

**THE IMPACT OF COMPLIANCE WITH THE EBRD
PROCUREMENT POLICIES AND RULES (PPR) ON
BIDDERS' ORGANIZATIONAL SUSTAINABILITY
PERFORMANCE**

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ABSTRACT

This dissertation examines how different procurement methods affect corporate sustainability performance, drawing inference from Information and Communication Technology (ICT) and transparency. It is intended to present implementable ideas for policy makers, procurement practitioners as well as experts in sustainability on how to build resilient organizations that can thrive within an interconnected global economy.

Evaluation of the impact of sustainable management theory on organizational sustainability performance through procurement

planning will be among the key objectives of this research. This study also investigates PRMSs' role in enhancing sustainability; it does so by looking into what happens when ICT is used alongside them within an organization and finally explores transparency's effect on outcomes during procurement processes which are sustainable in nature.

A wide-ranging review of literature is based on three theories namely sustainable management theory information systems theory and organizational theory. In order to better understand these relationships, a mixed method approach involving both qualitative and quantitative data will be employed using surveys among others as instruments for collecting information. The data was then analyzed statistically with advanced techniques so as to validate or reject given hypothesis statements according to how they were tested against it.

The findings showed that good procurement planning leads to higher levels of corporate sustainability through alignment with wider goals while putting into practice activities necessary for achieving them. Furthermore, PRMS promotes accountability by fostering transparency hence leading to better records kept along various stages which contribute towards overall improvement shown through this particular aspect being able to be monitored easily than before because more has been revealed about what should have been done differently at each stage where things went

wrong then corrected immediately after identification has taken place thus enabling closer tracking down implementations made so far concerning those metrics used measure progress achieved over time – especially those related with environment management systems indicators such as energy consumption levels per unit area or waste produced per capita. The other part of the finding indicated that ICT plays a significant role in promoting sustainable practices since it allows firms to use natural resources efficiently while reducing their carbon footprints through remote working capabilities among others like promoting ethical sourcing. Finally, it was found out that transparency is vital for strong supplier relationships and compliance with sustainability standards in procurement processes because this ensures sustainable outcomes are achieved within organizations leading to better performance which overall contributes towards realization of sustainable development goals as envisaged by various international agreements on environment conservation and protection.

This study adds to existing knowledge by providing empirical evidence on why sustainability should be integrated into procurement processes. It also highlights the importance of having broad based strategies for organizations seeking to achieve sustainable development goals through their supply chains while at the same time calling upon them incorporate ICT based solutions that are not only advanced but also transparent

enough so as foster accountability among stakeholders involved throughout these systems' lifecycle phases from design up until disposal or reuse depending upon circumstances prevailing then. Further recommendations were made concerning improvement areas such as investing heavily in ICTs, cultivating a culture of openness besides involving different actors within communities during implementation stages towards attaining SDGs particularly those linked with public sector spending models

Keywords: Organizational Sustainability Performance, Procurement Methods, Transparency, Procurement Resource Management Systems (PRMS), EBRD, Environmental Sustainability, Information and Communication Technology (ICT)

ملخص

وتبحث هذه الأطروحات كيفية تأثير مختلف أساليب الشراء على أداء الشركات في مجال الاستدامة، مستقاة من تكنولوجيا المعلومات والاتصالات والشفافية. والغرض منه هو تقديم أفكار قابلة للتنفيذ لصانعي السياسات، والممارسين في مجال المشتريات، فضلاً عن الخبراء في مجال الاستدامة بشأن كيفية بناء منظمات مرنة قادرة على الازدهار في إطار اقتصاد عالمي مترابط . وسيكون تقييم أثر نظرية الإدارة المستدامة على أداء الاستدامة التنظيمية من خلال تخطيط المشتريات من بين الأهداف الرئيسية لهذه البحوث. وتبحث هذه الدراسة أيضاً دور نظم إدارة نظم إدارة الموارد في تعزيز الاستدامة؛ وهي تقوم بذلك من خلال النظر في ما يحدث عندما تستخدم تكنولوجيا المعلومات والاتصالات جنباً إلى جنب مع هذه النظم داخل منظمة ما، وتستكشف أخيراً أثر الشفافية على النتائج أثناء عمليات

الشراء المستدامة بطبيعتها .

ويستند استعراض واسع النطاق للأدبيات إلى ثلاث نظريات هي نظرية نظم معلومات نظرية الإدارة المستدامة ونظرية تنظيمية. ومن أجل فهم هذه العلاقات على نحو أفضل، سيستخدم نهج أسلوبى مختلط يشمل البيانات النوعية والكمية على حد سواء باستخدام الدراسات الاستقصائية، من بين أمور أخرى، كأدوات لجمع المعلومات. ثم تم تحليل البيانات إحصائياً مع التقنيات المتقدمة للتأكد من صحة أو رفض بيانات فرضية مقدمة وفقاً لكيفية اختبارها ضدها .

وأظهرت النتائج أن التخطيط الجيد للمشتريات يؤدي إلى مستويات أعلى من الاستدامة المؤسسية من خلال المواءمة مع الأهداف الأوسع نطاقاً مع تنفيذ الأنشطة اللازمة لتحقيقها. وعلاوة على ذلك، يعزز نظام إدارة نظم إدارة نظم إدارة المؤسسات المساءلة عن طريق تعزيز الشفافية مما يؤدي إلى تحسين السجلات المحتفظ بها في مختلف المراحل التي تسهم في تحسين شامل يظهر من خلال هذا الجانب الخاص. وقد تم الكشف عن المزيد عن ما كان ينبغي عمله بشكل مختلف في كل مرحلة حيث سارت الأمور على نحو خاطئ ثم تصحيحها مباشرة بعد تحديد الهوية مما يمكن من التتبع الأوثق للتنفيذات التي تمت حتى الآن فيما يتعلق بتلك القياسات المستخدمة لقياس التقدم المحرز على مر الزمن - وخاصة تلك المتصلة بمؤشرات نظم الإدارة البيئية مثل مستويات استهلاك الطاقة لكل منطقة وحدة أو النفقات المنتجة للفرد الواحد. وأشار الجزء الآخر من النتيجة إلى أن تكنولوجيا المعلومات والاتصالات تؤدي دوراً هاماً في تعزيز الممارسات المستدامة لأنها تسمح للشركات باستخدام الموارد الطبيعية بكفاءة مع الحد من آثار كربونها من خلال قدرات العمل عن بعد، من بين أمور أخرى، مثل تشجيع الاستعانة بمصادر أخلاقية. وأخيراً، تبين أن الشفافية أمر حيوي لإقامة علاقات قوية مع الموردين والامتثال لمعايير الاستدامة في عمليات الشراء لأن ذلك يكفل تحقيق نتائج مستدامة داخل المنظمات بما يؤدي إلى أداء أفضل يسهم عموماً في تحقيق أهداف التنمية المستدامة على النحو المتوخى في مختلف الاتفاقات الدولية بشأن

حفظ البيئة وحمايتها .

