

IMPACT OF GOAL CLARITY ON E-PROCUREMENT SUCCESS WITH THE MEDIATING ROLE OF TECHNOLOGICAL INNOVATION AND MODERATING ROLE OF ORGANIZATIONAL POLICIES

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ABSTRACT

This study aims to investigate the impact of goal clarity on e-procurement success in project-based public organizations, with the mediating mechanism of technological innovation along with the moderating role of organizational policies. Disruptive innovation theory is utilized to provide the theoretical base for this study. It is very important for e-procurement implementation and decision-making modalities. This research also explores the mechanism for contributing to improving IT project performance in respect of procurement and goal clarity. In this study sample size would be 200 to 250 for the said population. A quantitative analysis approach is to be adopted to conduct a causal study in non-contrived settings. In this study, the survey would be completed with the help of questioners, soft form or hard form. The collected data would be evaluated using SPSS descriptive and statistical analysis, with the results concluded to test the hypothesis.

Keywords: *E-Procurement Success, Goal Clarity, Technological Innovation, Organizational Policies, IT Projects.*

INTRODUCTION

Procurement is acquiring goods, works, services, and systems from external sources. In procurement usually organization represents more expense items according to its cost structure (Angeles & Nath, 2007). In other words, organizations obtain difficult services and goods from external sources for the fulfilment of the organization's performance. (Hawking et al., 2004) revealed that indirect procurement or repair maintenance and operations (RMO) goods are not directly included in production process such as office supplies, personal computers, nonmanufacturing items, etc. (Di Fatta et al., 2018). Almost 30 to 60 percent of an organization's total expenditures for all these above procurement (Sanneh & Olanipekun, 2021).

E-Procurement (Electronic-Procurement) is likewise the acquisition of goods, works, systems, and offerings thru a web-enabled surrounding or some other networked system. E-procurement refers to the acquisition of products and offerings for organizations. (Behboudi & Mokhtari, 2017). In simple words the method of settings of goals where you want to go or indirectly what you want to achieve. It is the grade to which individuals or groups appreciate why the matter is significant or appropriate for the success of the task. Goal setting systems are officially included in management activities "Management by Objectives" (MBO). Goal clarity also provides potency to the employees of organizations. Technological

innovation improves the sources and uses efficiency, it saves the resources.

Literature Review

According to the literature, various researchers have presented their theoretical perspectives to support the study of E-Procurement success, Goal Clarity, Technological Innovation and Organisational Policies. However, the following are the few theories that relate to this study.

Procurement is the process of purchasing products, materials, services and systems as a scope and requirements of projects. Procurement contributes a vital role in project failure and success. Several sources are essential like cost, training equipment, consultancy and material” as defined by Project Management Institute (2004). In Procurement management mostly focused on the buyer’s side, not on the seller’s. A contractor, vendor/supplier and subcontractor can act as a seller. On the other side, buying requires products or services from any vendor/supplier and subcontractors. Their contractual obligations are fulfilled and this contract becomes an important input for many processes in a project. Through the opportunity of procurement, buyers can bargain on the short-term purchasing of products and other services(Cox, 1999, 2004). Problems related to the procurement system include less information for management, unproductive ways of doing work, high cost and time consumption for vendors and suppliers and a lack of transparency of all the processes involves in procurement(Nollet & Beaulieu, 2005).

The term e-procurement refers to the integration of the procurement process, which includes operations such as negotiation, ordering, receipt, and post-purchase review(S. Croom & Brandon-Jones, 2007). E-procurement is electronic procurement (e-procurement) whose implementation process refers to an integrated communication system (web-based) to perform procurement functions, including searching, negotiating, ordering, and purchasing the materials, products and services in the procurement process(S. Croom & Brandon-Jones, 2007). E-procurement can provide an implementation of procurement transparent, efficient, and fair for better consequences. There are two

benefits/advantages of applying e-procurement one is direct benefit and the other one is indirect. (Teo et al., 2009). Direct benefits can increase efficiency and effectiveness in the operation process, data accuracy, and useful application process. Indirect benefits can improve customer service.

