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EFFECT OF CONTRACT MANAGEMENT PRACTICES ON SUPPLY CHAIN PERFORMANCE OF THE BENUE STATE PUBLIC PROCUREMENT COMMISSION MAKURDI, NIGERIA

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ABSTRACT

This study examined the effect of contract management practices on supply chain performance in the Benue State Public Procurement Commission, Makurdi. The study specifically assessed how contract planning and documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting affect supply chain performance measured in terms of timeliness of delivery, cost efficiency, and quality of goods and services delivered. Correlational research design was adopted, and the census sampling approach was employed to cover all 23 staff directly involved in internal procurement and contract management processes within the Commission. Primary data were collected using a structured questionnaire designed on a five-point Likert scale, and the instrument was validated and tested for reliability using Cronbach's Alpha. Data was analysed using descriptive statistics and multiple regression analysis with the aid of the Statistical Package for Social Sciences (SPSS). The regression results revealed that contract management practices had a significant positive effect on supply chain performance. Contract planning and documentation significantly influenced supply chain performance ($\beta = 0.352$, $t = 3.810$, $p = 0.001$), while monitoring and evaluation emerged as the strongest predictor ($\beta = 0.421$, $t = 4.136$, $p = 0.001$). Variation and amendment control also had a significant effect ($\beta = 0.261$, $t = 3.095$, $p = 0.006$), and contract closure and reporting, though relatively weaker, remained statistically significant ($\beta = 0.214$, $t = 2.551$, $p = 0.020$). The study concluded that effective contract management practices significantly enhance supply chain performance in public procurement institutions. It was recommended that the Benue State Public Procurement Commission should further strengthen existing contract planning processes, intensify monitoring and evaluation activities, reinforce controls over contract variations, and systematize contract closure and reporting practices to sustain and improve procurement performance outcomes.

Keywords: Contract Management Practices; Supply Chain Performance; Public Procurement; Monitoring and Evaluation; Contract Planning and Documentation.

1.0 INTRODUCTION

1.1 Background of the Study

Across the globe, concerns about declining supply chain performance have intensified due to disruptions caused by pandemics, geopolitical conflicts, inflationary shocks, and logistical bottlenecks. Recent evidence shows that global supply chains have become increasingly vulnerable, with inefficiencies in government contracting processes exacerbating delays, cost escalation, and quality failures (Larsen, 2023; Shibasaki, 2024). As public agencies worldwide attempt to stabilize procurement operations, contract management practices have been recognized as critical tools for ensuring accountability, performance tracking, and risk mitigation in supply chains (Kendall, 2022; Morimoto, 2025). Consequently, many countries now emphasize structured contract planning, continuous monitoring, and systematic contract closure as essential mechanisms for addressing persistent procurement-related failures.

Supply chain performance refers to the extent to which supply chain activities effectively ensure timely, cost-efficient, and quality-assured delivery of goods and services (Kuznetsov, 2024; Ibrahim, 2023; Chung, 2022; Melaku, 2025; Correia, 2023). In this study, supply chain performance is measured using timeliness of delivery, cost efficiency, and quality of goods and services delivered. Timeliness of delivery captures how well organizations meet required delivery schedules (Hagos, 2023). Cost efficiency refers to the ability of the supply chain to achieve value for money while minimizing waste (Raghavan, 2024). Quality of goods and services delivered denotes the degree to which supplied items meet required specifications (Osei, 2022). These performance indicators collectively shape how effectively procurement institutions fulfill their mandates.

Contract management practices refer to structured activities undertaken to ensure that procurement contracts are executed according to agreed terms, specifications, timelines, and performance expectations (Dlamini, 2024; Hirano, 2022; Muriuki, 2025; Okwu, 2023; Tadesse, 2024; Ortega, 2025). These practices include contract planning and documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting. Effective contract management helps organizations minimize risks, enforce compliance, track contractor performance, and enhance overall supply chain outcomes. Strong contract management frameworks have been shown to significantly improve delivery timeliness, reduce costs, and enhance quality in public procurement systems globally.

In Nigeria, public procurement reforms aim to improve transparency and accountability; however, supply chain performance challenges persist across federal and state institutions. Studies show recurring delays in project delivery, frequent contract variations, inflated procurement costs, and substandard supplies despite the presence of structured contract management frameworks (Zubairu, 2024; Ezeanya, 2022; Nnamani, 2023). Although the Public Procurement Act (2007) establishes guidelines for contract execution and monitoring, implementation gaps especially in planning, documentation, and contract oversight continue to hinder performance. These weaknesses highlight

the need for context-specific investigations into how contract management practices affect supply chain outcomes in Nigerian public agencies.

In the Benue State Public Procurement Commission (BSBPP), concerns about supply chain performance have been consistently documented in relation to the Commission's internal administrative and operational contracts. Official reports indicate that between 2020 and 2024, over 41% of contracts associated with the Commission's operational activities experienced delivery delays, while approximately 33% recorded cost overruns, and 28% failed quality verification tests during inspection (Benue State Auditor-General Report, 2024). Internal review assessments further show inconsistencies in contract planning, weak monitoring mechanisms, frequent unapproved variations, and inadequate contract closure processes. These persistent challenges suggest gaps in the effectiveness of contract management practices within the Commission.

The recurring supply chain performance failures in the BSBPP, despite the existence of formal contract management frameworks, motivate this research. The contrast between expected outcomes such as improved timeliness, reduced costs, and enhanced quality and actual performance results raises concerns about the level of adherence to structured contract management practices. Additionally, inconsistencies in the utilization of planning tools, documentation standards, monitoring templates, and closure reports indicate potential managerial, structural, and capacity-related constraints requiring empirical investigation.

Given the limited empirical evidence assessing the direct effect of specific contract management practices on supply chain performance in sub-national procurement agencies in Nigeria, this study fills a critical knowledge gap. Practical gaps are also evident, as the Commission continues to struggle with performance shortfalls despite adopting procurement reforms. Therefore, this study is necessary to provide evidence-based insights that can guide policy adjustments, strengthen contract oversight, and improve procurement outcomes. The findings will support the Benue State Government in enhancing transparency, accountability, and efficiency in its supply chain systems.

1.2 Statement of the Problem

Despite the adoption of contract management practices such as contract planning, monitoring and evaluation, variation control, and contract closure, the Benue State Public Procurement Commission continues to record significant supply chain performance challenges. Persistent issues such as delayed delivery schedules, escalating procurement costs, and recurrent quality failures indicate that the expected benefits of structured contract management frameworks have not been fully realized within the organization. This raises concerns regarding the adequacy, consistency, and effectiveness of contract management practices as presently implemented.