وتضيف هذه الدراسة إلى المعارف القائمة من خلال تقديم أدلة تجريبية على الأسباب التي تدعو إلى إدماج الاستدامة في عمليات الشراء. ويسلط الضوء أيضا على أهمية وجود استراتيجيات عريضة القاعدة للمنظمات التي تسعى إلى تحقيق أهداف التنمية المستدامة من خلال سلاسل الإمداد الخاصة بها، ويدعوها في الوقت نفسه إلى إدماج حلول قائمة على تكنولوجيا المعلومات والاتصالات لا تكون متقدمة فحسب، بل شفافة أيضا بما يكفي لتعزيز المساءلة فيما بين أصحاب المصلحة المعنيين في جميع مراحل دورة حياة هذه النظم من مرحلة التصميم حتى التخلص منها أو إعادة استخدامها تبعا للظروف السائدة آنذاك. وقُدمت توصيات أخرى بشأن تحسين مجالات مثل الاستثمار المكثف في تكنولوجيا المعلومات والاتصالات، وغرس ثقافة انفتاح إلى جانب إشراك مختلف الجهات الفاعلة داخل المجتمعات المحلية أثناء مراحل التنفيذ نحو بلوغ الأهداف الإنمائية للألفية، ولا سيما تلك المرتبطة بنماذج الإنفاق في القطاع العام

الكلمات الرئيسية: الاستدامة التنظيمية إدارة موارد المشتريات، البنك الأوروبي للإنشاء والتعمير، الاستدامة البيئية، تكنولوجيا المعلومات والاتصالات

1. Introduction

Businesses are increasingly adopting sustainable practices, including environmental and social issues. Procurement plays a crucial role in embedding sustainability into the supply chain. The European Bank for Reconstruction and Development (EBRD) has advanced sustainable procurement through policies and regulations. However, there is a need to study how compliance with EBRD's procurement policies affects bidders' sustainability performance. Previous research has considered aspects of organizational sustainability performance and ICT contributions, but there is limited literature on how compliance with EBRD policies affects different components of

organizational sustainability performance. This research aims to fill this gap by investigating how EBRD's procurement policies influence bidders' sustainability performance.

1.1 Research Purpose

This thesis investigates the link between procurement practices and sustainable bidder organizations, focusing on how managing records, using ICT, and transparency impact sustainability goals, providing practical advice for policymakers, professionals, and sustainability experts.

1.1.1 Research Objectives

Procurement planning is crucial for organizational sustainability performance, as it provides a framework for managing purchasing goals, directing procurement officers, and ensuring compliance with regulations. A clear, comprehensive procurement plan leads to timely delivery, high standards, and customer responsiveness. The Procurement Records Management System (PRMS) facilitates sustainable procurement practices by fostering transparency, accountability, and efficiency. However, research is needed on its impact on organizational sustainability performance. Information and Communication Technology (ICT) is a powerful tool for achieving sustainable development goals, but its relationship with sustainability may not always be direct. Transparency in procurement is essential for achieving sustainability targets and

establishing strong relationships with suppliers committed to sustainability. Implementing openness during purchase processes can enhance organizational resilience and sustainability for sustainable development.

1.2 Research Importance

1.2.1 Theoretical Importance:

This thesis explores the impact of procurement practices, ICT, and transparency on organizational sustainability, aiming to fill a knowledge gap and provide a theoretical foundation for future research.

1.2.2 Practical Importance:

The aim is to offer guidance to policymakers, procurement professionals, and sustainability practitioners, identifying sustainable procurement practices for informed decision-making.

1.3 Research Gap

The sustainability of a company is linked to procurement practices and ICT, but there is a gap in understanding the impacts of international procurement policies like those set by the European Bank for Reconstruction and Development (EBRD) on bidders' sustainability performance. Further research is needed to understand how procurement planning, records management systems, and transparency affect sustainability in organizations following EBRD guidelines.

1.4 Research Questions

1. In EBRD-sponsored projects, to what extent does procurement planning affect the performance of organizational sustainability?
2. What is the impact on organizational sustainability performance of implementing Procurement Records Management Systems (PRMS) with specific emphasis on carbon footprint reduction, ethical sourcing practices and stakeholder engagement?
3. How does Information Communication Technology (ICT) used in procurement processes affect various aspects of a company's sustainability such as its environmental impacts, social responsibilities and financial performances?
4. Under EBRD guidelines how does transparency in procurement affect organizational sustainability performance and what are some underlying mechanisms by which it happens?

1.5 Limitations

1. Scope of Compliance Measures
2. Data Collection Constraints
3. Longitudinal Considerations
4. Specificity to EBRD Policies

2 Literature Review

2.1 Compliance with the EBRD Procurement Policies and Rules (PPR) (Independent Variable)

2.1.1 Dimensions

- Procurement Planning
- Records Management System
- Information Communication Technology
- Transparency

2.1.2 Benefits

- Enhanced Reputation
- Improved Efficiency
- Access to Financing
- Increased competitiveness

2.1.3 Implications

- Organizational Performance
- Supplier Development
- Project Outcomes
- Institutional Strengthening

2.2 Organizational Sustainability Performance (OSP) (Dependent Variable)

2.2.1 Dimensions

- Learning and Growth
- Internal Processes
- Customer Satisfaction
- Financial Performance
- Corporate Social Responsibility

2.2.2 Benefits

- Enhances reputation and brand image: Consumers and investors favor companies committed to sustainability.
- Improves risk management: Addressing ESG risks helps avoid costly disruptions and reputational damage.
- Leads to cost savings: Sustainable practices reduce energy and resource consumption, waste, and improve efficiency.
- Inspires innovation and competitive advantage: Sustainability spurs innovation and differentiates organizations.
- Increases employee engagement and retention: Companies with positive social and environmental impacts are more likely to retain employees.
- Provides access to capital: ESG factors influence investment decisions.
- Ensures regulatory compliance: Sustainable practices often align with and exceed regulatory requirements.

2.2.3 Implications

- Strategy: Sustainability should be integrated into a firm's overall strategy.
- Operations: Sustainable practices should be integrated into all daily operations.
- Reporting: Sustainable metrics should be tracked for transparency and accountability.
- Stakeholder engagement: Involving stakeholders in sustainability efforts is crucial.
- Leadership: Sustainability should be championed by all leaders and supported by systems at all organizational levels.
- Innovation: Firms should invest in R&D and creative solutions to ecological balance problems.
- Sustainability is a key driver for successful organizations in the 21st century.

2.3 Relationship between Compliance with EBRD Procurement Policies and Rules (PPR) (Independent Variable) and Organizational Sustainability Performance (OSP) (Dependent Variable)

2.3.1 Learning and Growth

Compliance with the EBRD PPR positively impacts organizational learning and development, enhancing technical and fiscal capabilities through stringent eligibility criteria and transparent procurement procedures. This fosters a culture of

continuous improvement and innovation, supported by factors like procurement planning and records management.