E-procurement also gives competition and relationships between business partners. A critical success factor for the implementation of e-procurement is management's commitment to financial and technological support(Gunasekaran & Ngai, 2008). E-procurement introduced blockchain technology in e-tendering to procure goods and materials. Blockchain technology is implemented in tendering activities to implement a fair and transparent tendering scheme. Furthermore, Electronic Information Systems (EIS) provides lists, types of technical specifications, and prices for certain goods, services and systems from various providers/sellers who use e-catalogue.

Goal clarity is the critical factor in achieving expected performance levels (Sawyer, 1992). If the goals are clear for the individuals and groups, then the performance level will be very high(Anderson & Stritch, 2016). In other words, if the goals are not communicated then the individuals cannot forward the direction and purpose of the project(Bosselut et al., 2012) (Raziq et al., 2018). Clear direction assist the individual in self-regulation in the right direction o their tasks(Locke & Latham, 2019). Goal ambiguity, or the lack of correct information about the required standard and expectation, would lead to failure(Schultz, 2020). Goal and procedure clarity have created an emotional impact on effort attachment, the group followers dedicate to the objective for better results. So goal clarity positively impacts e-procurement success (Demirkol, 2021).

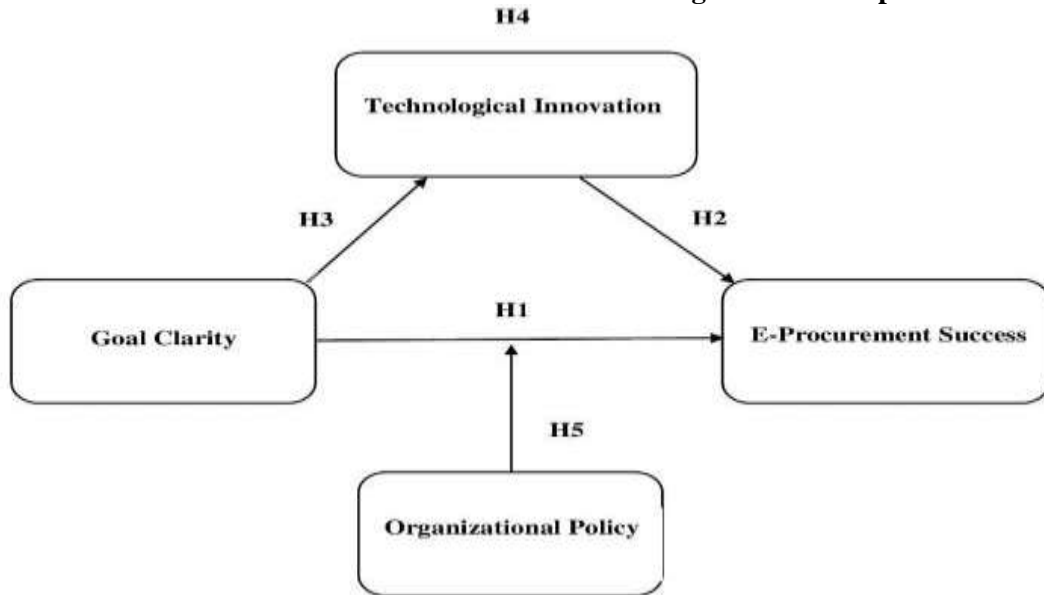
Research Methodology

A research method is a design used to collect, measure, and analyze data, to find answers to research questions. In other words, research is described as a highly intelligent human action used in the investigation of nature and matter and specifically addresses how knowledge is collected, analyzed, and used. The main objective is to

structure the study plan and test the proposed hypothesis and also to improve its generalizability.

Conceptual Model

Figure 3.1 Conceptual Model



Hypothesis Development

- H1:** Goal clarity is positively associated with the e-procurement success Factor.
- H2:** Technological Innovation is positively associated with e-procurement success.
- H3:** Technological innovation has a positive impact on Goal clarity.
- H4:** Technological Innovation mediates the relationship between Goal Clarity and E-Procurement success.