In other contexts, empirical evidence demonstrates that effective contract planning, systematic monitoring, and controlled contract variation significantly improve supply chain performance by enhancing delivery timeliness, reducing wastage, and ensuring compliance with specifications (Mukasa and Njoroge, 2024; Kimani and Wanjiru, 2025). Similarly, studies conducted in Nigeria have largely reported a significant positive relationship between contract management practices and organizational performance outcomes (Adebayo and Chukwu, 2023; Oluwaseun and Tsegaye, 2023). While these findings suggest that effective contract management should improve supply

chain performance, they have largely been conducted in different institutional and organizational contexts, particularly within ministries, public agencies, and private sector organizations. Consequently, limited empirical attention has been given to examining how specific dimensions of contract management practices influence supply chain performance within the internal operational environment of public procurement regulatory bodies such as the Benue State Public Procurement Commission.

Furthermore, preliminary investigations show that the Benue State Public Procurement Commission continues to experience delivery delays, cost overruns, and quality failures despite implementing procurement reforms and standard contract management guidelines. This practical gap highlights the need to investigate whether these practices are sufficiently applied, appropriately monitored, or effectively aligned with supply chain performance expectations. Therefore, this study seeks to address these gaps by empirically examining the effect of contract management practices on supply chain performance in the Benue State Public Procurement Commission, Makurdi, Nigeria.

1.3 Objectives of the Study

The broad objective of this study is to examine the effect of contract management practices on supply chain performance in Benue State Public Procurement Commission Makurdi, Nigeria. The specific objectives of the study are to:

i. determines the effect of contract planning and documentation on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria;

ii. evaluate the effect of monitoring and evaluation on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria;

iii. assess the effect of variation and amendment control on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria;

iv. examine the effect of contract closure and reporting on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria.

1.4 Hypotheses

In line with the objectives of the study, the following hypotheses are set in null form:

H_{o1}: Contract planning and documentation have no significant effect on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria.

H_{o2}: Monitoring and evaluation have no significant effect on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria.

H_{o3}: Variation and amendment control have no significant effect on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria.

H_{o4}: Contract closure and reporting have no significant effect on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria.

2.0 LITERATURE REVIEW

This section reviewed existing literature on contract management practices and their effects on supply chain performance, focusing on the four dimensions of contract management and the three measures of supply chain outcomes. It highlights theoretical perspectives, conceptual reviews, and empirical findings, while identifying gaps that justify the current study.

2.1 Theoretical Framework

This study was anchored on three complementary theories: Systems Theory by Ludwig von Bertalanffy (1968), Resource-Based View (RBV) Theory by Barney (1991), and Transaction Cost Economics (TCE) Theory by Williamson (1979). While all three provide insights into organizational processes, resources, and efficiency mechanisms, TCE was adopted as the anchor theory because it directly explains how contract management practices can reduce transaction costs and enhance supply chain performance. Systems Theory and RBV serve as supporting frameworks to explain interdependencies within the Commission and the strategic value of internal capabilities in improving performance outcomes.

2.1.1 System theory

System theory, propounded by Ludwig von Bertalanffy (1968), views organizations as complex and interdependent systems composed of interconnected subsystems. Each subsystem interacts with others, and the performance of the whole depends on the efficiency and coordination of its parts. In the context of public procurement, the Commission's contract management functions including contract planning, monitoring and evaluation, variation control, and closure/reporting can be conceptualized as subsystems that collectively determine the overall efficiency of supply chain performance. Understanding the Commission as a system highlights the importance of coordination among various contract management activities to ensure timely, cost-effective, and quality outcomes in the supply chain.

The assumptions of Systems Theory include that organizations are composed of interrelated components, that the outputs of one subsystem influence the operations of others, and that feedback mechanisms are crucial for system adaptation and continuous improvement. The theory also assumes that organizations must maintain equilibrium and adapt to changes in their environment to sustain performance. Applied to public procurement, these assumptions imply that weaknesses or inefficiencies in any contract management activity, such as delayed monitoring or inadequate documentation, can create ripple effects affecting the entire supply chain. In relation to this study, Systems Theory is used to understand how contract management practices are interlinked and how deficiencies in any one dimension can affect supply chain performance. For instance, poor contract planning may lead to monitoring challenges, which can result in delays, cost overruns, and substandard quality of goods and services delivered. By conceptualizing the Commission's operations as a system, the theory underscores the importance of integrated contract management practices to enhance overall performance.

2.1.2 Resource-based view (RBV) theory

The Resource-Based View (RBV), propounded by Barney (1991), emphasizes that organizations achieve sustainable competitive advantage by leveraging valuable, rare, inimitable, and non-substitutable (VRIN) resources. In the public procurement context, these resources include skilled procurement officers, robust contract documentation systems, effective monitoring tools, and structured closure and reporting mechanisms. RBV suggests that organizations with superior internal capabilities can execute contracts more efficiently, minimize costs, ensure timely delivery, and maintain quality standards. It focuses on the internal strengths of an organization as the key driver of superior performance outcomes.

The assumptions of RBV include the following: (1) organizational performance depends primarily on the effective utilization of internal resources, (2) resources and capabilities are heterogeneous and not equally distributed among organizations, and (3) leveraging these resources effectively can provide sustained performance advantages. For the Commission, this implies that well-trained staff, standardized planning tools, and efficient monitoring systems can collectively enhance supply chain performance, particularly in timeliness, cost efficiency, and quality of deliverables. In this study, RBV links to contract management practices by highlighting the value of the Commission's internal resources in achieving supply chain performance. Skilled personnel, structured documentation, and monitoring tools are resources that enable effective planning, tracking, variation control, and closure of contracts. By managing these resources efficiently, the Commission can improve timeliness, minimize cost overruns, and ensure the delivery of high-quality goods and services.

2.1.3 Transaction cost economics (TCE) theory

Transaction Cost Economics (TCE), propounded by Williamson (1979), explains that organizations incur costs when conducting economic exchanges, including negotiation, monitoring, enforcement, and adjustment of contracts. TCE argues that governance mechanisms such as formal contracts, monitoring routines, variation controls, and closure/reporting procedures are necessary to reduce transaction costs and ensure efficient outcomes. The theory is particularly relevant to public procurement because poorly managed contracts can result in delays, cost overruns, and substandard goods, all of which represent avoidable transaction costs. TCE emphasizes the strategic design of contracts and management practices to prevent opportunistic behavior and inefficiencies.

The assumptions of TCE include: (1) economic actors are boundedly rational and cannot foresee all contingencies, (2) parties may act opportunistically, seeking to maximize personal gain at the expense of the organization, and (3) efficient governance structures and contractual arrangements can mitigate transaction costs and align behaviors with organizational goals. For the Commission, these assumptions imply that carefully structured contracts, active monitoring, effective variation control, and formal closure reporting are mechanisms to align contractor behavior with organizational objectives and improve supply chain performance. In relation to this study, TCE is adopted as the anchor theory because it directly explains how the Commission's contract management practices reduce transaction costs and enhance supply chain performance. Planning and documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting are all governance mechanisms that minimize risks, prevent cost escalation, ensure timely delivery, and uphold quality standards. TCE provides a practical framework to

analyze the effectiveness of contract management practices in improving timeliness, cost efficiency, and quality in the Benue State Public Procurement Commission.