2.3.2 Internal Processes

Following EBRDs guidelines can improve internal processes, increasing efficiency and saving time. This can be achieved through strong information communication technology, robust procurement planning, and customer satisfaction.

2.3.3 Customer satisfaction

Adherence to EBRD PPR, which includes ESG criteria and transparent tendering processes, significantly impacts customer satisfaction by ensuring high standards of quality and responsibility in corporations.

2.3.4 Financial Performance

Compliance with rules can directly and indirectly impact financial performance by ensuring efficient fund allocation, increasing financial stability, and utilizing strategic procurement planning and advanced information communication technologies for better results.

2.3.5 Corporate Social Responsibility

Corporate social responsibility is crucial for sustainable development, but tendering can be challenging. Transparency and record management should guide CSR activities. Compliance with EBRD PPRs requires environmentally

conscious practices and satisfying conditions under social responsibility.

2.3.6 Environmental Sustainability

EBRD PPR enhances environmental sustainability by incorporating ESG criteria in procurement processes. This promotes eco-friendly practices and enhances bidders' ecological stability. Compliance with EBRD Procurement Policies and Rules fosters organizational sustainability performance, enhancing learning, growth, internal processes, customer satisfaction, financial performance, CSR, and environmental sustainability, emphasizing the importance of stringent procurement mechanisms.

2.4 Balance Score Card

The Balanced Scorecard (BSC) is a strategic performance management tool that assesses the impact of EBRD procurement policies and rules on organizational sustainability performance, considering factors like learning, growth, internal processes, customer satisfaction, financial performance, CSR, and environmental sustainability.

2.4.1 Learning and Growth Perspective

- Objective: To increase the organization's learning and growth capacity through compliance with EBRD procurement policies and rules.
- Measure: Training hours on EBRD procurement policies

- Aim: 90% of employees should receive annual training
- Initiative: Regular training programs and workshops
- Hypotheses:
 - H1: There exists a positive relationship between bidders' organizational learning & growth and compliance with EBRD procurement policies.

2.4.2 Internal Processes Perspective

- Objective: To enhance internal processes by following EBRD procurement standards.
- Measure: Efficiency of procurement processes
- Target: Reduce process time for procuring by 20%
- Initiative: Implementing advanced records management systems for planning procurements more effectively in advance
- Hypotheses:
 - H2: There exists a positive relationship between bidders' internal processes and compliance with EBRD procurement policies.

2.4.3 Customer Satisfaction Perspective

- Objective: To ensure transparency as well as efficiency in purchasing to increase customer satisfaction.
- Measure: Customer satisfaction index
- Target: Achieve 85 percent customer satisfaction rate

- Initiative: Enhancing communication channels through feedback mechanisms like surveys or suggestion boxes etc.
- Hypotheses:
 - H3: There exists a positive relationship between bidders' customer satisfaction and compliance with EBRD procurement policies.

2.4.4 Financial Performance Perspective

- Objective: To optimize procurement costs while at the same time ensuring compliance for better financial results.
- Measure: Cost savings from procurement
- Target: Achieve 15% annual cost saving
- Initiative: Streamlining all buying processes and using bulk purchasing power where necessary
- Hypotheses:
 - H4: There exists a positive relationship between bidders' financial performance and compliance with EBRD procurement policies.

2.4.5 Corporate Social Responsibility Perspective

- Objective: To promote ethical procurement practices as part of corporate social responsibility (CSR) efforts.
- Measure: Number of CSR initiatives linked to procurement
- Target: Increase CSR initiatives by 25%
- Initiative: Partnering with suppliers who adhere to CSR standards when selecting them or awarding tenders etc.

- Hypotheses:
 - H5: There exists a positive relationship between bidders' corporate social responsibility and compliance with EBRD procurement policies.

2.4.6 Environmental Sustainability Perspective

- Objective: To ensure environmental sustainability through compliant procurement practices that meet international standards.
- Measure: Environmental impact assessment score
- Target: Attain 90% compliance rate in environmental impact assessments conducted during purchasing process within one year period
- Initiative: Adopting green policies like using renewable energy sources for production activities etc., which can be achieved through eco-friendly supplies or materials purchase only.
- Hypotheses:
 - H6: There exists a positive relationship between bidders' environmental sustainability and compliance with EBRD procurement policies.

2.4.7 Implementation Strategy

- Continuous training on EBRD procurement policies to enhance employee skills.
- Aligning internal processes with EBRD standards for efficiency.
- Regular customer engagement for feedback improvement.
- Financial optimization for cost control and performance enhancement.
- CSR initiatives for sustainable development projects.
- Implementation of green procurement practices for ecological conservation.

2.4.8 Conclusion

The Balanced Scorecard provides a method for assessing the impact of EBRD procurement policies on organizational sustainability performance, aiding strategic planning for enhanced performance and sustainability outcomes.

2.4.9 Hypotheses Overview

The hypotheses tested in the thesis explore the positive relationships between compliance with EBRD procurement policies and various aspects of organizational sustainability performance:

- Learning and Growth: Compliance is hypothesized to enhance organizational learning and growth by promoting a

culture of continuous improvement and skill development (H1).

- Internal Processes: Adherence to procurement policies is expected to streamline internal processes, leading to improved operational efficiency (H2).
- Customer Satisfaction: Compliance is believed to foster trust and satisfaction among customers by ensuring reliable and transparent procurement practices (H3).
- Financial Performance: Following EBRD guidelines is anticipated to positively impact financial performance through cost savings and risk mitigation (H4).
- Corporate Social Responsibility: Compliance is hypothesized to enhance CSR by aligning organizational practices with social and ethical standards (H5).
- Environmental Sustainability: Adherence to procurement policies is expected to promote environmental sustainability by incorporating eco-friendly practices (H6).

2.5 Conceptual Framework

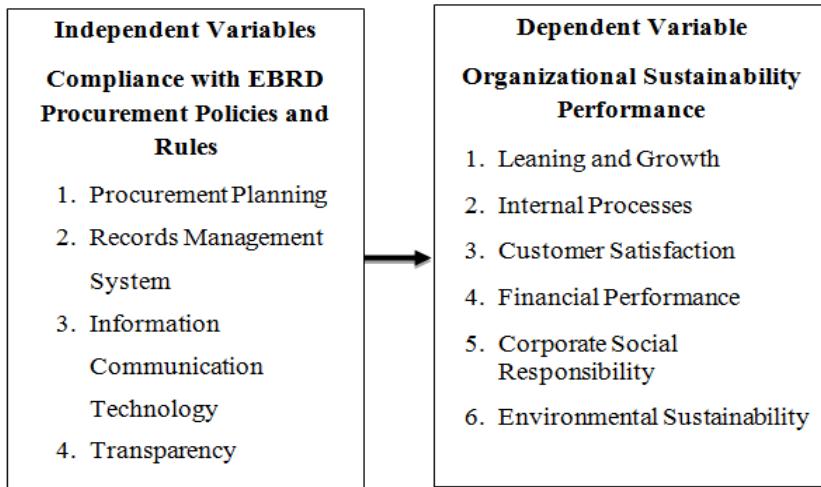


Figure (2.1): Research Model

- **H 1: There is a positive relationship between the compliance with the EBRD Procurement Policies and Rules and the bidders' organizational learning and growth.**
- H 1.1: There is a positive relationship between Procurement Planning and the bidders' organizational learning and growth.
- H 1.2: There is a positive relationship between Records Management and the bidders' organizational learning and growth.

