply-side uncertainties, evaluate contractor capacity, and build procurement strategies that are responsive to project complexity and the governance environment (Asare et al., 2025; Harun et al., 2025). Basheka (2009) intimated that, procurement planning is not just a procedural activity but a strategic one that underpins project implementation and service delivery. Effective procurement planning is crucial at public sector institutions' procurement decision, emphasising transparency/openness, accountability, and value for money (Mwakolo et al., 2024; Appiah et al., 2023) are consequential to project management and success (Annor, 2023). As a key aspect of the broader procurement process, procurement planning helps public sector organisations to structure the approach to acquiring projects. Because the methodical approach

of public institutions planning is based on structured and multi-stage processes, the identification of needs, budget and finance procedures of contractors' selection reduces risks and maximises resource utilisation (Fobiri & Bondinuba, 2025). Planning for procurement effectively guarantees that public projects are finished on schedule and in compliance with the necessary quality standards (Knowledge Hut, 2023). Nonetheless, literature indicates that, inadequate procurement planning is a significant cause of project delays, failures, and cost overruns in public sector organisations (Ameyaw et al., 2012).

It is, therefore acknowledged that without procurement planning, the success of project implementation becomes a mirage (Changalima et al., 2021; Kakwezi & Nyeko, 2019; Offiong & Ogwueleka, 2025). In order for public institutions identify their goals, distribute resources appropriately and set realistic schedules appropriately, procurement planning offers a framework through cogent decision-making (Basheka, 2009). According to Schapper et al. (2006) and consistent with Offiong & Amaka, (2025), procurement planning is a strategic activity that greatly enhances project sustainability and efficiency when done correctly. However, a number of public sector organisations encounter obstacles that impede the efficacy of procurement planning, including bureaucratic inefficiencies, inadequate coordination, and non-compliance with procurement legislation (Asare & Bondinuba, 2025) that renders procurement planning decisions null and void. Poor procurement planning can lead to time overruns, cost escalation, contract disputes, and ultimately project failure. Similarly, Annor (2023) revealed that although procurement planning is recognized in policy, it is often executed as a routine procedure rather than a strategic activity, which undermines its effectiveness.

### **Project Success in the Public Sector**

Project success (PS) means different thing to different perspectives (Jaldesa, 2024; Ishimwe & Sanja, 2024; Bajcar et al., 2026). Quite a number of definitions reveal how successful project is adduced from different views. According to Project Management Institute (PMI, 2017) it is measured by the extent to which a project achieves its objectives and delivers value to the organisation and stakeholders. It is very crucial to leverage on transparency, ethical behaviour, and social responsibility initiatives to enhance reputation of projects and build trust among stakeholders (Amelia, 2024).

Meanwhile, Adebayo et al. (2024) emphasised that project success should be measured not only on the iron triangle of cost, time, and quality standards (Ogunbukola, 2024; Homthong, 2024; Erdei, 2024; Giwa, 2026) but also the holistic benefits delivered to stakeholders and the organisation (Homthong, 2024; Ali et al., 2024). The researchers focused beyond the traditional parameters (time, cost and quality) of measuring project success to capture holistic aspect (value delivery, satisfy different interest groups, business value, sustainability of business and of meeting project standards) in line with achieving business objectives, long term benefits, timeliness, within budget, interest to use the project and its impact on targeted beneficiaries (Takagi et al., 2024; Jaldesa, 2025; Al-Marri et al., 2025) of successful project delivery. Therefore, to conclude that project is delivered successfully, it is imperative to consider perspectives to gauge what to look for and hope to achieve from project investment. Whether focusing (project) success on stakeholders' expectation, objectives and benefits, and long term value depends on efficient and effective application of time, budget, financial management, specification and meeting beneficiaries' needs and compliance with regulatory requirements.

Hence, the successful project delivered is required to accrue returns on investment, sustainable and persistently measure success through metric criteria such as schedule variance or cost

performance index to ascertain project performance (Ogunbukola, 2024). Unlike private sector projects, public projects are often influenced by political, institutional, and bureaucratic factors, making success more complex and multi-dimensional (Turner & Müller, 2005; Singh, 2024; Kravchenko and colleagues, 2025) such as timely completion, adherence to budget, quality standards, stakeholder satisfaction, and compliance with regulatory requirements (Mustapha et al., 2023; Jaldesa, 2025; Ghanbari, 2024).

### **Management Commitment**

Management commitment centers on active involvement and support provided by organizational leadership in the planning and execution of procurement processes (Ambe & Badenhorst-Weiss, 2022; Chen et al., 2023; Ackah et al., 2024; Koroma et al., 2024). Drawing on Meyer and Allen's (1991) Three-Component Model of organisational commitment, management commitment in procurement contexts can be understood through three distinct but interrelated dimensions: affective, continuance, and normative commitment. Affective commitment refers to leaders' genuine emotional attachment to the goals and values of the institution, reflected in a desire to actively drive procurement effectiveness beyond mere procedural compliance (Meyer & Allen, 1991; Jin et al., 2025). Managers who are affectively committed are intrinsically motivated to champion procurement planning, allocate resources proactively, and foster a culture of accountability and transparency (Jin et al., 2025; Darke et al., 2024). Continuance commitment, by contrast, describes a calculated, cost-benefit orientation in which management engages with procurement processes primarily because the perceived costs of non-compliance such as audit sanctions, legal liability, or reputational damage outweigh the costs of compliance (Meyer & Allen, 1991; Harun et al., 2025). While continuance commitment may sustain baseline adherence to procurement regulations, it is less likely to generate the discretionary oversight and strategic direction that effective procurement planning requires (Ly et al., 2024).