H5: Organizational policies moderates the relationship between Goal clarity and E-procurement success.

Descriptive Analysis

In table 4.1 the specific number of respondents is displayed in the 2nd column and the minimum and the maximum values are also shown in the 3rd and 4th columns of the table. Furthermore, the mean and standard deviations are also displayed in the 5th and 6th columns of the table.

Table 4.1 Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
GC	317	1.00	4.67	1.95	0.61
OP	317	1.00	4.50	2.14	0.55
EP	317	1.00	5.00	1.73	0.45
TI	317	1.00	5.00	1.72	0.50

Table 4.1 describes the respondents 317 for the variables Goals clarity, E-procurement success, Technological Innovation and Organizational policies. All the variables (Goal Clarity, E-Procurement success, Technological Innovation and Organizational Policies) were measured by the use of 5 Lickert scales. In this table, mean and standard deviations are the values that show the observations of respondents about the specific

variables. The mean and standard deviation values of the Goal Clarity (GC) are 1.95 and 0.61 respectively. The mean value of E-procurement success (EP) is 1.73 and the standard deviation is 0.45. The mean value of Technological Innovation (TI) is 1.72 and the standard deviation is 0.50. Furthermore, the mean value of the Organizational Policies (OP) is 2.14 and the standard deviation is 0.55.

Correlation Analysis

In general, correlation analysis is performed to determine the essence relationship between the variables. The primary goal of this study is to investigate the relationships or correlations that exist between the independent variable Goal Clarity and the dependent variable E-Procurement Success, with the mediating role of technological

innovation and the moderating role of organizational policies..

Table 4.2 shows the results of the variables which are studied in the present research. The values also represent the value relationship, whether it is positive or negative, as well as the magnitude and nature of the relationship.

Table 4.2 Correlation Analysis

Sr. No.	Variables	1	2	3	4
1	GC	1			
2	OP	.390**	1		
3	TI	.718**	.156**	1	
4	EP	.391**	.793**	.209**	1

P < 0.05, **P < 0.01, ***P < 0.001 N=317 At the 0.01 level, correlation is significant (2-tailed). At the 0.05 level, correlation is significant (2-tailed). (GC = Clarity of Goals; EP = E-Procurement; TI = Technological Innovation; OP = Organizational Policies.

Table 4.2 depicts the value of correlations for the theoretical variables. Goals Clarity is positively and significantly correlated with the E-

Procurement success factor (r = .391*, P < 0.05); Technological Innovation is positively and significantly correlated with the Goals Clarity (r = .390*, P < 0.05) and the E-Procurement Success and is also positively and significantly correlated with a weak relationship (r= .156*, P < 0.05). Furthermore, organizational policies are also positively and significantly correlated with the e-procurement success factor (r = .209*, P = 0.05).

Summary of Hypothesis

Table 4.3 represents the summary of the results of the proposed hypothesis.

Sr. No	Hypothesis Statement	Results
H1	Goal clarity is positively associated with the e-procurement success Factor.	Accepted
H2	Technological Innovation is positively associated with e-procurement success.	Accepted
H3	Technological innovation has a positive impact on Goal clarity.	Accepted
H4	Technological Innovation mediates the relationship between Goal Clarity and E-Procurement success.	Accepted
H5	Organizational policies moderates the relationship between Goal clarity and E-procurement	Accepted

Result and Discussion

The primary goal of this research was to look into the relationship between the impact of goal clarity on e-procurement success and the mediating role of technological innovation and the moderating role

of organisational policies in public organisations in Pakistan's capital. The study looked into the role of technological innovation in mediating .The conceptual model study explored the moderation role of organizational policies on the clarity of the

goals and e-procurements success in capital of public organizations in Pakistan. Based on which we hypothesized unique relationships among research variables, the conceptual framework was developed. The present study serves the evidence from the public organizations of the capital of Pakistan and research findings can be used for the further implementation of public organizations.