- H 1.3: There is a positive relationship between Information Communication Technology and the bidders' organizational learning and growth.
- H 1.4: There is a positive relationship between Transparency and the bidders' organizational learning and growth.
- **H 2: There is a positive relationship between the compliance with the EBRD Procurement Policies and Rules and the bidders' organizational internal processes.**
- H 2.1: There is a positive relationship between Procurement Planning and the bidders' organizational internal processes.
- H 2.2: There is a positive relationship between Records Management and the bidders' organizational internal processes.
- H 2.3: There is a positive relationship between Information Communication Technology and the bidders' organizational internal processes.
- H 2.4: There is a positive relationship between Transparency and the bidders' organizational internal processes.
- **H 3: There is a positive relationship between the compliance with the EBRD Procurement Policies and Rules and the bidders' customer satisfaction.**
- H 3.1: There is a positive relationship between Procurement Planning and the bidders' organizational Customer Satisfaction.

- H 3.2: There is a positive relationship between Records Management and the bidders' organizational Customer Satisfaction.
- H 3.3: There is a positive relationship between Information Communication Technology and the bidders' organizational Customer Satisfaction.
- H 3.4: There is a positive relationship between Transparency and the bidders' organizational Customer Satisfaction.
- **H 4: There is a positive relationship between the compliance with the EBRD Procurement Policies and Rules and the bidders' financial performance.**
- H 4.1: There is a positive relationship between Procurement Planning and the bidders' organizational Financial Performance.
- H 4.2: There is a positive relationship between Records Management and the bidders' organizational Financial Performance.
- H 4.3: There is a positive relationship between Information Communication Technology and the bidders' organizational Financial Performance.
- H 4.4: There is a positive relationship between Transparency and the bidders' organizational Financial Performance.
- **H 5: There is a positive relationship between the compliance with the EBRD Procurement Policies and Rules and the bidders' corporate social responsibility.**

- H 5.1: There is a positive relationship between Procurement Planning and the bidders' organizational Corporate Social Responsibility.
- H 5.2: There is a positive relationship between Records Management and the bidders' organizational Corporate Social Responsibility.
- H 5.3: There is a positive relationship between Information Communication Technology and the bidders' organizational Corporate Social Responsibility.
- H 5.4: There is a positive relationship between Transparency and the bidders' organizational Corporate Social Responsibility.
- **H 6: There is a positive relationship between the compliance with the EBRD Procurement Policies and Rules and the bidders' environmental sustainability.**
- H 6.1: There is a positive relationship between Procurement Planning and the bidders' organizational Environmental Sustainability.
- H 6.2: There is a positive relationship between Records Management and the bidders' organizational Environmental Sustainability.
- H 6.3: There is a positive relationship between Information Communication Technology and the bidders' organizational Environmental Sustainability.

- H 6.4: There is a positive relationship between Transparency and the bidders' organizational Environmental Sustainability.

3 Research Methodology

3.1 Population and Sample

3.1.1 Population

This study examines the impact of EBRD procurement rules on sustainability performance among companies funded by or through the organization, including governmental bodies and private sector organizations, across various regions.

3.1.2 Sample Size

Hence, a survey shall be developed and will be distributed randomly through emails for the purpose of capturing the views of many national and international bidders. The total population is about 600.

$$n = \frac{pq}{\left[\frac{E}{Z\alpha} \right]^2 + \frac{pq}{N}} =$$

Where: N is total population size = 600

n is sample size

Z is confidence interval at 95% (from normal distribution curve)

P percentage sets to 50% to get a maximum sample size

q Complementary percentage sets to 50%

$Z\alpha$ Allowed error set to 0.0633

$$n = \frac{0.50 * 0.50}{\left[\frac{0.0633}{1.96}\right]^2 + \frac{0.50 * 0.50}{600}} =$$

$$n = \frac{0.25}{[0.001043] + \frac{0.25}{600}} =$$

$$n = \frac{0.25}{0.001043 + 0.00041667} =$$

$$n = \frac{0.25}{0.0014597} = 240$$

In this study, the researcher uses Robert Mason equation to calculate sample size. The sample size equals (240) respondents. The researcher shall distribute (240) questionnaire to get the target random sample required number.

3.1.2.1 Sampling Methodology

The study uses stratified random sampling to ensure a representative sample, dividing organizations based on location, industry, or size, allowing for more comprehensive and generalizable findings on compliance responses.

3.2 Data Collection & Analysis

3.2.1 Data Collection Survey

The survey comes in multiple parts including:

- Section 1: Demographic and organizational information (e.g., industry, size, type)

- Section 2: Questions that ask about how much organization adhere to the EBRD's procurement policies and rules.
- Section 3: Items which measure sustainability across six recognized dimensions of an organization's performance.

Each question on the questionnaire follows a Likert scale where respondents are required to indicate their level of agreement or disagreement with the statement by circling one number from 1-5. This enables easy quantification for perceptions and experiences.

3.2.2 Data Analysis

3.2.2.1 Hypothesis testing

Multiple regression analysis evaluates the impact of EBRD procurement policies on organizational sustainable performance, including learning, development, internal processes, customer satisfaction, financial results, CSR activities, and environmental sustainability.

3.2.2.2 Tools for statistics

- Evaluates compliance-sustainable performance associations.
- Assesses impact on learning, internal processes, customer satisfaction, financial results, CSR, and environmental sustainability.

3.2.3 Ethical Considerations

The study adheres to ethical standards in research, including informed consent, confidentiality, and the voluntary nature of participation. Participants are informed that their responses will be used solely for academic research purposes, and no identifiable information will be disclosed.

3.2.4 Conclusion

This chapter outlines research methods used to study sustainability compliance with EBRD procurement policies. It uses quantitative techniques like a structured questionnaire and stratified sampling to gather accurate information. The methodology section covers research design, sample characteristics, data collection instruments, analysis techniques, and ethical considerations. Future chapters will elaborate on empirical findings and data analysis methods, contributing to understanding sustainability procurement practices.