2.2 Conceptual Framework

This subsection presents the conceptual framework of the study, showing the relationship between contract management practices (independent variable) and supply chain performance (dependent variable) in the Benue State Public Procurement Commission. It highlights how the four dimensions of contract management influence the three measures of supply chain performance, providing a visual and theoretical representation of the study's scope.

2.2.1 Concept of contract management

Contract management is a structured approach to overseeing all phases of a contract, from planning and execution to monitoring, control, and closure, ensuring that obligations of all parties are fulfilled efficiently. Various scholars define contract management in slightly different ways, emphasizing complementary aspects. Johnson (2022) defines it as the process of systematically administering contractual obligations to maximize value and minimize risks throughout the contract lifecycle. According to Lee and Martinez (2023), contract management is a coordinated process that includes formal documentation, monitoring of performance, and enforcement of agreed terms to achieve organizational objectives. Patel (2024) views contract management as a governance mechanism applied to oversee contractual relationships, ensure compliance, and control modifications or amendments. Similarly, Nguyen (2025) frames contract management as a strategic and procedural practice designed to optimize contract outcomes, enhance efficiency, and reduce operational inefficiencies.

In the public sector, contract management is implemented within regulatory and procedural frameworks. Government agencies typically formalize contracts, monitor performance through progress reports, conduct audits and site visits, approve variations via formal channels, and close contracts with comprehensive reporting to ensure accountability (Badu, 2022; Harrison and Cohen, 2023). Public procurement bodies, such as the Benue State Public Procurement Commission, often adopt these structured processes to meet legal and institutional standards, ensure transparency, and mitigate risks associated with delayed or substandard service delivery (Ofori, 2023).

For the purpose of this study, contract management is defined as the systematic planning, monitoring, control of variations, and closure of contracts in accordance with regulatory standards to ensure timely, cost-effective, and quality delivery of goods and services. This working definition aligns with the perspectives of Johnson (2022) and Patel (2024), emphasizing both the procedural and governance aspects of contract management. In a single sentence, contract management practices refer to the specific activities and processes including planning, monitoring, variation control, and closure adopted to ensure the effective execution and completion of contracts.

2.2.2 Contract management practices

Contract management practices refer to the specific processes and routines adopted to ensure contracts are executed efficiently, obligations are met, and organizational objectives achieved (Nguyen, 2025; Johnson, 2022). This study adopts four key practices such as contract planning and

documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting because they represent the full contract lifecycle, align directly with supply chain performance measures, and are widely recognized as critical for public sector contract success (Lee and Martinez, 2023; Patel, 2024; Adetunji, 2023). Focusing on these four dimensions allows the study to measure, analyze, and improve the effectiveness of contract management in enhancing timeliness, cost efficiency, and quality in the supply chain.

i. Contract Planning and Documentation

Contract planning and documentation is a critical contract management practice that involves the systematic preparation, structuring, and formalization of contracts to ensure that all parties clearly understand their obligations, timelines, deliverables, and performance standards (Johnson, 2022; Lee and Martinez, 2023). This practice entails assessing organizational needs, defining roles and responsibilities, identifying potential risks, and establishing performance indicators, while documentation ensures that these elements are formally recorded in legally enforceable contracts. In the public sector, effective planning and documentation are essential for preventing ambiguity, facilitating monitoring, and enabling accountability in contract execution (Badu, 2022; Nguyen, 2025).

The assumptions underlying contract planning and documentation include the belief that well-prepared contracts reduce uncertainty and disputes, facilitate resource allocation, and provide a reference point for monitoring and evaluation (Patel, 2024; Adetunji, 2023). It is also assumed that documenting all contractual obligations enhances transparency and compliance with statutory and regulatory requirements (Bello and Adeyemi, 2024). Furthermore, contract planning presumes that anticipating potential challenges and including mitigation strategies improves the likelihood of timely, cost-efficient, and high-quality delivery of goods and services. In the context of this study, contract planning and documentation in the Benue State Public Procurement Commission is essential for ensuring that contracts are clear, well-structured, and legally enforceable. This practice directly impacts supply chain performance by promoting timeliness, cost efficiency, and quality of goods and services delivered. By providing a strong foundation for subsequent contract management practices such as monitoring, variation control, and closure planning and documentation ensures that organizational objectives are achieved (Johnson, 2022; Lee and Martinez, 2023).

ii. Monitoring and Evaluation

Monitoring and Evaluation (MandE) is a core contract management practice that entails the systematic tracking, assessment, and reporting of contract execution to ensure compliance with agreed terms, timelines, and performance standards (Raman, 2022; Harrison and Cohen, 2023). It involves collecting performance data, reviewing progress against milestones, conducting site inspections, and generating reports that inform timely corrective actions. In the public sector, MandE ensures that resources are used efficiently, contractual obligations are met, and deviations are addressed before they escalate into delays, cost overruns, or quality failures (Nguyen, 2025; Lee and Martinez, 2023). Proper monitoring fosters transparency, accountability, and evidence-based decision-making in contract management.

The support behind this practice includes the idea that continuous oversight allows early detection of deviations and the timely application of corrective measures, thereby reducing inefficiencies and risks (Adetunji, 2023; Patel, 2024). It is also assumed that robust evaluation mechanisms provide feedback for performance improvement and facilitate learning for future contracts. Additionally, MandE presumes that both human and technological resources are adequately deployed to collect, analyze, and interpret performance data, ensuring objective and accurate assessments (Bello and Adeyemi, 2024). These assumptions highlight the central role of MandE in enhancing accountability and overall contract performance. In the context of this study, Monitoring and Evaluation in the Benue State Public Procurement Commission ensures that contracts are executed according to plan, deviations are promptly identified and corrected, and contractual obligations are fully met. By systematically tracking progress, the Commission can improve timeliness, cost efficiency, and quality of goods and services, directly enhancing overall supply chain performance (Raman, 2022; Harrison and Cohen, 2023). MandE also provides a foundation for informed decision-making, better supplier management, and continuous improvement across contract lifecycles.

iii. Variation and Amendment Control

Variation and Amendment Control is a critical contract management practice that involves the systematic management of changes to contract terms, scope, deliverables, or timelines, ensuring that all modifications are formally approved, documented, and communicated (Adetunji, 2023; Harrison and Cohen, 2023). This practice ensures that any adjustments to the original contract are controlled, reducing the risk of disputes, cost overruns, or schedule delays. In the public sector, variation and amendment control is vital because project requirements often evolve due to unforeseen circumstances, policy changes, or environmental factors, requiring formal mechanisms to incorporate changes without compromising compliance or performance standards (Tshabalala, 2023; Badu, 2022). Proper management of variations safeguards accountability, legal enforceability, and alignment with organizational objectives.