Normative commitment reflects a sense of moral and professional obligation to support procurement processes, rooted in internalised institutional values, professional codes of conduct, and public sector accountability norms (Meyer & Allen, 1991; Harun et al., 2025). Normatively committed managers uphold procurement standards because they perceive it as the right thing to do for the public good, independent of personal gain or external enforcement (Ly et al., 2024). Together, these three dimensions shape how management engages with procurement planning: affective commitment drives proactive leadership; continuance commitment sustains regulatory compliance; and normative commitment anchors ethical conduct. Committed management ensures policy enforcement, allocates necessary resources, motivates personnel and monitors project implementation progress (Mwihaki & Kihara, 2020; Ambe & Badenhorst-Weiss, 2022; Koroma et al., 2024). According to Yanuarisa et al. (2025) and Phahlamohlaka & Mpungose (2025), management commitment mitigates risks such as non-compliance, procurement fraud and operational inefficiencies essential to achieving project success at the public sector. Several studies highlight the impact of weak managerial commitment on procurement outcomes (Anina et al., 2024; Ackah, 2025). Eyaa and Oluka (2011) found that public sector organisations with low levels of management involvement in procurement processes often experience inefficiencies such as delays, contract disputes, and poor service delivery (Munyimi & Chikazhe, 2024; Githae et al., 2024; Adebayo, 2025; Bombo, 2026). Similarly, Ameyaw et al. (2012) argue that lack of leadership in procurement planning results in resource misallocation, leading to project failures and financial losses. On

the other hand, organisations that prioritize management commitment experience enhanced efficiency, cost savings, and improved project implementation (Basheka, 2009).

Despite the existence of regulatory frameworks guiding procurement in public sector organisations, procurement inefficiencies persist due to poor leadership commitment and weak enforcement mechanisms (Suardi et al., 2024; Tau et al., 2024; Adebayo, 2025; Panya & Awuor, 2025). Odhiambo and Kamau (2003) emphasize that regulatory compliance alone is not enough; strong management involvement in organisational activities is necessary to ensure procurement policies are effectively implemented. When management takes an active role in procurement planning, it fosters a culture of accountability, enhances decision-making, and improves overall project performance (Schapper et al., 2006; Ingabire & Dushimimana, 2024; Mebrate, 2024; Mukamazimpaka & Nimpano, 2025).

This study highlights the importance of management commitment in public sector institutions while attempting to investigate the connection between procurement planning and project success. Research by Eyaa and Oluka (2011); Offiong and Ogwueleka (2025) and Masiba and Xegwana (2024) further show that the absence of management leadership in procurement planning leads to delayed project delivery and frequent budget overruns. Moreover, Prajapati and Bhattacharyya (2020) emphasize that contract disputes, supplier misalignment, and poor service quality are more likely when procurement strategies lack strong management support. These recurring inefficiencies diminish public confidence in government institutions and agencies (Basheka, 2009). This oversight gap increases the likelihood of corruption, non-compliance and inefficiency ultimately undermining project goals (Schapper et al., 2006). Gordon (2016) notes that many procurements failures stem from weak managerial commitment, political interference, and risk mismanagement (Suardi et al., 2024; Gnaldi & Del Sarto, 2024; Adebayo, 2025).

The effectiveness of management commitment can be ascertained where management display willingness to commit to projects based on reflection on attitude, benefits and priorities to embrace accountability and results. Management remains committed when there is clear cut goals and vision, resources availability, information and communication, perceived value and regulatory pressure (Chen et al., 2023; Gibb et al., 2026). The nature and quality of that commitment, however, varies according to its underlying motivation. Where commitment is affective, that is, rooted in a genuine belief in the institution's public mission and the value of sound procurement management is more likely to take ownership of planning processes, model ethical conduct, and sustain engagement even in the absence of external pressure (Jin et al., 2025; Darke et al., 2024). Where commitment is primarily continuance-based, driven by the need to avoid regulatory sanction or reputational loss, management tends to engage with procurement obligations in a reactive and minimally compliant manner, which may satisfy audit requirements but falls short of the strategic leadership required for project success (Meyer & Allen, 1991; Ly et al., 2024). Normative commitment, grounded in internalised professional and ethical obligations, produces the most durable form of procurement leadership: managers who feel a duty to uphold public procurement standards regardless of incentive structures are more consistent in enforcing policies, mentoring staff, and resisting political interference (Harun et al., 2025; Meyer & Allen, 1991). Public sector organisations therefore benefit most when management commitment is not merely compliance-driven but is affectively and normatively anchored, aligning institutional values with procurement practice to achieve sustained project performance.

## **Empirical Review**

### **Procurement Planning and Project Success**

The growing body of literature affirms that procurement planning composes an integral part of project success (Changalima et al., 2021; Ackah & Dadzie, 2024; Endal, 2024; Alemayehu, 2024; Kavishe & Chileshe, 2021). For instance, Basheka (2009) study on procurement planning and local governance using factor analysis approach found in Uganda that, effective procurement planning was positively associated with project success and accountability in local government systems. The study emphasized that planning helps reduce resource wastage and ensure timely project delivery. Extant literature reveals inadequate procurement planning as a major cause of public project delays, cost overruns, substandard outputs (Ameyaw et al., 2012; Asiedu & Adaku, 2020; Khabisi et al., 2016; Ramabodu, 2014; Bayandor et al., 2025; Gurumayum, 2025) and frequent misunderstandings.