4 Data Analysis and Hypothesis Testing

4.1 Demographic Characteristics`

4.1.1 Company Type

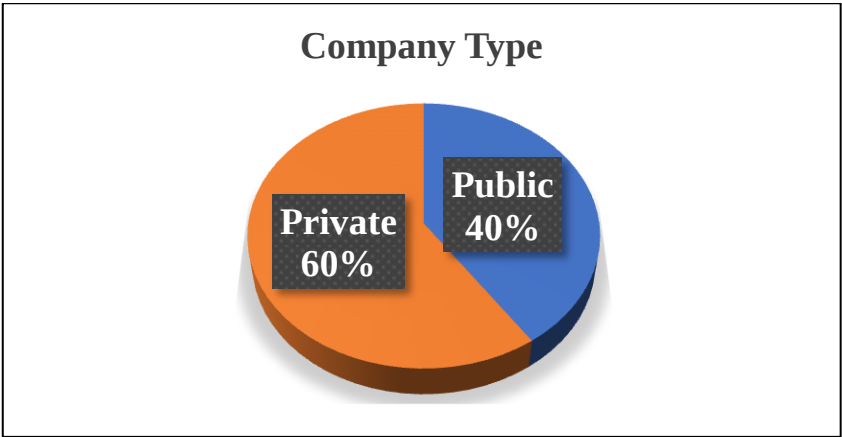


Figure (4.2): Company Type

4.1.2 Company Field Industry

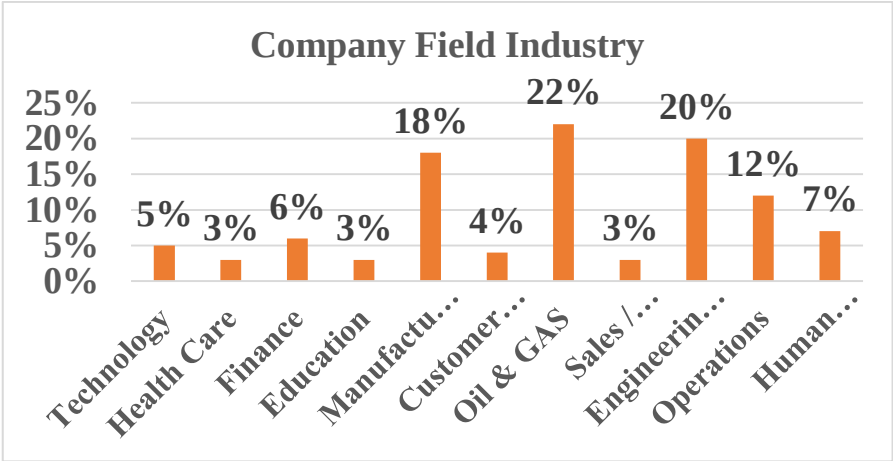


Figure (4.3): Company Field Industry

4.1.3 Company Works

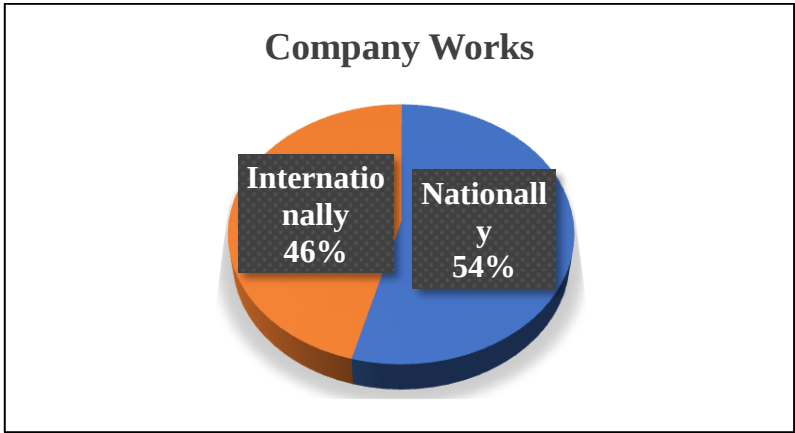


Figure (4.4): Company Work

4.1.4 Company Size

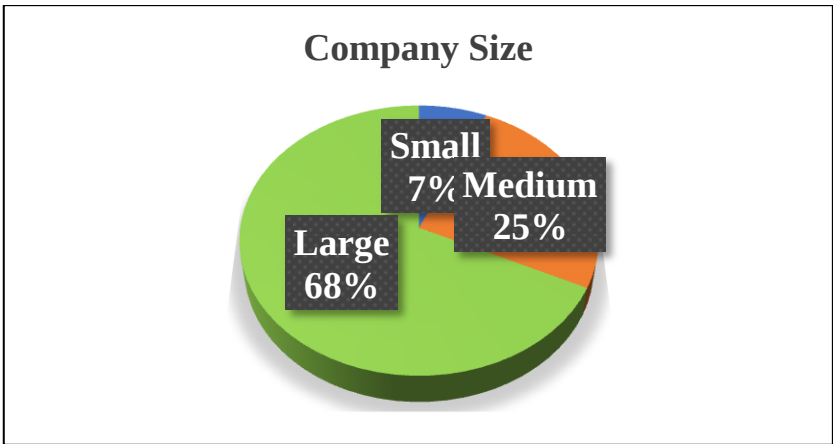


Figure (4.5): Company Size

4.2 Compliance with the EBRD Procurement Policies and Rules (Independent Variable)

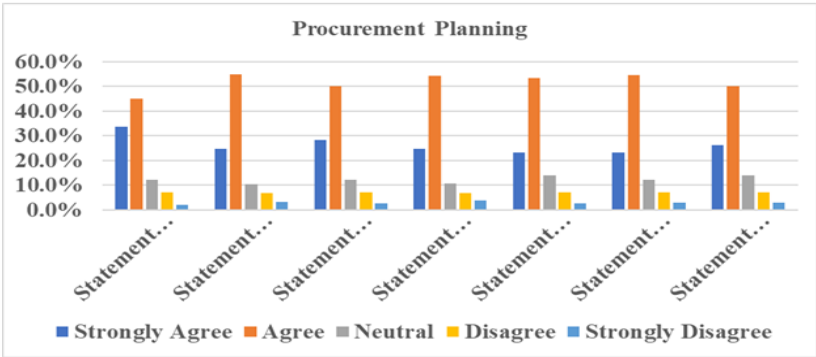


Figure (4.6) Procurement Planning

4.2.1 Records Management System

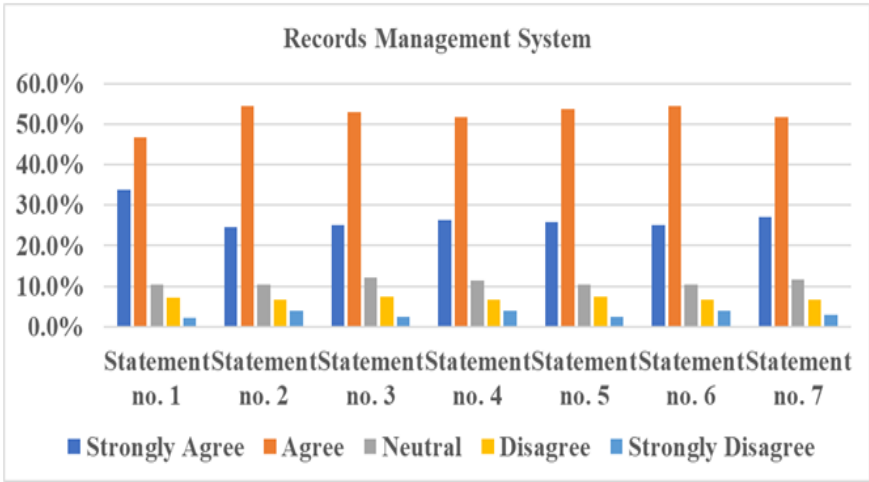


Figure (4.7) Records Management

4.2.2 Information Communication Technology

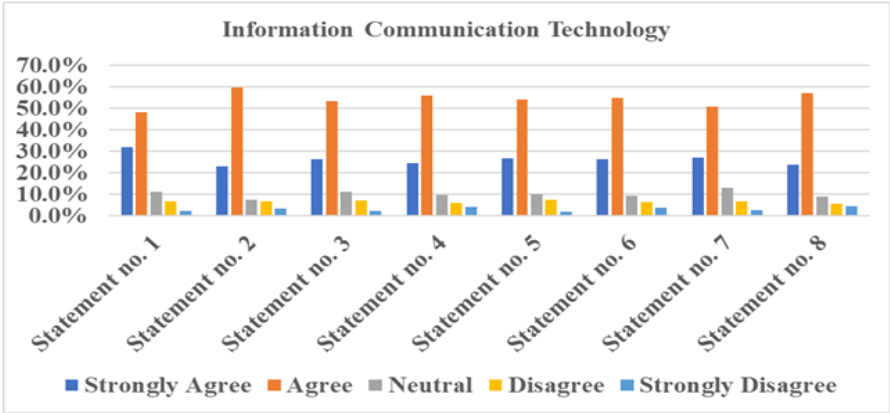


Figure (4.8) Information Communication Technology

4.2.3 Transparency

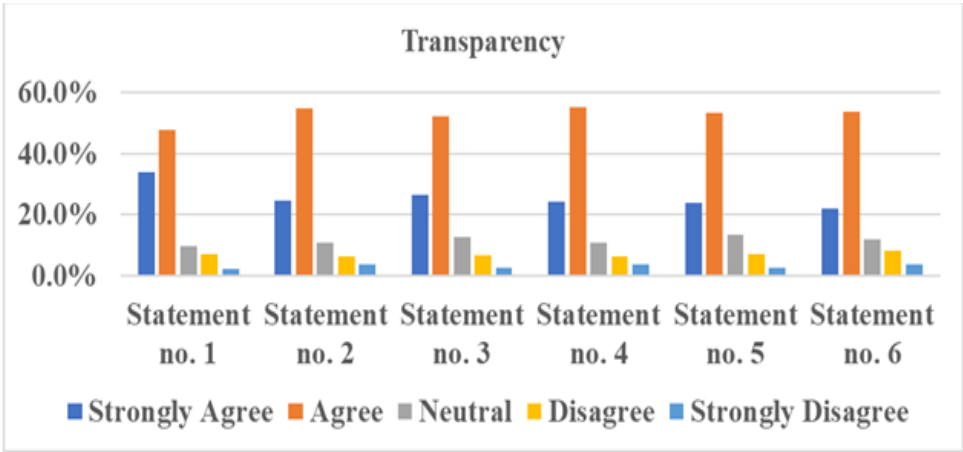


Figure (4.9) Transparency

4.3 Bidders’ Sustainable Organizational Performance (Dependent Variable)

4.3.1 Learning and Growth

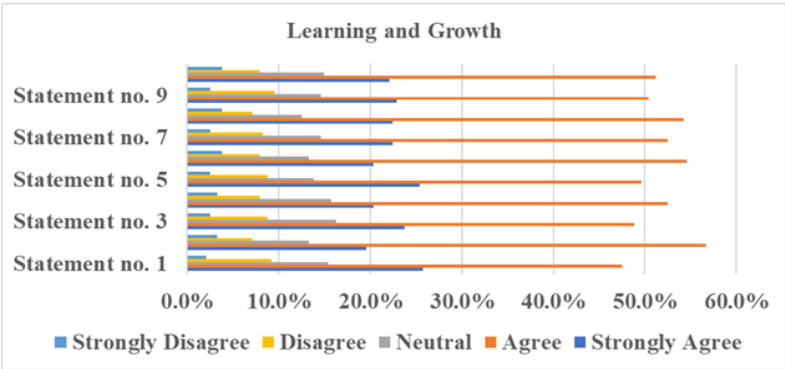


Figure (4.10) learning and Growth

4.3.2 Internal Processes

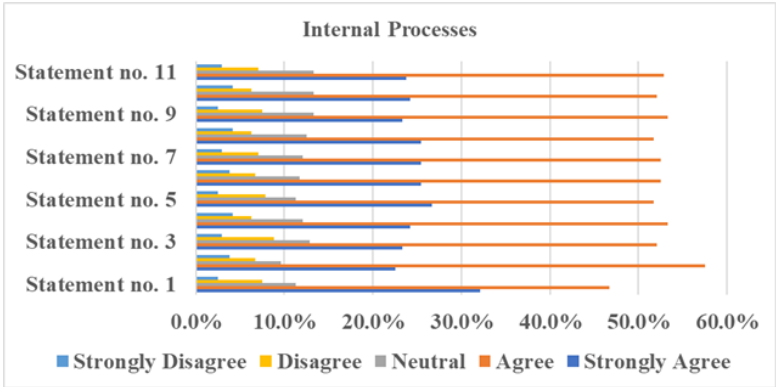


Figure (4.11) Internal Processes

4.3.3 Customer Satisfaction



Figure (4.12) Customer Satisfaction

4.3.4 Financial Performance

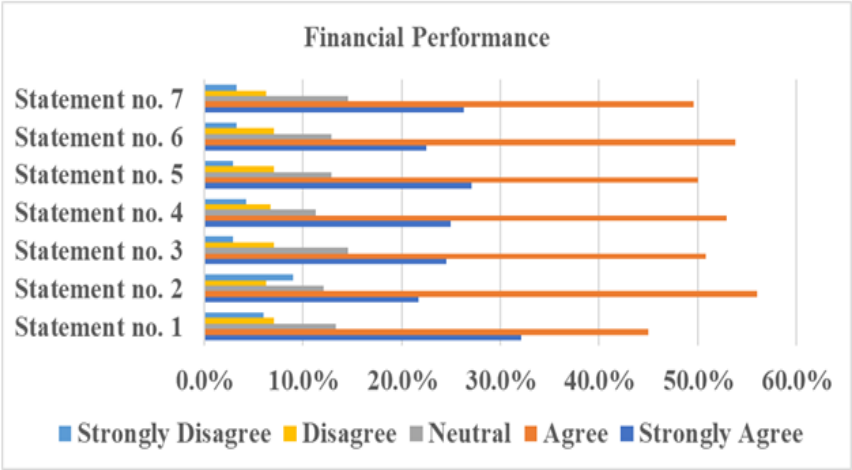


Figure (4.13) Financial Performance

4.3.5 Corporate Social Responsibility

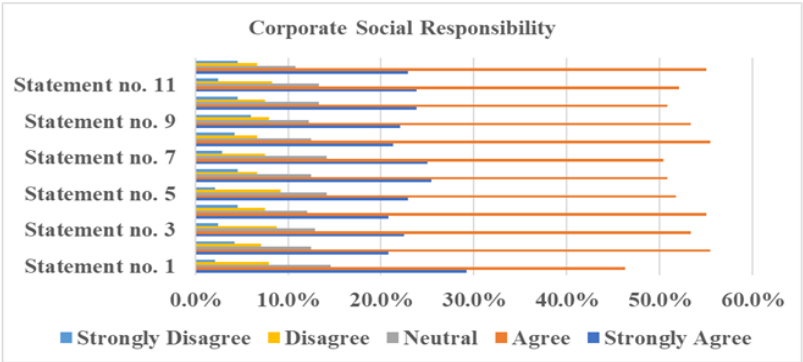


Figure (4.14) Corporate Social Responsibility

4.3.6 Corporate Social Responsibility

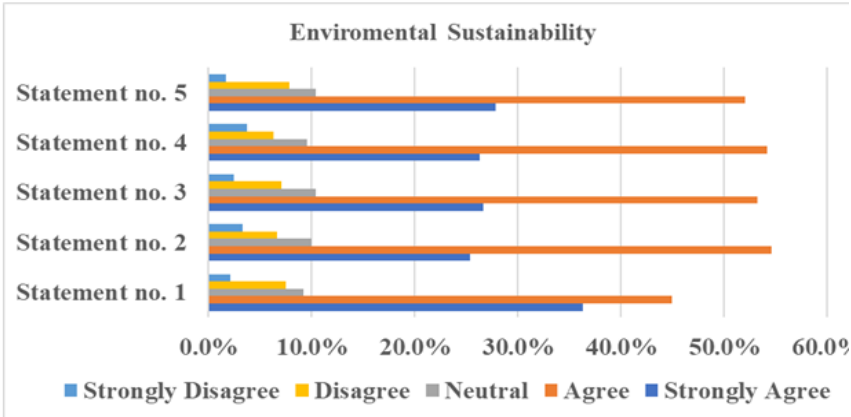


Figure (4.15) Environmental Sustainability

4.3.7 Conclusion

Compliance with EBRD procurement policies significantly impacts organizational outcomes, including internal processes, financial performance, and environmental sustainability. However, consistency in procurement planning and information communication technology is lacking. Policy makers should understand the multifaceted nature of their duties to enhance efficiency and ensure survival over extended periods.

5 Conclusions and Recommendations

5.1 Summary