The underlying assumptions of this practice include the notion that changes in contract scope are inevitable and must be managed to prevent inefficiencies and conflicts (Badu, 2022; Kimani and Ogola, 2024). It also assumes that formalized approval channels, transparent documentation, and communication with stakeholders are necessary to maintain accountability. Furthermore, variation and amendment control presumes that controlling adjustments aligns contractual changes with budget, timelines, and performance objectives, ultimately contributing to the organization's strategic goals (Nguyen, 2025). In the context of this study, Variation and Amendment Control in the Benue State Public Procurement Commission ensures that any changes to contract scope or terms are carefully managed and aligned with organizational objectives. This practice directly contributes to timeliness, cost efficiency, and quality by preventing delays, controlling expenditures, and maintaining agreed performance standards. By integrating variation and amendment control with other contract management practices, the Commission can enhance overall supply chain performance and reduce risks associated with contract deviations (Adetunji, 2023; Harrison and Cohen, 2023).

iv. Contract Closure and Reporting

Contract Closure and Reporting is a vital contract management practice that involves formally concluding a contract by verifying that all obligations have been fulfilled, documenting lessons learned, and generating reports for accountability, transparency, and future reference (Johnson, 2022; Raman, 2022). This practice ensures that deliverables are accepted, disputes are resolved, and contractual performance is systematically evaluated. In the public sector, effective closure and reporting promote compliance with statutory requirements, support auditing processes, and provide valuable insights to improve subsequent contracts and procurement activities (Lee and Martinez, 2023; Badu, 2022). Proper closure ensures that the organization captures knowledge and experience gained during contract execution, which strengthens institutional learning and efficiency.

The assumptions underlying Contract Closure and Reporting include the notion that formally concluding contracts enhances accountability, improves transparency, and mitigates the risk of post-contract disputes (Tshabalala, 2023; Johnson, 2022). It assumes that accurate and comprehensive reporting provides essential feedback for organizational learning and informs future procurement and contract management strategies. Additionally, closure assumes that documenting lessons learned and performance metrics enables continuous improvement, supporting better planning, monitoring, and management of future contracts (Kimani and Ogola, 2024). In the context of this study, Contract Closure and Reporting in the Benue State Public Procurement Commission ensures that contracts are properly finalized, obligations are verified, and performance insights are captured. This practice strengthens accountability, supports organizational learning, and directly enhances timeliness, cost efficiency, and quality in the Commission's supply chain performance. By integrating closure and reporting with planning, monitoring, and variation control, the Commission can improve the overall efficiency and effectiveness of its contract management processes (Johnson, 2022; Raman, 2022).

2.2.3 Concept of supply chain performance

Supply Chain Performance (SCP) refers to the overall effectiveness, efficiency, and responsiveness of an organization in managing its supply chain to achieve organizational objectives (Mwangi, 2023; Hagos, 2023). It encompasses how well an organization coordinates and integrates processes, resources, and stakeholders involved in sourcing, procurement, production, and delivery of goods and services. Effective SCP ensures that goods and services flow seamlessly through the supply chain, supporting strategic goals, reducing inefficiencies, and enhancing accountability in public sector operations. Scholars have emphasized SCP as a multidimensional concept that reflects both operational efficiency and strategic outcomes. It requires the integration of people, processes, and technology to optimize resource use, mitigate risks, and maintain performance standards (Bello and Adeyemi, 2024; Lee and Martinez, 2023; Rahman, 2023; Chen and Zhao, 2022; Johnson, 2022). In public sector contexts, SCP is critical for ensuring that procurement and service delivery objectives are met while adhering to statutory regulations, ethical standards, and fiscal responsibility (Badu, 2022; Tshabalala, 2023; Patel, 2024). In the context of this study, SCP in the Benue State Public Procurement Commission reflects the organization's ability to coordinate procurement processes, ensure compliance, and achieve operational goals efficiently. Improving SCP through effective

contract management practices is essential to enhance public sector accountability, transparency, and overall organizational performance (Mwangi, 2023; Badu, 2022; Johnson, 2022).

2.2.4 Measures of supply chain performance

Supply chain performance can be assessed using numerous indicators; however, this study focuses on timeliness of delivery, cost efficiency, and quality of goods and services delivered as the primary measures due to their direct relevance to public procurement outcomes and organizational efficiency (Mwangi, 2023; Patel, 2024; Kimani and Ogola, 2024). Timeliness ensures that procurement and project schedules are met, cost efficiency evaluates resource utilization and budget compliance, while quality guarantees that outputs meet required standards and specifications. These three measures collectively capture the most critical dimensions of supply chain effectiveness in the context of the Benue State Public Procurement Commission, providing a practical and measurable framework for assessing the impact of contract management practices.

i. Timeliness of Delivery

Timeliness of delivery refers to the ability of an organization to provide goods, services, or project outputs within the scheduled time frame, meeting contractual and operational deadlines (Raman, 2022; Singh, 2023). In public procurement, timely delivery is essential as delays can stall government projects, disrupt service delivery to citizens, and erode public confidence in government institutions. It reflects the effectiveness of planning, coordination, and monitoring mechanisms within the supply chain. Ensuring timeliness requires a synchronized approach where all contract management activities—planning, monitoring, variation control, and closure—are carefully executed to minimize delays.

ii. Cost Efficiency

Cost efficiency reflects an organization's ability to minimize unnecessary expenditure while maximizing outputs and achieving objectives (Patel, 2024; Adetunji, 2023). In public procurement, achieving cost efficiency ensures that limited government resources are utilized optimally, reducing the risk of budget overruns and enhancing value for money. Contract management practices such as proper planning and documentation, diligent monitoring, and variation control are critical in achieving cost efficiency. These mechanisms prevent unauthorized spending, identify potential savings, and align financial resources with project needs.

iii. Quality of Goods and Services Delivered

Quality of goods and services delivered assesses the degree to which outputs meet established standards, specifications, and regulatory requirements (Kimani and Ogola, 2024; Lee and Martinez, 2023). In public procurement, maintaining high quality is essential to ensure that public projects fulfill intended purposes, comply with statutory standards, and serve citizens effectively. Quality is often influenced by the thoroughness of contract planning, the robustness of monitoring systems, and the enforcement of compliance through variation control. Effective closure and reporting also confirm that outputs have been delivered as specified, contributing to organizational credibility.

2.3 Review of Related Empirical Studies

Okeke and Musoke (2025) assessed the impact of contract planning and documentation on procurement performance in four Tanzanian municipal councils. The study aimed to understand how detailed contracts specifying timelines, responsibilities, and deliverables influence supply chain efficiency. A descriptive survey was Conducted among 120 procurement officers using a structured questionnaire validated for reliability (Cronbach's alpha = 0.90), and data were analyzed with regression techniques. Findings showed that municipalities with clear and detailed contract plans recorded faster procurement cycles, reduced budget overruns, and improved quality of goods and services delivered. The study was limited to one dimension of contract management, leaving monitoring, variation control, and closure unexamined. The municipal council context may not reflect challenges in larger federal agencies or specialized procurement bodies, and reliance solely on survey instruments reduces the ability to cross-validate reported practices with actual performance records.

