

The Effectiveness of procurement Techniques and Impact on the organization

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Abstract

Public procurement is a critical mechanism through which public organizations transform public budgets into tangible services and infrastructure. Ineffective procurement practices often lead to inefficiency, delays, and diminished organizational performance, particularly in public-sector institutions. This study examines the effectiveness of procurement techniques and their impact on organizational performance through a qualitative case study of a public university in Thailand. The study analyzes procurement practices related to the hiring of design and construction supervision services. Data were collected through document analysis of procurement regulations, internal operational guidelines, and procedural records, and were analyzed using qualitative content analysis. The findings indicate that structured procurement techniques—namely open invitation, selective procurement, direct procurement, and design competition—significantly enhance compliance, operational efficiency, risk reduction, and institutional credibility. The study contributes to public procurement and public management literature by providing empirical evidence from a higher education institution in Southeast Asia. Practical implications for policy implementation and organizational management are discussed.

Keywords: public procurement, procurement techniques, organizational performance, effectiveness, public university

1. Introduction

Public procurement represents one of the most significant administrative functions within public-sector organizations, accounting for a substantial proportion of public expenditure worldwide. Governments rely on procurement systems not only to acquire goods and services but also to achieve policy objectives such as transparency, efficiency, accountability, and value for money. In the context of higher education institutions, procurement effectiveness directly influences operational continuity, infrastructure development, and the quality of academic services. In Thailand, public procurement is governed by the Public Procurement and Supplies Administration Act B.E. 2560 (2017), which emphasizes four key principles: value for money, transparency, effectiveness and efficiency, and accountability. Public procurement refers to the process of purchasing or hiring supplies, contracting for work, engaging service contractors, undertaking construction projects, and procuring design or construction supervision services by government agencies. Public procurement is of significant importance; therefore, it must be carried out in strict compliance with governmental laws and regulations. Public procurement operations that prioritize the intended purpose of use are essential, as they contribute to value for money in public expenditure. Moreover, supplies administration plays a crucial role as a key management factor supporting the achievement of an organization's vision. Regardless of organizational size—from small agencies to large institutions—effective and efficient public

procurement and supplies administration are indispensable. At the national level, the importance of public supplies has been clearly recognized by the government through the enactment of the Public Procurement and Supplies Administration Act B.E. 2560 (2017). This legislation serves as a legal framework enabling procurement personnel to perform their duties accurately and efficiently. The efficiency of public procurement and supplies administration is of paramount importance due to its direct implications for transparency and fairness. Effective public procurement enhances transparency in the use of public funds and promotes fair competition, thereby reducing opportunities for corruption and misconduct. In terms of value for money, efficient supplies administration ensures prudent public spending through the selection of goods and services that are of appropriate quality and reasonable price. Furthermore, effective procurement supports organizational operations by ensuring that government agencies have timely access to necessary supplies and services, allowing operations to proceed smoothly and efficiently. The procurement process is of critical importance, as it serves as a supporting function for acquiring raw materials with clearly defined quantities, prices, delivery timeframes, sources of supply, and delivery locations. Organizations continuously seek ways to enhance operational efficiency and improve profitability. One of the key factors in achieving these objectives is the implementation of an effective procurement process. Emphasis on operational efficiency in procurement management primarily focuses on human resources, management practices, policy frameworks, strategic planning, and technology, as these factors play a crucial role in enabling organizations or agencies to achieve optimal performance.(Aunyawong,W,2024). Compliance with laws and regulations is another critical aspect, as effective procurement practices enable public agencies to strictly adhere to relevant legal and regulatory requirements, thereby fostering public trust and confidence. In addition, efficient supplies administration contributes to personnel development by enhancing the skills and knowledge of staff involved in procurement and supplies management, strengthening their professional competence and operational effectiveness. Consequently, effective public procurement and supplies administration constitute a vital factor in enabling government agencies to achieve their organizational goals and realize their vision in an efficient and sustainable manner. (Thaworn,T,2024).

The principal legislation serving as the fundamental legal framework governing public procurement in Thailand is the Public Procurement and Supplies Administration Act B.E. 2560 (2017), together with the Regulation of the Ministry of Finance on Public Procurement and Supplies Administration B.E. 2560 (2017). These laws and regulations function as essential operational guidelines for public officials.

The mentioned legislation and regulations establish standardized criteria to ensure that all government agencies adopt consistent practices in the execution of public procurement and supplies administration.

Universities, as autonomous public organizations, are required to comply strictly with these principles while simultaneously responding to increasing demands for organizational efficiency and performance. Procurement related to professional services—such as design and construction supervision—is particularly complex due to its technical nature, regulatory requirements, and high organizational risk. Despite the existence of comprehensive procurement regulations, public organizations frequently encounter challenges in implementing procurement techniques effectively. These challenges include procedural errors, delays in project implementation, coordination problems among stakeholders, and increased

operational risks. While numerous studies have examined public procurement from legal or policy perspectives, limited empirical research has explored how specific procurement techniques influence organizational performance, particularly within higher education institutions in developing countries.