The study examined the impact of European Bank for Reconstruction and Development (EBRD) procurement policies on organizational sustainability performance (OSP). It found that compliance enhances learning and growth, improves internal processes, enhances customer satisfaction, enhances financial performance, improves corporate social responsibility, and promotes environmental sustainability. The research used multiple regression analysis and Path Analysis Method for statistical analysis. The findings suggest that adherence to EBRD procurement policies can lead to better learning, growth, and financial performance.

5.2 Recommendations for Future Research

This research suggests future studies should use longitudinal research designs, standardized measurement tools, qualitative

methods, contextual analysis, and comprehensive sustainability models to address limitations. Longitudinal studies can better understand changes over time and the sustained impact of compliance on OSP. Additionally, integrating corporate social responsibility with ecological and global sustainability concerns is crucial.

5.3 Conclusion

This research paper has shown that following procurement rules is very important for the continuity of an organization. Organizations can make their sustainability performance better in different aspects if they follow EBRD principles. This dissertation is strong enough to advance theory as well as apply it in real life situations; therefore, it provides significant knowledge for policy makers, implementers and researchers.

To fill up spaces that have been left out and utilize findings from this study into something else, there should be more investigations done on how regulatory compliance works with sustainability in general which leads to effective organizational practices finally leading towards sustainable development.

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Appendix A

Questionnaire

The Impact of Compliance with the EBRD Procurement Policies and Rules (PPR) on Bidders' Organizational Sustainability Performance

Prepared by

Nermeen Abdalla Abu El-Seoud

The researcher hopes that the answers to the questions contained in this survey will be accurate so that the results and recommendations based on this list are at a high level of accuracy.

Thank you for your cooperation, kindly note that this questionnaire is only for academic purposes.

The Researcher

The following is a set of phrases, and each statement has a set of alternatives. It is required to read each statement and choose.

Dear my colleagues:

The alternative that suits your point of view by placing a sign (✓) in front of it.

First Section

1. Company Type

☐ Public

☐ Private

2. Your Company Field Industry is:

☐ Technology