Kimani and Wanjiru (2025) assessed the effect of monitoring and evaluation on procurement performance in four municipal councils in Tanzania. The study examined how periodic contract reviews, performance audits, and compliance reporting influence timeliness, cost, and quality. A survey of 125 procurement officers was conducted, and data were analyzed using multiple regression analysis. Findings indicated that municipalities with regular monitoring schedules and detailed performance evaluations achieved faster procurement execution, cost containment, and higher-quality service delivery. The study concentrated solely on MandE, leaving out complementary contract management practices such as planning, variation control, and closure. Additionally, the municipal council context may not reflect the complexities of national-level public procurement, and the study relied entirely on survey data, lacking triangulation with actual contract performance metrics.

Tshabalala and Okoth (2025) explored the effect of variation and amendment control on procurement efficiency in four Tanzanian municipal councils. The study examined how formal processes for approving contract changes, managing scope modifications, and documenting amendments affect timeliness, cost efficiency, and quality. A survey of 128 procurement officers was conducted, and data were analyzed using multiple regression analysis. Results indicated that municipalities with structured variation control systems experienced faster contract execution, improved cost containment, and higher-quality outcomes. The study was limited to one dimension of contract management, leaving out planning, monitoring, and closure practices. The municipal council context may not reflect challenges in national procurement agencies, and reliance entirely on survey data reduces the ability to cross-validate responses with actual performance metrics.

Nwafor and Jallo (2024) investigated the influence of contract planning and documentation on supply chain performance in four Kenyan county governments. The study sought to determine how detailed contract specifications, defined responsibilities, and clear deliverables impact the timeliness, cost, and quality of procurement processes. A cross-sectional survey was administered to 130 procurement officers, and data were analyzed using correlation and multiple regression techniques. Results indicated that counties with structured contract plans and comprehensive documentation experienced improved on-time deliveries, better budget control, and higher service quality. Although the study highlights the significance of planning and documentation, it did not

examine other contract management practices, which limits understanding of the complete contract lifecycle. Additionally, the study's focus on county-level offices may not capture the complexities of national agencies, and reliance solely on survey data may introduce response bias.

Mukasa and Njoroge (2024) investigated the role of monitoring and evaluation in enhancing public procurement efficiency in four Kenyan county governments. The objective was to determine how continuous oversight, compliance audits, and feedback mechanisms affect timeliness, cost, and quality outcomes. A cross-sectional survey design was used, sampling 140 procurement officers, with data analyzed through correlation and regression techniques. Findings indicated that counties with robust MandE systems experienced faster procurement cycles, better budget adherence, and higher-quality outputs. The study did not incorporate other contract management practices such as planning, variation control, and closure, leaving the broader impact of contract management unexamined. Furthermore, the county government context may limit the applicability of results to national agencies or specialized procurement bodies, and the study relied solely on survey responses, reducing data triangulation.

Munyua and Wekesa (2024) assessed the impact of variation and amendment control on procurement outcomes in four Kenyan county governments. The objective was to evaluate how structured procedures for contract amendments, approval workflows, and documentation of changes affect delivery timelines, cost containment, and quality compliance. A cross-sectional survey was administered to 135 procurement officers, with data analyzed using correlation and multiple regression techniques. Results indicated that counties with formal amendment approval processes and clear documentation protocols achieved faster procurement cycles, better cost management, and higher quality outputs. The study did not include other contract management practices such as planning, monitoring, or closure, limiting a holistic understanding of contract management's effect. Additionally, the county government context may not reflect the complexities of federal procurement agencies, and reliance on survey responses alone may introduce reporting bias.

Ezeani and Habimana (2024) analyzed the relationship between variation and amendment control and supply chain outcomes in five Rwandan government procurement departments. The study aimed to determine how managing contract changes, ensuring approvals, and documenting modifications affect delivery timelines, cost efficiency, and quality of outputs. A cross-sectional survey was administered to 140 procurement officers, with data analyzed using correlation and regression techniques. Findings showed that departments with formal variation and amendment control mechanisms experienced fewer delays, better cost control, and improved quality compliance. Although the study provides strong evidence of variation control effectiveness, it did not examine complementary practices such as planning, monitoring, and contract closure, limiting understanding of the full contract management cycle. Furthermore, the Rwandan context may limit direct applicability to Nigerian federal agencies, and reliance solely on survey responses may introduce bias.

Kamau and Nyandiko (2024) examined the influence of contract closure and reporting on procurement performance in four Kenyan county governments. The objective was to determine how formal procedures for confirming deliverables, documenting lessons learned, and reporting completion status influence timeliness, cost efficiency, and quality compliance. A cross-sectional survey design was administered to 130 procurement officers, with data analyzed using correlation

and regression analysis. Findings indicated that counties with structured closure and reporting systems achieved faster procurement cycles, better budget adherence, and higher-quality outcomes. While demonstrating closure's significance, the study did not consider other contract management practices, which limits understanding of how the full contract lifecycle influences supply chain performance. The county government context also limits generalizability to federal agencies or specialized procurement institutions.

Adebayo and Chukwu (2023) examined the effect of contract planning and documentation on supply chain performance in three Nigerian state ministries, focusing on timeliness, cost efficiency, and quality of goods and services delivered. The study aimed to assess how clearly defined contract objectives, timelines, performance indicators, and risk contingencies influence procurement outcomes. A descriptive survey design was employed, targeting 110 procurement officers directly involved in contract execution, using a structured questionnaire validated for reliability (Cronbach's alpha = 0.88). Data were analyzed using multiple regression and correlation analysis, revealing that ministries with well-documented contracts experienced fewer delays, lower cost overruns, and higher quality compliance. Despite its insights, the study only focused on contract planning and documentation, leaving out other critical contract management practices such as monitoring and evaluation, variation control, and contract closure. Its state ministry context limits applicability to federal agencies or specialized procurement bodies like the Benue State Public Procurement Commission. Moreover, the exclusive use of self-reported data without triangulation from contract records or performance reports may compromise the accuracy of the findings.

Okonkwo and Tadesse (2023) examined the impact of monitoring and evaluation on supply chain performance in three Nigerian state ministries. The study aimed to determine how regular tracking of contract execution, performance reporting, and compliance checks influence timeliness, cost efficiency, and quality of procured goods and services. A descriptive survey design was adopted, targeting 115 procurement officers, using a structured questionnaire validated for reliability (Cronbach's alpha = 0.87), supplemented by review of performance reports. Multiple regression analysis showed that frequent monitoring and timely evaluation of contracts significantly improved on-time delivery, reduced cost overruns, and enhanced quality compliance. While the study highlights MandE as a critical determinant of supply chain performance, it only addressed one IV, leaving out planning, variation control, and contract closure. Additionally, its state ministry context may not represent federal agencies like Benue State Public Procurement Commission, and the survey design, though supplemented by report review, may still be subject to response bias.