Extant literature reveal studies serially on procurement planning (Gallego-García & García-García, 2020; Kusumadini & Nirawati, 2025; Changalima & Mdee, 2023). According to Francis et al. (2024), their study focused on how procurement capabilities and project planning influence project success in the Ghanaian construction industries. The study thus indicates procurement planning directly improves project success and positively mediates the effect of procurement capabilities (skills) on project delivery success. Meanwhile, the study showed that organisations building capacity alone is not enough but must provide capabilities in line with effective procurement planning to drive project (success). Further, studies indicate that procurement planning and other procurement practices influence public sector performance (Lartey et al., 2024; Udoba & Mwalukasa, 2025; Kadudu & Mwalukasa, 2025). These studies showed a significant positive relationship between procurement planning assessment and procurement performance. Meanwhile, it is perceived that procurement planning is the strongest predictor of organisational and project success in Ghana. This research highlights the significant influence of effective planning on overall outcomes within procurement practices. The study explained that procurement planning has significant effect on public sector performance. Namwanje et al. (2024) examined procurement planning practices and its effect on procurement performance in a commercial Bank. The study results show that there is linkage between procurement planning activities such as (schedules, role, and supplier identification) and improved procurement performance. Literature revealed that project procurement constitutes the highest proportion of public institutions expenditure on procurement activities (Agyekum et al., 2015) which is expected to be successful to benefit for public consumption.

### **Procurement Planning and Management Commitment**

Management commitment significantly attracts scholarly attention (Cheung & To, 2010). Eyaa and Oluka (2011) reported that public procurement inefficiencies in Uganda were largely due to weak leadership involvement in planning and execution stages. Their findings show that non-compliance, corruption, and delivery failures increased where managerial oversight was minimal.

Prajapati and Bhattacharyya (2020) examined procurement systems in India's public sector and concluded that strong leadership leads to improved procurement outcomes, especially when senior managers are involved in risk management, supplier negotiation, and contract administration. Their study emphasized that contract disputes and poor service delivery were minimized in organisations where leadership played a strategic role.

In the Zambian public sector, Nyimbili & Chalwe (2023) found that management commitment significantly influenced procurement plan implementation and efficiency. Organisations with high leadership engagement recorded better compliance with procurement policies, improved transparency, and higher project success rates compared to those with weak leadership structures.

Studies indicate that management commitment at public sector organisation and their role in procurement planning influencing project success cannot be underestimated (Liu et al., 2013). Riaz et al. (2016) studied the effect of multidimensional top management support on project success, an empirical investigation. The study revealed that top management commitment provides resources, structural arrangement, communication expertise and power invariably facilitate project success through project efficiency, impact on citizens/customers, impact on team, business success and prepare for the future.

While many studies have independently explored procurement planning and management commitment, fewer have analyzed how these two variables interact to influence project outcomes. Odhiambo & Kamau (2003) recognized that procurement reforms in East Africa failed to deliver expected results because they focused too heavily on regulations without considering the enabling role of leadership. Similarly, Gordon (2016) argued that even the most well-crafted procurement frameworks can be rendered ineffective if management does not actively support and oversee their implementation. According to findings, procurement failures in the public sector often stem from both poor planning and lack of leadership commitment. Schapper et al. (2006) provided a broader analytical framework showing that procurement effectiveness is maximized when institutions align strategic planning with top-level management involvement. Their work suggests that the relationship between procurement planning and project success is not linear but dependent on leadership engagement and institutional culture.

Studies such as Zada et al. (2023) empirically demonstrated that top management support moderates the mediated relationship between public leadership and project management effectiveness in public sector developmental projects. Bhutto and Shaikh (2024) showed that top management support acts as a parallel mediator between external pressure and sustainable procurement practices. Tetteh et al. (2025), in a Ghanaian construction industry study, found that procurement planning mediates the effect of procurement capabilities on project success, indicating that management-enabled planning is a transmission mechanism for project outcomes. Adda et al. (2021) similarly demonstrated that management commitment influences sustainability integration through the mediation of strategic decision-making in Ghanaian SMEs. What these studies collectively establish is that management commitment exerts influence on project and procurement outcomes, however, each tests a distinct pathway, involving different antecedents, mediators, outcomes, or organisational types.

Limited studies within the Ghanaian public procurement literature formally modelled whether management commitment transmits the effect of procurement planning on project success (mediation) or conditions its strength (moderation) under the specific regulatory and institutional context of Ghana's procurement legislation. This contextual and methodological gap is precisely what the current study addresses. This study therefore contributes precisely to studies that test management commitment as a mediating in the specific relationship between procurement planning and project success within Ghanaian public sector institutions. This gap underscores the relevance and necessity of the current research.

## Theoretical Framework

### Institutional Theory

Institutional Theory explains why organisations adopt certain practices and why management commits to enforcing them. DiMaggio and Powell (1983) identify three isomorphic pressures shaping organisational behaviour: coercive isomorphism, arising from legal mandates and regulatory authority; normative isomorphism, rooted in professionalisation and occupational standards; and mimetic isomorphism, whereby organisations model peers perceived as more legitimate under uncertainty. Scott (2008) complements this with three institutional pillars regulative, normative, and cultural-cognitive reflecting compliance driven respectively by legal obligation, moral duty, and taken-for-granted norms, and explaining not only whether organisations comply but what motivates the depth of that compliance.