Our first hypothesis results, $\beta = 0.391^{**}$, $R^2 = 0.153$, and $P = 0.000$, demonstrated the existence of a positive relationship between goal clarity and e-procurement success factor. The coefficient value of 0.391 indicates that if there is a 1% unit change in goal clarity, there are 39.1% unit chances of e-procurement success factor. $R^2 = 0.153$ indicates that the effect of the independent variable goal clarity on the dependent variable e-procurement success is 15.3%. The results also show the relationship is positive along with the value of $P=0.000$ which shows the significance of the variables.

The second hypothesis in this research study is also supported by data collection and analysis, indicating that there is a significant relationship between Technological Innovation and the E-Procurement success factor. As it was hypothesized that the technological innovation change will positively be related to e-procurement success, which means the use of technological innovation for the procurement of different items such as purchasing directly or indirectly but technological innovation has a vital effect on the overall procurement success factor, therefore results improve the quality and quantity of procured items with the help technological innovation.

Our 2nd hypothesis results which are $\beta = 0.755^{**}$, $R^2 = 0.629$, and $P = 0.000$ proved the existence of a positive relationship between technological innovation and the e-procurement success factor. The value of coefficient = 0.755 is demonstrating that if there is a 1% unit change in goal clarity then there are 75.5% unit's chances of e-procurement success factor. the value of $R^2 = 0.629$ that shows the effect of technological innovation on the dependent variable e-procurement success is 75.5%. The results also show the relationship is positive along with the value of $P=0.000$ which shows the significance of the variables.

Our 3rd hypothesis results which are $\beta = 0.391^{**}$, $R^2 = 0.153$, and $P = 0.000$ proved the existence of a positive relationship between technological innovation and goal clarity. The value of coefficient= 0.391 is demonstrating that if there is a 1% unit change in technological innovation then there are 39.1% unit chances of goal clarity. The effect of the mediator variable technological innovation on the independent variable goal clarity is 15.3%, as . The results also show the relationship is positive along with the value of $P=0.000$ which shows the significance of the variables.

The current study proves the positive relationship between technological innovation with the clarity of goal. Therefore, procurement of any required materials and items can be achieved with the innovation of new products, items and equipment. The findings indicate that the relationship between the variables has a significant and positive impact on technological innovation and goal clarification. The fourth hypothesis proposed in this study is that technological innovation acts as a bridge between goal clarity and e-procurement success. The hypothesis has been accepted and the result demonstrates the significant relationship between technological innovation as a mediator between goals clarity and the e-procurement success factor. The lower limit coefficient index = 0.1138 and the upper limit coefficient index = 0.4403 indicate that the unstandardized regression coefficient is both positive and there is no zero in the bootstrapped 95% interval around the indirect effect of the relationship of goals clarity and e-procurement success through technological innovation.

The 5th Hypothesis of this study states that the organizational policies moderates the relationship between the goals' clarity and the e-procurement success factor. In such a way that it strengthens the relationship goals clarity and e-procurement success factor.

The findings of our 5th hypothesis showed significant results. The results are indicating that there is a significant effect of team creativity (β of coefficient = 0.029, $t = 2.553$, $p = 0.0111$). The value of β of coefficient = 0.029 is bringing a noticeable change in the relationship of agile response to change and project performance. The value of $t = 2.553$ indicates that the relationship is significant. The values 0.0067 and 0.0515 indicate

that the unstandardized regression coefficient is both positive and that there is no zero in the bootstrapped 95% interval, indicating that the results are statistically significant and that the hypothesis is accepted.

Conclusion

The current study aimed to empirically examine the relationship between goal clarity and e-procurement success factor in the government organizations of Pakistan. As we all know, today's modern environment is dynamic and change is expected, therefore the research study has attempted to expose the significance and influence of goal clarity with the e-procurement success factor in IT departments of government organizations Capital of Pakistan.

This study was conducted by including the fact that organizational management is growing its roots in Pakistan, especially in IT departments of public organizations, it has been observed that a huge number of equipment and items are procured from national and international vendors.

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