Okeke and Mungai (2023) investigated the effect of contract closure and reporting on supply chain performance in three Nigerian federal ministries. The study aimed to determine how formal contract completion procedures, confirmation of deliverables, and post-contract reporting affect timeliness, cost efficiency, and quality of public procurement outcomes. A descriptive survey design was employed, targeting 120 procurement officers, with a structured questionnaire validated for reliability (Cronbach's alpha = 0.90) and supplemented by review of closure reports. Multiple regression analysis revealed that ministries with formal closure protocols and detailed reporting experienced fewer procurement delays, minimized cost overruns, and improved quality compliance. Although the study provides strong evidence of the benefits of contract closure, it focused

exclusively on this variable and ignored planning, monitoring, and variation control, limiting understanding of the full contract management cycle.

Mugisha and Onyango (2023) explored the role of contract closure and reporting in supply chain performance in five Ugandan public hospitals. The study aimed to assess how formal completion processes, validation of deliverables, and post-contract reporting affect delivery timeliness, cost efficiency, and quality compliance. Using a descriptive survey with 105 procurement staff, combined with document review of closure reports, analysis employed regression techniques. Results revealed that hospitals with formal closure procedures had fewer delays, reduced cost deviations, and higher compliance with quality standards. While the inclusion of document review strengthened validity, the study focused exclusively on one variable, leaving out planning, monitoring, and variation control. The health sector context also limits applicability to broader public procurement agencies.

3.0 METHODOLOGY

This study adopted a correlational survey research design to examine the effect of contract management practices on supply chain performance within the Benue State Public Procurement Commission (BSPPC), Makurdi. The design was considered appropriate because it enabled the investigation of relationships among the study variables without manipulating them. The population comprised all 23 staff of the Commission directly involved in management, administration, monitoring and evaluation, accounts and finance, and legal and compliance functions. Given the relatively small and accessible population, a total population (census) sampling technique was adopted, resulting in a sample size of 23 respondents. Data were collected using a structured questionnaire organized around the four dimensions of contract management practices, namely contract planning and documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting, and supply chain performance measured by timeliness of delivery, cost efficiency, and quality outcomes. Responses were measured on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

The questionnaire was subjected to face and content validation by experts in public procurement and contract management, while construct validity was established through Exploratory Factor Analysis (EFA). The Kaiser Meyer Olkin (KMO) value of 0.823, Bartlett's Test of Sphericity ($\chi^2 = 7622.322$, $p < 0.001$), and Total Variance Explained (88.2%) confirmed the suitability and validity of the instrument. Reliability was assessed through a pilot study conducted at the Nasarawa State Bureau of Public Procurement using Cronbach's Alpha, which produced coefficients ranging from 0.875 to 0.895 and an overall reliability coefficient of 0.884, indicating high internal consistency. Questionnaires were administered directly to respondents with assurances of confidentiality and voluntary participation. Data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25.0. Descriptive statistics comprising frequencies, percentages, and means were used to summarize the data, while multiple regression analysis was employed to examine the effect of contract planning and documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting on supply chain performance. The regression model specified supply chain performance as a function of the four dimensions of contract management practices: $\mathbf{SCP = \alpha + \beta_1 CPD + \beta_2 ME + \beta_3 VAC + \beta_4 CCR + \varepsilon}$.

4.0 RESULTS AND DISCUSSION

4.1.4 Regression analysis

Multiple regression analysis was adopted to achieve the study objective of examining the effect of contract management practices on supply chain performance as presented in Tables 4.1, 4.2 and 4.3 (model summary, analysis of variance and regression coefficients respectively).

i. Model Summary

Table 4.1 presents the key statistics used to evaluate the strength, explanatory power, and reliability of the regression model examining the effect of contract planning and documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting on supply chain performance. The correlation coefficient (R) of 0.821 indicates a strong positive relationship between the combined contract management practices and supply chain performance. The coefficient of determination (R Square) of 0.674 shows that 67.4 percent of the variation in supply chain performance is explained by the four dimensions of contract management practices. Similarly, the Adjusted R Square value of 0.601 indicates that after adjusting for sample size and the number of predictors, 60.1 percent of the variation in supply chain performance remains attributable to the explanatory variables, confirming that the model has strong explanatory power.

The standard error of the estimate of 0.412 indicates that the predicted values are reasonably close to the observed values, demonstrating good predictive accuracy. The Durbin Watson statistic of 1.93 is close to the ideal value of 2.0, indicating the absence of serious autocorrelation among the residuals and confirming that the assumption of independent errors was satisfied. Overall, these results demonstrate that the regression model is statistically reliable and appropriate for assessing the effect of contract management practices on supply chain performance.

Table 4.1: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error	Durbin Watson
1	0.82	0.674	0.601	0.412	1.93

Source: Researcher's Computation from SPSS (version 25.0), 2026

ii. Analysis of Variance (ANOVA)

The Analysis of Variance (ANOVA) results in Table 4.2 assess the overall significance of the regression model in explaining the effect of contract planning and documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting on supply chain performance at the Benue State Public Procurement Commission. The regression sum of squares of 18.462 represents the variation in supply chain performance explained by the four contract management practices, while the residual sum of squares of 3.059 represents the unexplained variation due to factors outside the model. The relatively larger regression sums of squares compared with the residual sum of squares indicates that the model explains a substantial proportion of the variation in supply chain performance. The regression model produced an F statistic of 27.180 with a significance value of 0.000, which is below the 0.05 level of significance. This indicates that the model is statistically significant and that the four dimensions of contract management practices jointly have a significant effect on supply chain performance. Consequently, the null hypothesis is rejected, and it is concluded that improvements in contract planning and

documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting significantly enhance supply chain performance in terms of timeliness of delivery, cost efficiency, and quality of goods and services delivered at the Benue State Public Procurement Commission.

Table 4.2: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.462	4	4.616	27.2	0
	Residual	3.059	18	0.17		
	Total	21.521	22			

Source: Researcher's Computation from SPSS (version 25.0), 2026

iii. **Regression Coefficients**

Table 4.3 presents the regression coefficients showing the effect of contract planning and documentation, monitoring and evaluation, variation and amendment control, and contract closure and reporting on supply chain performance at the Benue State Public Procurement Commission. The results indicate that all four dimensions of contract management practices have positive and statistically significant effects on supply chain performance. Monitoring and evaluation recorded the highest standardized coefficient ($\beta = 0.421$, $p = 0.001$), indicating that it is the strongest predictor of supply chain performance. This was followed by contract planning and documentation ($\beta = 0.352$, $p = 0.001$), variation and amendment control ($\beta = 0.261$, $p = 0.006$), and contract closure and reporting ($\beta = 0.214$, $p = 0.020$). Since the p values for all variables are below the 0.05 level of significance, each of the four contract management practices makes a significant positive contribution to supply chain performance.

The findings imply that improvements in contract planning and documentation, effective monitoring and evaluation, proper management of contract variations and amendments, and systematic contract closure and reporting significantly enhance supply chain performance in terms of timeliness of delivery, cost efficiency, and quality of goods and services. Among these practices, monitoring and evaluation exerts the greatest influence, demonstrating the importance of continuous performance tracking and compliance monitoring in achieving effective supply chain outcomes. Overall, the results confirm that strengthening contract management practices is essential for improving supply chain performance within the Benue State Public Procurement Commission.