Applied to Ghana's public sector, procurement planning is a statutory obligation under the Public Procurement Act, 2003 (Act 663) as amended by Act 914, the Public Financial Management Act, 2016 (Act 921), and the Public Private Partnership Act, 2020 (Act 1039), constituting precisely the coercive pressure described by DiMaggio and Powell (1983): non-compliance carries regulatory, financial, and reputational consequences. However, coercive pressure alone produces procedural rather than substantive compliance (Scott, 2008; Suchman, 1995). Where normative pressures reinforce it through professional standards and accountability norms, commitment deepens; where cultural-cognitive pressures prevail, best practice becomes embedded in organisational routine (Scott, 2008). This gradient informs the study's mediation framework: management commitment anchored in normative and cultural-cognitive forces transmits the effect of procurement planning to project success more effectively than compliance-driven commitment alone. Institutional Theory thus underpins the modelling of management commitment as a mediator of the procurement planning–project success relationship in Ghana's public sector.

### Conceptual Framework

Based on the literature, this study adopts a conceptual model in which procurement planning influences project success, and management commitment functions as a mediator. Thus, the model acknowledges that while planning sets the foundation for project implementation, leadership involvement is critical in ensuring that plans are executed effectively, risks are managed, and resources are utilized optimally.

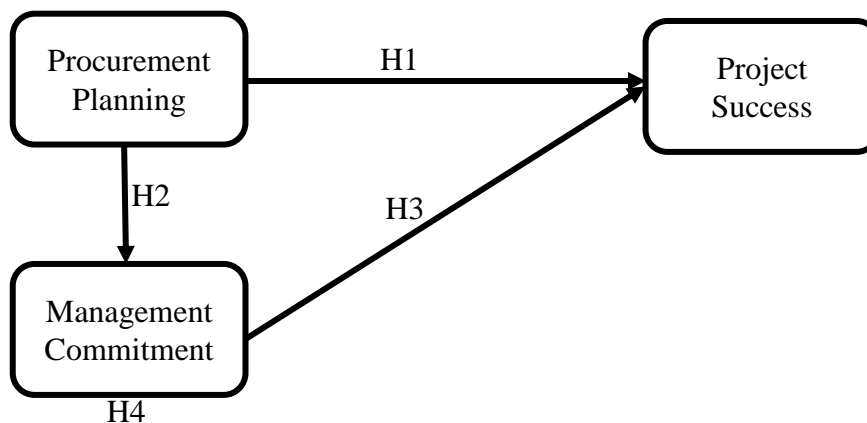


Figure 1: Conceptual Framework

## Hypotheses Development

### Public Procurement Planning (PPP) and Project Success (PS)

Procurement planning has a significant positive effect to influence project success in public sector organisations. This hypothesis is grounded on the fact that, procurement planning provides structure, clarity, and foresight to the procurement process. Proper planning reduces uncertainty, aligns project activities with institutional goals, and enables better coordination among stakeholders. Research by Basheka (2009) and Ameyaw et al. (2012) demonstrated that projects with effective procurement planning frameworks experience fewer delays, cost overruns, and quality issues (Chibomba, 2025). Procurement entities effort to adopt procurement planning policies and laws such as Act 2003 (Act 663) as amended in 2016 (Act 914) as procedural measures for procurement activities would lead to successful project delivery. The more projects are planned and strictly followed, guarantee delivery of project to meet stakeholders' needs. Base on above discussions it is hypothesis that;

*H1: Public procurement planning has positive effect on project success*

### Procurement Planning and Management Commitment

While leadership is often considered an antecedent to effective planning, this hypothesis proposes that structured procurement planning can also promote greater leadership involvement. A well-documented procurement plan creates accountability, clarifies expectations, and provides data-driven justifications for management decisions. Annor (2023) noted that the presence of structured procurement frameworks tends to attract and retain higher levels of managerial oversight, especially when the plans include risk management and budgeting details that require executive approval and monitoring.

*H2: Procurement planning has positive effect on management commitment*

### Management Commitment and Project Success

Management commitment is a major determinant of procurement planning success (Nyimbili & Chalwe, 2023). Strong managerial control, dedication to upholding procurement policies, and strong leadership are necessary for effective procurement planning (Prajapati & Bhattacharyya, 2020). Management commitment guarantees that risks are proactively controlled, resources are distributed effectively, and procurement operations align with corporate goals. It is adduced that procurement processes in the public sector often face resistance due to institutional constraints, corruption, and political interference (Akomah & Nani, 2016; Barrett & Fazekas, 2016; Fourie & Malan, 2020). These difficulties can be lessened, though, with management's active participation, which will enhance procurement performance and project success in general. The study intends to offer insights into the difficulties encountered in procurement planning from management perspective and suggest managerial commitment towards better project outcomes. The more management have absolute control over the activities in the organization, the better the organisation succeeds in project procurement. Instances where management remain committed to pursue absolute control of the operational activities of the organisation, the better it enhances achievement of success. However, when there is lack of management involvement and commitment to procurement and supply chain activities, it would mean failure of organisational performance and delivery of projects (Oluka, 2011; Mebrate & Shumet, 2024; Koroma et al., 2024; Masoud et al., 2024). Hence it is hypothesis that;

*H3: Management commitment has positive influence on organisational project success*