☐ Health Care

☐ Finance

☐ Education

☐ Manufacturing

☐ Customer Service

☐ Oil & GAS

☐ Sales / Marketing / Retail

- ☐ Engineering Services
- ☐ Operations
- ☐ Human Resources
- ☐ Other...

3. Your Company Works

- ☐ Nationally
- ☐ Internationally

4. Company Size

- ☐ Small (1-500 employees)
- ☐ Medium (501-1000 employees)
- ☐ Large (1000+ employees)

Section2: The Set of Statements Used to Measure (Independent variable) EBRD Procurement Policies and Rules (PP&R):

1. Procurement Planning

No.	Statements	Strongly agree	Agree	Neutral	Not agree	Strongly disagree
1.	Procurement planning sets in motion the entire procurement process in the department					
2.	Budget approval is obtained for the required items before purchase are made					
3.	The user departments clearly specify when to utilize the required goods and services					
4.	Funds are availed before planning is done					
5.	Top management is involved in the procurement planning					
6.	Market capability analysis is carried out to determine where to procure from					
7.	Thorough needs assessment is undertaken by respective heads for goods and services					

2. Record Management System

No.	Statements	Strongly agree	Agree	Neutral	Not agree	Strongly disagree
1.	There is accuracy of records keeping systems					
2.	There is a high rate of record management systems in relation to public procurement					
3.	The data coded is very accurate					
4.	Level of top management commitments on accuracy of record keeping is very high					
5.	There is a high percentage of accuracy of procurement records produced					

No.	Statements	Strongly agree	Agree	Neutral	Not agree	Strongly disagree
6.	The level of accuracy and reliability of procurement records kept is very high					
7.	There are compliances of record keeping rules and regulations in the department					

3. Information Communication Technology

No.	Statements	Strongly agree	Agree	Neutral	Not agree	Strongly disagree
1.	All staff are computer literate					
2.	ICT has improved the speed with which the department procure its goods and services					
3.	ICT has increased the level of transparency and accountability					
4.	The department embraces the use of ICT					
5.	The level of procurement system usage is very high					
6.	ICT ease the operations in the department					
7.	The ICT is updated regularly for better performance					
8.	The department is well automated for better implementation of procurement processes					