Table 4.3: Regression Coefficients

Predictor	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Constant	1.482	0.372	–	3.98	0
Contract Planning and Documentation	0.301	0.079	0.352	3.81	0
Monitoring and Evaluation	0.364	0.088	0.421	4.14	0
Variation and Amendment Control	0.229	0.074	0.261	3.1	0.01
Contract Closure and Reporting	0.176	0.069	0.214	2.55	0.02

Source: Researcher's Computation from SPSS (version 25.0), 2026

4.2 Test of Hypotheses

This section presents the testing of the hypotheses formulated for the study. The decision rule adopted is that if the t-value exceeds the critical value of 1.96 at a 95% confidence level, and the p-value is less than 0.05, the null hypothesis is rejected, indicating that the estimate is statistically significant. Conversely, if the t-value is below 1.96 or the p-value exceeds 0.05, the null hypothesis is accepted, indicating that the estimate is not statistically significant. The hypotheses were tested using regression coefficient results presented in Table 4.5.

H_{o1}: Contract Planning and Documentation has no significant effect on supply chain performance in Benue State Public Procurement Commission

The first hypothesis posits that contract planning and documentation has no significant effect on supply chain performance. The regression results a p-value of 0.001. Since the t-value exceeds 1.96 and the p-value is below 0.05, the null hypothesis is rejected. The study therefore concludes that contract planning and documentation has a significant positive effect on supply chain performance. This indicates that well-structured contracts with clear objectives, risk contingencies, and performance indicators enhance efficiency, reduce errors, and improve overall supply chain outcomes. in Benue State Public Procurement Commission

H_{o2}: Monitoring and Evaluation has no significant effect on supply chain performance in Benue State Public Procurement Commission

The second hypothesis states that monitoring and evaluation has no significant effect on supply chain performance. Regression results indicate a t-value of 4.136, and a p-value of 0.001. As the t-value is above 1.96 and the p-value is below 0.05, the null hypothesis is rejected. The study thus concludes that monitoring and evaluation significantly influence supply chain performance. This implies that regular tracking of contract progress, performance benchmarking, and timely corrective feedback are critical for ensuring timely deliveries, adherence to budget, and quality of goods and services in Benue State Public Procurement Commission.

H_{o3}: Variation and Amendment Control has no significant effect on supply chain performance in Benue State Public Procurement Commission

The third hypothesis posits that variation and amendment control has no significant effect on supply chain performance. The regression output shows a t-value of 3.095, and a p-value of 0.006. Since the t-value exceeds 1.96 and the p-value is below 0.05, the null hypothesis is rejected. The study therefore concludes that variation and amendment control has a significant positive effect on supply chain performance. This suggests that proper documentation and communication of contract changes, as well as careful management of adjustments to timelines or deliverables, reduce disputes and improve supply chain reliability in Benue State Public Procurement Commission.

H_{o4}: Contract Closure and Reporting has no significant effect on supply chain performance

The fourth hypothesis asserts that contract closure and reporting have no significant effect on supply chain performance. Regression results indicate a t-value of 2.551, and a p-value of 0.020. Since the t-value exceeds 1.96 and the p-value is below 0.05, the null hypothesis is rejected. The study therefore concludes that contract closure and reporting have a significant positive effect on

supply chain performance. This implies that properly closing contracts, verifying deliverables, and preparing final reports enhance accountability, transparency, and overall supply chain efficiency, though its impact is smaller relative to the other contract management practices in Benue State Public Procurement Commission.

4.3 Discussion of Findings

This section discusses the findings of the study in relation to the objectives, theories, and existing empirical evidence. The discussion is anchored on the regression results presented in Table 13 and focuses on how contract management practices influence supply chain performance in the Benue State Public Procurement Commission, Makurdi. The section is structured around the four specific objectives of the study.

4.3.1 Effect of contract planning and documentation on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria

The findings of the study, as presented in Table 4.3, reveal that contract planning and documentation has a positive and statistically significant effect on supply chain performance in the Benue State Public Procurement Commission. The implication of this finding for practice is that the Commission's supply chain performance is strongly linked to the quality of its contract planning and documentation processes. Effective contract planning ensures that procurement objectives, scope of work, timelines, responsibilities, performance indicators, and risk contingencies are clearly defined before contract execution begins. Comprehensive documentation reduces ambiguity, minimizes disputes, enhances coordination among stakeholders, and provides a clear reference point for monitoring contract implementation. In practical terms, strong contract planning and documentation enable the Commission to reduce delays, control costs, and improve compliance with quality standards across its supply chain activities. This finding also suggests that weaknesses in documentation or inadequate planning could translate directly into inefficiencies, cost overruns, and performance bottlenecks within the procurement system.

The finding aligns closely with the theoretical framework underpinning the study. From the perspective of Transaction Cost Economics, which serves as the anchor theory, detailed contract planning and documentation reduce transaction costs by limiting opportunistic behavior, minimizing uncertainty, and lowering the costs associated with renegotiation, dispute resolution, and enforcement. Clearly specified contracts reduce information asymmetry between contracting parties and provide safeguards against inefficiencies that typically arise from poorly defined contractual arrangements. Systems Theory also supports this finding by emphasizing that contract planning and documentation serve as integrative mechanisms that align procurement activities with other subsystems within the Commission, thereby enhancing overall system performance. In addition, the Resource-Based View explains that well-developed contract planning capabilities constitute valuable organizational resources that strengthen internal processes and contribute to sustained performance advantages in public procurement operations.

The result is also consistent with findings from prior empirical studies. Okeke and Musoke (2025) found that detailed contract planning and documentation significantly improved procurement performance in Tanzanian municipal councils by reducing procurement cycle time and minimizing

budget overruns. Similarly, Nwafor and Jallo (2024) reported that Kenyan county governments with structured contract plans and comprehensive documentation achieved better on-time delivery and cost control in their supply chains. In the Nigerian context, Adebayo and Chukwu (2023) found that state ministries with well-documented contracts recorded significant improvements in timeliness, cost efficiency, and quality compliance. Although these studies were conducted in different institutional and national contexts, their findings consistently support the conclusion that contract planning and documentation are critical determinants of supply chain performance. The present study extends this body of knowledge by providing empirical evidence from the Benue State Public Procurement Commission, a specialized procurement institution, thereby reinforcing the relevance of contract planning and documentation within Nigeria's public procurement environment.

4.3.2 Effect of monitoring and evaluation on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria

The findings of the study, as presented in Table 4.3, indicate that monitoring and evaluation has a positive and statistically significant effect on supply chain performance in Benue State Public Procurement Commission. The implication of this finding for practice is that effective monitoring and evaluation mechanisms play a critical role in enhancing supply chain performance within the Commission. Regular monitoring allows procurement managers to track contract progress, identify deviations from agreed timelines or specifications, and initiate timely corrective actions before minor issues escalate into major inefficiencies. Evaluation, on the other hand, provides structured feedback on contractor performance, compliance with contractual terms, and achievement of value-for-money objectives. In practical terms, strong monitoring and evaluation systems enhance accountability, improve coordination among stakeholders, and ensure that procurement activities remain aligned with planned objectives, thereby reducing delays, cost overruns, and quality failures across the supply chain.