2. Research Objectives

1. To examine procurement techniques applied in a public-sector organization.

3. Literature Review

Public Procurement

Public procurement refers to the process by which public organizations acquire goods, services, and construction works to fulfill public needs. It is widely recognized as a strategic function that extends beyond administrative compliance to influence organizational performance and public trust. Effective public procurement systems are characterized by transparency, competition, efficiency, and accountability.

Procurement Techniques

Procurement techniques represent the procedural mechanisms through which procurement objectives are achieved. Common techniques in public-sector procurement include:

Open Invitation (Open Tendering): A competitive method that promotes transparency and equal opportunity among suppliers.

Selective Procurement: A method used for complex or specialized services where suppliers are prequalified based on expertise.

Direct Procurement: A non-competitive approach applied under specific conditions such as urgency or limited supplier availability.

Design Competition: A technique employed for projects requiring creativity or specialized professional expertise.

Procurement Effectiveness

Procurement effectiveness refers to the extent to which procurement activities achieve intended objectives, including efficiency, compliance, cost control, and service quality. Effective procurement minimizes risks, reduces errors, and enhances operational performance.

Procurement and Organizational Performance

Organizational performance in the public sector is often assessed through dimensions such as operational efficiency, goal achievement, service quality, and institutional credibility. Prior studies suggest that effective procurement practices positively influence these dimensions by ensuring timely project completion, resource optimization, and stakeholder confidence.

4. Methodology

The researcher conducted a quantitative research, which a quantitative research design, collecting data from a sample drawn from the target population through a single measurement. A questionnaire was utilized as the primary research instrument. Data were collected through document analysis, including procurement regulations, internal guidelines, procurement

reports, and operational records. Qualitative content analysis was applied to identify patterns and themes related to procurement techniques, effectiveness, and organizational impact.

5. Result

1. Procurement Techniques Applied

The analysis revealed the use of four primary procurement techniques: open invitation, selective procurement, direct procurement, and design competition.

2. Effectiveness of Procurement Techniques

Structured procurement techniques enhanced regulatory compliance, reduced procedural errors, and improved coordination among stakeholders.

3. Impact on Organizational Performance

Effective procurement practices contributed to improved operational efficiency, reduced project delays, enhanced risk management, and strengthened institutional credibility.

6. Conclusion

This study concludes that effective procurement techniques play a vital role in enhancing organizational performance in public-sector institutions.

1) Theoretical Implications the study contributes to public procurement and public management literature by providing empirical evidence linking procurement techniques to organizational outcomes. 2) Practical Implications Public organizations should strengthen capacity building, procedural clarity, and continuous evaluation of procurement practices. 3) Limitations and Future Research Future research may employ quantitative methods or comparative studies across multiple institutions. The findings of this study are consistent with the research conducted by Kachanut Charoenphon (2006), which indicated that the quality of supplies procurement and supplies control and disposal was rated at a high level. When ranked from highest to lowest, supplies procurement was rated the highest, followed by supplies control and disposal. Systems thinking is another form of human cognitive approach used for analyzing and understanding problems. It conceptualizes problems across three levels: the event level, the patterns of behavior level, and the systems structure level (Kreutzer, 2001, p. 803). When a problematic situation or phenomenon arises, systems thinking begins with developing a clear understanding of the situation by identifying the underlying causal factors and their sub-causes.

Subsequently, these causal factors are examined to determine how they are interconnected through cause-and-effect relationships. The resulting behavioral patterns may either lead to the amplification and expansion of the situation or contribute to a state of equilibrium in which the situation remains stable without further widespread effects. (Petchngam,B,2022)

The results are also in line with the study of Wilawan Mangkla (2021), who reported that, with regard to the preparation of the terms of reference (TOR) or detailed specifications of supplies, clear determination of work scope and comparative analysis of specifications were appropriately implemented. In addition, the study emphasized that procurement personnel should be encouraged to enhance their knowledge, understanding, and experience in conducting procurement activities in compliance with relevant rules and regulations. Regarding supplies inspection, the study recommended the appointment of an inspection

committee responsible for examining supplies, with members being fully aware of applicable regulations, duties, and responsibilities. Furthermore, the findings correspond with the research of Nattachai Kaewcharoensithong (2020), which revealed that the overall mean score of supplies administration conditions was at a high level. The highest mean score in the area of supplies procurement was related to the proper appointment of inspection committees in accordance with regulations. In terms of supplies control, maintenance, and inspection, the analysis indicated that respondents placed the greatest emphasis on maintaining asset registers for effective control and auditing purposes.

These findings are consistent with Kachanut Charoenphon (2006), who reported that both supplies procurement and supplies control and disposal were rated at a high level, with procurement being the most prominent aspect. They are also aligned with the study by Wilawan Mangkla (2021), which suggested that effective control and maintenance of supplies require careful preparation of inventory registers, accurate record updating, proper system documentation, and continuous inspection. Additionally, the results are in agreement with Nattachai Kaewcharoensithong (2020), who found that supplies control achieved a high mean score, particularly in terms of appointing responsible officers to conduct annual inventory inspections. The study also highlighted the importance of having maintenance plans and schedules to ensure that supplies and equipment remain operational at all times, especially in cases of damaged or deteriorated durable goods.

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