## **Management Commitment, Procurement Planning and Project Success**

This hypothesis reflects broad consensus in the literature that leadership/management plays a pivotal role in ensuring procurement planning effectiveness and project delivery. Management involvement ensures that procurement planning teams have the necessary resources, guidance, and institutional backing to fulfill their mandates. According to Lawal et al. (2024), the absence of managerial leadership and competence often results in poor service delivery, contract mismanagement, and delays in project delivery. When management are actively involved in procurement planning, it helps resolve conflicts, monitor progress, and ensure compliance with procurement regulations, thereby enhancing project performance. The more management remain committed to decision-making efficiency, leadership capability, allocate resources diligently based on skills, experience and expertise the better successful project achievement. Therefore, it is hypothesis that;

*H4: Management commitment mediates the relationship between procurement planning and project success*

This hypothesis posits that management commitment acts as a bridge that connects procurement planning with project success. Even the most sophisticated procurement plans may fail if there is no management to enforce timelines, allocate resources, or support procurement teams. Equally, committed management can amplify the benefits of procurement planning by providing direction, encouraging adherence to strategy, and resolving implementation challenges. Studies by Barrett & Fazekas (2016) and Fourie & Malan, (2020) provide preliminary support for this mediating effect, suggesting that procurement planning achieves its intended results only when paired with active and strategic management engagement.

## **METHODOLOGY**

The study adopts a quantitative research approach. The population consisted of all the selected public sector organisations such as Ministry of Roads and Highways, the Ministry of Health, and the Ministry of Education (MoE) staff. The study adopts stratified random sampling approach. The study selected a total sample size of 392 respondents constituting 28 respondents targeted from each study organization. Data was collected using structured questionnaires. The design combines descriptive and explanatory elements (to test hypothesised relationships and the mediation effect). Results were presented inform of tables.

## FINDINGS

**Table 3: Demographic Results**

Profile	Variables	Frequency	Percentage (%)
Gender	Male	126	40%
	Female	191	60%
	<b>Total</b>	<b>317</b>	<b>100%</b>
Age	18 - 25	54	17%
	26 - 35	156	49.2%
	36 - 45	62	19.6%
	46 - 55	36	11.4%
	55 and above	9	2.8
	<b>Total</b>	<b>317</b>	<b>100%</b>
Experience of Respondents	Less than 1 year	28	8.8%
	1-5years	120	37.8%
	6-10years	106	33.4%
	11-15years	55	17.3%
	16years and above	8	2.5%
	<b>Total</b>	<b>317</b>	<b>100%</b>
Education Background	HND	67	11%
	Degree	193	67%
	Diploma	49	20%
	Professional	8	2%
	<b>Total</b>	<b>317</b>	<b>100%</b>
Department	Procurement	110	34.7%
	Stores	28	8.8%
	Policy Planning	89	28%
	Finance	28	8.8%
	Budget	32	10.1%
	Engineer/Works	30	9.5%
	<b>Total</b>	<b>317</b>	<b>100%</b>

### Measurement Model Results

#### Factor Loadings

The above factor loadings depict the numerical strength and directions showing correlation coefficient between the observed variable (items) and the latent factor (constructs) in factor analysis (Hair et al., 2022). Factor analysis was carried out to ascertain maximum common variance from variable to determine the common score. Table 2 depict the lowest score of 0.702 and highest score of 0.863. These values suggest that all the above items are useful.

**Table 4: Factor Loadings**

	MC	PP	PS
MC1	0.782		
MC2	0.708		
MC4	0.805		
MC5	0.770		
MC6	0.802		
PP10		0.749	
PP3		0.730	
PP4		0.702	
PP7		0.863	
PP9		0.813	
PS1			0.790
PS2			0.791
PS3			0.811
PS5			0.772
PS6			0.818
PS7			0.724
PS8			0.849
PS9			0.737

The multicollinearity test was carried out using smart PLS algorithm to ascertain the variance inflation factor (VIF) to determine the assumptions of our data. The test (Table 5) produced VIF values of ( $VIF \leq 3$ ) as the acceptable threshold and ideal depicting no critical collinearity issues (Hair et al., 2022). VIF measures how strongly a predictor construct or indicator is correlated with other predictors in the model. Therefore, the model shows that variables were not significantly correlated to affect the power of estimate. Thus, the data satisfy the conditions required for further analysis.

**Table 5: Collinearity Statistics (VIF)**

	VIF
MC1	1.932
MC2	1.708
MC4	1.967
MC5	1.798
MC6	1.854
PP10	1.656
PP3	1.960
PP4	1.781
PP7	2.263
PP9	1.908
PS1	2.762
PS2	2.961
PS3	2.501
PS5	2.677
PS6	2.459
PS7	2.340
PS8	2.805
PS9	2.243