4. Transparency

No.	Statements	Strongly agree	Agree	Neutral	Not agree	Strongly disagree
1.	Transparency affects the implementation of public procurement department processes in the procurement department					
2.	Procurement process upholds integrity by ensuring that there are no malpractices					
3.	Are the tender's issues transparently					
4.	The department maintains transparency to enhance openness and clarity on procurement policy and its deliveries					
5.	Weak enforcement measure of procurement law contributes to lack of transparency					
6.	Moral degradation in the department is a cause of unethical conducts					

Source: 1- Kithure Jacinta Karimi, Dr. Sammy Odari (May 2017), FACTORS AFFECTING THE IMPLEMENTATION OF PUBLIC PROCUREMENT PROCESSES IN KENYA: A CASE STUDY OF THE MERU COUNTY GOVERNMENT PROCUREMENT DEPARTMENT

2- Changchun Zhu, Jianguo Du, Fakhar Shahzad and Muhammad Umair Wattoo (March 2022), ENVIRONMENT SUSTAINABILITY IS A CORPORATE SOCIAL RESPONSIBILITY: MEASURING THE NEXUS BETWEEN

SUSTAINABLE SUPPLY CHAIN MANAGEMENT, BIG DATA ANALYTICS CAPABILITIES, AND ORGANIZATIONAL PERFORMANCE

The reasons behind combining two questionnaires into one is as follows:

- Both questionnaires (Kithure Jacinta Karimi, Dr. Sammy Odari (May 2017), FACTORS AFFECTING THE IMPLEMENTATION OF PUBLIC PROCUREMENT PROCESSES IN KENYA: A CASE STUDY OF THE MERU COUNTY GOVERNMENT PROCUREMENT DEPARTMENT) and (Changchun Zhu, Jianguo Du, Fakhar Shahzad and Muhammad Umair Wattoo (March 2022), ENVIRONMENT SUSTAINABILITY IS A CORPORATE SOCIAL RESPONSIBILITY: MEASURING THE NEXUS BETWEEN SUSTAINABLE SUPPLY CHAIN MANAGEMENT, BIG DATA ANALYTICS CAPABILITIES, AND ORGANIZATIONAL PERFORMANCE) are well validated, which strengthens the credibility of the research questionnaire.
- To create a new and unique questionnaire that is better suited to the research requirements.
- The independent variable dimensions were not covered by only one validated questionnaire.

- The existence of two well validated questionnaires saves time compared to developing an entirely new questionnaire.
- By selecting the non-repetitive questions from the two existing validated questionnaires, it offered a wider range of aspects which makes the research questionnaire more concise and improves completion rate.

Section 3: The Set of Statements Used to (dependent variable) Sustainable Organizational Performance:

1. Learning and Growth

No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly agree
1.	Managers always develop clear indicators to measure employee satisfaction					
2.	The company continuously updates its information systems.					
3.	Managers provide material and moral incentives based on performance evaluation results.					
4.	Managers provide training programs to develop to employees' knowledge, skills and attitude.					
5.	Managers are interested in social workers' events.					
6.	Managers provide fair opportunities for promotion for all employees					
7.	Managers encourage employees to participate effectively in decision making process					
8.	Powers are delegated to employees to act when there is a problem, within the framework of business rules and regulations and provide accountability.					
9.	Managers encourage employees to join post graduate studies.					
10.	The organization encourages the spirit of innovation and creativity among employees.					

2. internal processes

No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1.	There are internal instructions, regulations, and manuals that explain the role and duties of each individual.					
2.	The company has a group or work team specialized in quality control.					
3.	Work regulations and procedures are flexible, which helps beneficiaries to receive services with ease.					
4.	The method of simultaneous rather than sequential operations is followed to reduce the time required to provide the service.					
5.	Files and information are exchanged electronically between all employees.					
6.	Effective means of communication are available between employees and each other and between customers and beneficiaries to facilitate decision-making and achievement of goals.					
7.	The company inculcates values, beliefs and good practices in its employees.					
8.	The performance of the employees is periodically evaluated based on the criteria previously set by the concerned department.					
9.	There is a written and approved periodic quality audit system at all stages of service provision.					
10.	There is continual monitoring of delivering conforming products and eliminating redundant products					
11.	The organization seeks to identify and address potential problems.					

3. Customer Satisfaction

No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The major responsibility of the organization is customer satisfaction					
2.	The organization ensures customer satisfaction relative to their competitors.					
3.	The organization links internal performance indicators with customer satisfaction to meet goals.					
4.	The company has a customer complains system.					
5.	Customers complains and proposals are usually considered.					
6.	The company is committed to quality level demanded by customers					
7.	The company supplies clear criteria for the quality of service delivery.					
8.	The company ensure retaining customers.					
9.	There is an effective system for answering customers and communicating with them.					

4. Financial Performance

No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1.	My organization achieves its financial goals effectively.					
2.	Organization's management evaluates and compares financial performance in sequential time intervals.					
3.	My organization achieves an increasing profit.					
4.	My organization's management evaluates and compares financial performance with other competitors.					
5.	4. My organization keeps a sufficient liquidity that keep it safe.					
6.	The internal and external investments provide my company with profits that matches the investment policy of the company.					
7.	My organization supports developmental policies toward improving the utilization of resources effectively and efficiently.					

5. Corporate Social Responsibility

No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Our organization policies encourage the employees to develop their skills and careers					
2.	The management of our organization is primarily concerned with employees' needs and wants					
3.	Our organization implements flexible policies to provide a good work and life balance for its employees					
4.	The managerial decisions related to the employees are usually fair					
5.	Our organization supports employees who want to acquire additional education					
6.	Our organization participates in activities which aim to protect and improve the quality of the natural environment					
7.	Our organization implements special programs to minimize its negative impact on the natural environment					
8.	Our organization makes investments to create a better life for future generations					
9.	Our organization targets sustainable growth which considers future generations					
10.	Our organization supports organizations working in problematic areas					
11.	Our organization contributes to campaigns and projects that promote the well-being of the society					
12.	Our organization provides full and accurate information about its products and services to its customers					

6. Environmental Sustainability

No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Environmental performance is enhanced in terms of material reuse					
2.	Environmental performance is enhanced in terms of environmental compliance					
3.	Environmental performance is enhanced in terms of environmental preservation					
4.	Environmental performance is enhanced in terms of the reduction					
5.	Environmental performance is enhanced in terms of reduction in resource consumption (e.g., energy, water, electricity, gas, and petrol)					

Source: Hazem Humaid, (2018), Talent Management and Organizational Performance: The Mediating Role of Employee Engagement A Case Study Bank of Palestine in the Gaza Strip, unpublished Master Thesis in Business Administration, The Islamic University–Gaza, Faculty of Commerce