**Structural Model Results**

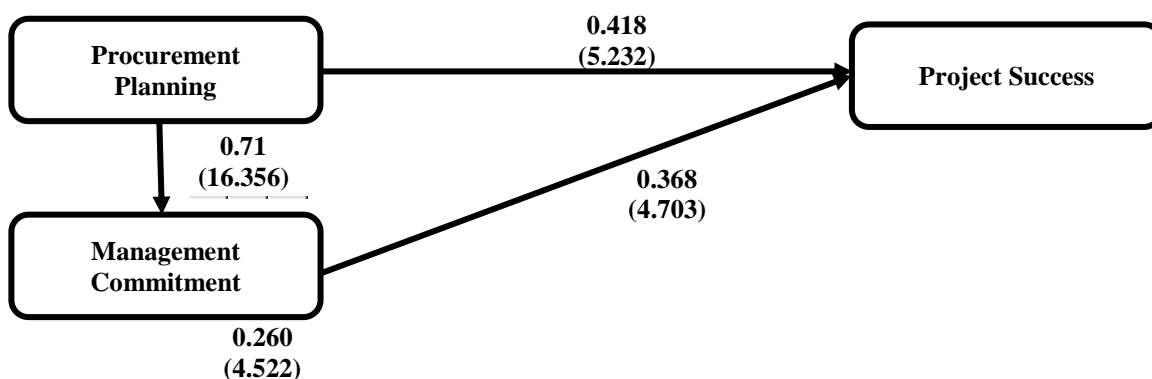


Figure 2: Structural Model

**Table 9: Path Coefficients: Summary of Results (Hypothesised Paths)**

Hypothesis	Paths	(β)	T statistics	P values	Decision
H1	PP -> PS	0.418	5.232	0.000	Support
H2	PP -> MC	0.712	16.356	0.000	Support
H3	MC -> PS	0.368	4.703	0.000	Support
H4	PP -> MC -> PS	0.260	4.522	0.000	Support

**Test of Hypothesis with regards to Public Procurement Planning and Project Success (H1)**

The results show a positive significant relationship between procurement planning and project success ( $\beta=0.418$ ;  $t= 5.232$ ;  $p <0.000$ ) as indicated in Table 9. This public procurement planning validates statistically significant effect of project success. This outcome proof the acceptance of the first hypothesis (H1). The results analysis therefore revealed that public organisations attempt to be guided and implement procurement planning such as needs identification, procurement schedule, stakeholder involvement and contract management as a benefactor in the procurement process eventually facilitates the achievement of project success at public organisations. Inasmuch as institutions put premium on funds availability, performance expectation, delivery schedules that drives project success procurement planning is panacea to foster institutions project procurement success. Hence, failure to keenly plan the procurement activities process, could otherwise derail the achievement of project implementation and success. The study shows that public institutions must be guided by procurement planning as basic requirement to determine the budget and cost estimate, when, what, why, and in what quantity of products or works needed to attain the expected performance. Their findings confirm (Abegaz, 2024; Changalima et al., 2021; Okello & Kihara, 2019; Asimwe & Mayanja, 2022) that for organisations to achieve project success, procurement process must be conducted emphasising and adhering to effective procurement plan and implementation must be the hallmark for project success.

**Test of Hypothesis with regards to Procurement Planning and Management Commitment (H2)**

Another hypothesised path of this study states that there is positive relationship between procurement planning and organisational management commitment. This second hypothesised path analysis indicates that procurement planning has positive significant effect on management commitment in the public organisational procurement activities ( $\beta=0.712$ ;  $t= 16.356$ ;  $p <0.000$ ) as illustrated in Table 9 which implies that procurement planning has

potential to drive management commitment in the public sector institutions. The findings confirm a study of (Sanghera, 2018; Kavishe & Chileshe, 2021; Maina & Thogori, 2023) such that organisations planned procurement of works including needs identification, stakeholders' involvement, delivery times, specification development, cost estimate and budget, contract award time lines and delivery schedule directly influence management commitment. Nevertheless, lack of clarity of procurement plan, management support, inadequate budgetary allocation, corruption and conflict of interest, political interference and unplanned needs and misalignment of procurement and organisational strategy discourages management commitment to procurement activities (Suardi et al., 2024; Amoako et al., 2024; Adjorlolo et al., 2024; Bombo, 2026; Omondi & Kihara, 2025). Hence, the analysis of this study depicts strong relationship between procurement planning and management commitment.

### **Test Hypothesis with regards to Management Commitment and Project Success (H3)**

Addition to the above hypotheses, this study seeks to explore the relationship between management commitment and project success. The study outcome in Table 9 reveal positive significant relationship between management commitment and project success at public institutions ( $\beta=0.368$ ;  $t=4.703$ ;  $p<0.000$ ). So, the commitment of management statistically shows significant positive effect on the successful delivery of project at public sector. The study further reveal that the commitment of management has linear relationship, directly influencing project procurement success benefiting the citizens in the community and organisation (Harun et al., 2025; Basana et al., 2026). The positive relationship between management commitment and project success is the true reflection of the combined effort of committed employees to discharge procurement responsibilities that is instituted in the organisation. And also, being responsibly regulated by the Act 663 will result to diligent delivery and support from management to achieve success in project procurement.

### **Test Hypothesis with regards to Management Commitment mediates the relationship between Procurement Planning and Project Success (H4)**

The fourth hypothesis depicts the mediating role of management commitment (MC) on the relationship between procurement planning and project success. The outcome of the data analysis indicates a significant positive indirect effect of commitment mediating the relationship between procurement planning and project success ( $\beta=0.260$ ,  $t=4.522$ ,  $p= 0.000$ ) ( $< 0.05$ ) in the project procurement at the public sector organisations. The assessment of the effect of the mediator (MC) statistically indicates the vital mechanism in strengthening the effect of the predictor variable indirectly influencing the result of project success. The results suggest an improvement in procurement planning of procurement activities demonstrate the values an organization cherishes in demonstrating commitment by management to attain desired outcome. The findings of the study signify a fine line of agreement with literature (Omondi & Kihara, 2025; Kaonga & Phiri, 2024; Atta et al., 2025) in which institutional culture enforce adherence of commitment to establish and pursue project success. Management commitment dictates direct and indirect relational direction of public institutions procurement (Adda, 2024; Kissi et al., 2025). Despite commitment of management in the organization could guarantee conducive relationship between procurement planning and project success, it is expected that public institutions strengthen the internal regulations, fairness, accountability, nondiscrimination and transparency to warrant commitment to organisational procurement practices.

**Table 10: Magnitude of Mediation**

Paths	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
PP→PS	0.681	0.681	0.047	14.515	0.000
PP→MC→PS	0.260	0.262	0.058	4.522	0.000

Note: Total effect = direct +indirect effect. Meanwhile, variance accounted for (VAF) = Indirect effect/Total effect \* 100

Therefore:

VAF = Indirect effect/Total effect

For PP → PS (H4) =  $(0.260/0.681) * 100$

$$= 0.382 * (100)$$

$$= 38.20 \text{ or } 38\%$$

Cheng et al., (2022) intimate that upon calculations of variance accounted for (VAF) and it is greater than 80% indicates full mediation while values between 20% and 80% shows partial mediation but values less than 20% means no mediation effect in the model. Because the above calculations indicate about 38% value of variance accounted for, then the mediator construct thus, MC, performs a partial mediation effect in the link between procurement planning and project success.

## Study Implications

### Theoretical Implication

This study contributes to the theoretical literature on project management and procurement by advancing understanding of how procurement planning and management commitment jointly influence project success. Drawing on established theories and integrating them within the context of contemporary project environments, the research offers several important theoretical contributions.

The study contextualises the PMBOK framework for developing economy settings where institutional conditions differ materially from the stable governance environments in which PMBOK's prescriptions were originally formulated. PMBOK posits procurement planning as a structured knowledge area encompassing needs identification, budgeting, market analysis, and scheduling (Project Management Institute, 2021), implicitly assuming reliable regulatory enforcement, qualified personnel, timely financing, and functional contracting markets. In Ghana's public sector, however, these enabling conditions are frequently disrupted by institutional voids such as weaknesses in regulatory oversight, enforcement inconsistencies, political interference in budget execution, and capacity deficits that render standard planning processes fragile (Dick-Sagoe et al., 2023; Ampomah et al., 2023). Prior scholarship has established that PMBOK-derived frameworks, developed largely in Western institutional contexts, require significant adaptation to remain applicable in Africa, where governance constraints and bureaucratic inefficiencies reshape how planning unfolds in practice (Crawford et al., 2006). This study addresses that gap empirically: by demonstrating that procurement planning retains a significant positive effect on project success in Ghana's institutionally constrained environment and that this effect is fully transmitted through management commitment. The findings show that PMBOK's core logic holds, but only when institutional voids are compensated for by managerial commitment that is normatively and culturally

embedded rather than merely compliance-driven. The contribution is therefore to contextualise PMBOK: its planning prescriptions are necessary but not sufficient in developing economy public sectors, and management commitment is the critical mediating mechanism that bridges formal planning requirements and actual project outcomes where institutional infrastructure is weak.

Second, the study makes a distinct theoretical contribution by establishing management commitment as a mediator of the relationship between procurement planning and project success a pathway that has been underexplored in the Ghanaian public procurement literature. Rather than operating as an independent predictor or background enabling condition, management commitment functions as the mechanism through which procurement planning's effect is transmitted to project outcomes. This finding advances Institutional Theory by demonstrating that the depth of that mediation whether commitment is rooted in coercive, normative, or cultural-cognitive institutional pressures determines how effectively the transmission occurs. Where commitment reflects genuine internalisation of institutional norms rather than mere regulatory compliance, its mediating effect on project success is substantially stronger. This insight aligns with and extends recent organisational behaviour research on leadership commitment in project implementation (Nguyen et al., 2022; Harun et al., 2025).

Furthermore, the study makes a direct contribution to Institutional Theory by empirically demonstrating how the three forms of isomorphic pressure identified by DiMaggio and Powell (1983), coercive, normative, and mimetic, operate differentially on management commitment and, through it, on project success. The finding that Ghana's statutory procurement framework (Acts 663, 914, 921, and 1039) constitutes coercive pressure that compels procurement planning, while the quality and strategic depth of that planning is conditioned by normative and cultural-cognitive forces (Scott, 2008), advances the theory's application beyond compliance-focused studies into the domain of project performance. Specifically, the study extends Institutional Theory by demonstrating that coercive-compliance-driven management commitment produces procedural adherence but not necessarily project success, whereas normatively and culturally embedded commitment acts as a more effective mediator of procurement planning's effect on project outcomes. This distinction between commitment as legal obligation and commitment as internalised institutional norm refines the theory's explanatory reach in public sector project management contexts and addresses a gap in its application within sub-Saharan African procurement environments (Suchman, 1995; DiMaggio & Powell, 1983).

### **Practical (Managerial) Contributions of the Study**

The findings of this study offer several significant practical and managerial contributions that can inform policy makers, project managers, procurement practitioners, and organizational leaders in both public and private sectors. These contributions highlight how improved procurement planning and enhanced management commitment can be operationalized to achieve better project outcomes, reduce risk, and strengthen institutional performance.

First, the study provides actionable insights for strengthening procurement planning processes as a core project management practice rather than a perfunctory compliance requirement. Practitioners can use the study's framework to develop comprehensive procurement plans that integrate needs assessment, accurate cost estimation, market analysis, and detailed scheduling. As noted by the Chartered Institute of Procurement & Supply (2022), well-structured procurement plans help organisations anticipate resource requirements, avoid costly last-

minute purchases, and align procurement activities with project timelines. By institutionalizing planning protocols, organisations can minimize delays, reduce budget overruns, and improve supplier performance.

Second, the study emphasizes the managerial contribution of top leadership support and commitment to procurement systems. Project managers and executives can use the evidence to advocate greater involvement from senior management in procurement oversight. The Organisation for Economic Co-operation and Development (2023) highlights that leadership commitment is a key determinant of procurement performance, particularly in preventing deviations from approved procurement plans and safeguarding against corruption and inefficiency. Managers who actively champion procurement planning encourage compliance with regulations, enhance cross-departmental coordination, and foster accountability in resource utilization.

Third, the findings offer practical guidance for capacity building and institutional strengthening. The study shows that technical competence and professional development of procurement officers and project teams directly influence how effectively procurement plans are implemented. Organisations can design targeted training programs that enhance skills in needs assessment, contract management, risk analysis, and ethical procurement practices. According to Baily et al. (2022), investing in professional development improves procurement outcomes and enhances organizational resilience in dynamic market environments.

Fourth, the study provides managerial insights on risk mitigation strategies associated with procurement. By emphasizing planning and leadership engagement, the findings enable procurement teams to identify and address risks such as supply disruptions, price volatility, and contractual disputes before they escalate into project delays or cost escalations. Integrating risk assessment tools into procurement planning supports proactive responses and ensures continuity of project implementation.

Fifth, the study also contributes to improved stakeholder engagement practices. Effective communication among project sponsors, procurement units, suppliers, and end-users enhances clarity of requirements and reduces misalignment of expectations. As highlighted by Freeman (2010) and Agyekum *et al.*, (2025), stakeholder-inclusive approaches foster trust, collaboration, and commitment all of which contribute to project success.

Lastly, for governments and regulatory bodies, the study offers evidence to support policy refinement and institutional reforms. For example, public sector agencies may revise procurement guidelines to ensure that planning is mandatory, budgetary allocations are aligned with procurement needs, and compliance mechanisms are strengthened. These reforms, supported by the study's empirical findings, can lead to improved governance in the use of public resources.

This study provides practical contributions by offering a roadmap for improving procurement planning and reinforcing the critical role of management commitment. Practitioners and decision-makers can apply these insights to improve project success rates, optimize resource use, and enhance organizational performance in both public and private sectors.

## **Conclusion**

This study examined the influence of public procurement planning on project success and the mediating role of management commitment within public sector organisations in Ghana. Anchored in Institutional Theory, the study conceptualised procurement planning as a practice

shaped by coercive, normative, and cultural-cognitive institutional pressures, and management commitment as the organisational mechanism through which those pressures are either procedurally satisfied or substantively internalised. The empirical findings confirm that procurement planning is a significant and positive predictor of project success, establishing its function as a strategic rather than merely administrative activity in public sector project delivery. Critically, the study demonstrates that this effect operates through management commitment: procurement planning influences project success not directly, but by activating management commitment, which in turn drives the enforcement, resource allocation, and oversight behaviours that determine whether plans translate into outcomes. These findings carry important implications for procurement policy, institutional design, and leadership development in Ghana's public sector, and contribute a contextually grounded empirical application of Institutional Theory to the project management and public procurement literature.

### **Recommendations for Future Studies**

While this study provides important empirical and theoretical insights into the relationships among procurement planning, management commitment, and project success in Ghana's public sector, several avenues remain open for future research to deepen and broaden understanding in this domain.

First, future studies should consider adopting longitudinal research designs to better capture causal dynamics and temporal effects. The cross-sectional nature of the present study limits the ability to observe how procurement planning practices and management commitment evolve over time and influence project success across different project phases. Longitudinal data would allow scholars to examine lagged effects, sustainability of outcomes, and the stability of relationships under changing institutional conditions.

Further investigations into additional mediating and moderating mechanisms that may better explain the procurement planning–project success nexus. Variables such as institutional quality, digital procurement systems (e-procurement), transparency, procurement competence, and organisational culture could serve as stronger boundary conditions than management commitment, especially in contexts characterised by bureaucratic rigidity. This is particularly important given the insignificant moderation effect observed in this study.

Third, there is a need for comparative and cross-country studies, particularly within Sub-Saharan Africa and other emerging economies. Such studies would enable researchers to assess the generalisability of findings and identify context-specific versus universal drivers of project success. Comparative analyses across countries with varying levels of procurement maturity and governance structures would also contribute to theory building in public procurement and project management.

Fourth, future research should expand the conceptualisation of project success beyond traditional and perceptual measures by incorporating objective performance indicators such as cost variance, schedule performance index, service delivery outcomes, and long-term socio-economic impact. Mixed-method approaches combining quantitative data with qualitative case studies could provide deeper insights into how procurement planning translates into tangible public value.

Fifth, scholars are encouraged to examine the role of emerging technologies in procurement, including e-procurement platforms, blockchain, artificial intelligence, and data analytics. These technologies have the potential to enhance transparency, reduce corruption, and improve

efficiency, yet their interaction with procurement planning and leadership commitment remains underexplored, particularly in developing country contexts.

Sixth, future studies could adopt advanced analytical techniques, such as covariance-based SEM, PLS-SEM with higher-order constructs, fsQCA (fuzzy-set qualitative comparative analysis), or machine learning approaches, to uncover complex, non-linear, and configurational relationships among variables. This would help move beyond linear assumptions and provide richer explanations of project success.

Finally, further research is needed to explore the policy and institutional dimensions of procurement planning by examining how regulatory frameworks, enforcement mechanisms, and political influences shape procurement effectiveness. Integrating perspectives from institutional theory or governance theory alongside RBV could provide a more comprehensive theoretical foundation for understanding public sector procurement performance.

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