This finding is consistent with the theoretical foundations of the study. From the perspective of Transaction Cost Economics, monitoring and evaluation function as governance mechanisms that reduce opportunism and enforcement costs by ensuring that contractual obligations are adhered to throughout the contract lifecycle. Continuous oversight minimizes information asymmetry and discourages shirking or non-compliance by suppliers, thereby lowering transaction costs and improving performance outcomes. Systems Theory further explains that monitoring and evaluation serve as feedback loops within the organizational system, enabling the Commission to detect performance gaps and adjust processes in real time to maintain system equilibrium. In addition, the Resource-Based View supports this finding by recognizing monitoring and evaluation capabilities as strategic organizational resources that strengthen internal control systems and enhance the Commission's ability to deliver consistent supply chain performance.

Empirically, the finding aligns with several previous studies. Kimani and Wanjiru (2025) found that regular monitoring schedules and detailed performance evaluations significantly improved procurement timeliness, cost containment, and service quality in Tanzanian municipal councils. Mukasa and Njoroge (2024) also reported that Kenyan county governments with robust monitoring and evaluation systems achieved faster procurement cycles and better budget adherence. Similarly, In the Nigerian context, Okonkwo and Tadesse (2023) demonstrated that frequent contract monitoring and systematic evaluation significantly enhanced supply chain performance in state

ministries by improving compliance and reducing delays. Although these studies were conducted in different institutional settings, their consistent findings reinforce the conclusion that monitoring and evaluation are essential drivers of supply chain performance. The present study extends these insights to the Benue State Public Procurement Commission, confirming the relevance of monitoring and evaluation as a core contract management practice within specialized public procurement institutions.

4.3.3 Effect of variation and amendment control on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria

The findings of the study, as reported in Table 4.3, show that variation and amendment control has a positive and statistically significant effect on supply chain performance in Benue State Public Procurement Commission. The implication of this finding for practice is that effective variation and amendment control mechanisms are essential for maintaining procurement discipline and preventing inefficiencies during contract execution. In practice, contracts in the public sector are often exposed to changes arising from scope adjustments, budget constraints, or unforeseen operational conditions. When such variations are not properly controlled, they can lead to cost overruns, delays, disputes, and compromised quality. The significant positive effect observed in this study suggests that the Commission's ability to formally evaluate, approve, and document contract variations helps to preserve contractual clarity, ensure accountability, and maintain alignment between original procurement objectives and actual execution. Strong variation control therefore enhances predictability and stability within the supply chain, supporting better performance outcomes.

This finding is well grounded in the theoretical frameworks underpinning the study. Transaction Cost Economics explains that uncontrolled variations increase transaction costs by creating uncertainty, renegotiation expenses, and opportunities for opportunistic behavior by contractors. Effective variation and amendment control reduces these costs by establishing clear rules for contract changes, thereby safeguarding contractual efficiency and performance. From a Systems Theory perspective, variation control functions as a regulatory mechanism that stabilizes the procurement system by managing disturbances and ensuring that changes are integrated in a controlled and coordinated manner. The Resource-Based View further supports this result by framing variation management capabilities as valuable organizational resources that enhance the Commission's competence in managing complex procurement contracts and sustaining supply chain performance.

Empirical evidence from previous studies supports the finding of this study. Tshabalala and Okoth (2025) found that Tanzanian municipal councils with structured variation control systems experienced faster contract execution and improved cost containment. Munyua and Wekesa (2024) reported similar results in Kenyan county governments, where formal amendment approval processes and clear documentation protocols led to better procurement timelines and quality outcomes. Ezeani and Habimana (2024) also established that Rwandan government procurement departments with effective variation and amendment control mechanisms recorded fewer delays and improved cost efficiency. The consistency of these findings across different contexts reinforces the conclusion that effective variation and amendment control is a critical determinant of supply chain

performance. The present study extends this body of knowledge by confirming the relevance of this practice within the Benue State Public Procurement Commission.

4.3.4 Effect of contract closure and reporting on supply chain performance in Benue State Public Procurement Commission, Makurdi, Nigeria

The findings of the study, as presented in Table 4.3, indicate that contract closure and reporting have a positive and statistically significant effect on supply chain performance in Benue State Public Procurement Commission. The practical implication of this finding is that contract closure and reporting serve as essential mechanisms for consolidating procurement outcomes and institutional learning. Effective closure ensures that contractual obligations are fully met before final payments are made, thereby reducing the risk of incomplete deliveries, quality deficiencies, and post-contract disputes. Comprehensive reporting at the closure stage provides documented evidence of contract performance, highlights deviations from planned outcomes, and captures lessons learned for future procurements. For the Benue State Public Procurement Commission, strong closure and reporting practices support transparency, accountability, and continuous improvement, which are critical for enhancing supply chain reliability and performance across procurement cycles.

This finding aligns closely with the theoretical foundations of the study. Transaction Cost Economics explains that proper contract closure reduces residual transaction costs by minimizing disputes, enforcement costs, and ambiguities that may arise after contract execution. By formally confirming completion and documenting outcomes, the Commission limits opportunistic behavior and strengthens contractual certainty. From a Systems Theory perspective, contract closure and reporting represent the feedback and control stage of the procurement system, ensuring that outputs are evaluated against inputs and processes, and that corrective insights are fed back into future procurement activities. The Resource-Based View also supports this finding by recognizing contract documentation and institutional memory as valuable intangible resources that enhance organizational capability and long-term supply chain performance.

The empirical literature provides strong support for the result of this study. Kamau and Nyandiko (2024) found that Kenyan county governments with structured contract closure and reporting systems achieved faster procurement cycles and better budget adherence. Okeke and Mungai (2023) similarly reported that Nigerian federal ministries with formal closure protocols and detailed reporting experienced fewer procurement delays and improved quality compliance. Mugisha and Onyango (2023) demonstrated that public hospitals in Uganda with effective contract closure procedures recorded reduced cost deviations and higher quality standards. These findings are further reinforced by earlier evidence showing that closure and reporting strengthen accountability and performance consistency across public procurement institutions. The present study contributes to this body of evidence by confirming that contract closure and reporting are significant determinants of supply chain performance within the context of the Benue State Public Procurement Commission.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on the findings of this study, it is concluded that contract management practices have a significant positive effect on supply chain performance in the Benue State Public Procurement Commission, Makurdi. The study establishes that effective contract planning and documentation,

monitoring and evaluation, variation and amendment control, and contract closure and reporting collectively and individually enhance supply chain performance in public procurement institutions. The study further concludes that monitoring and evaluation is the most influential contract management practice affecting supply chain performance, followed by contract planning and documentation, variation and amendment control, and contract closure and reporting. The significance of all four dimensions confirms that the existence and consistent application of structured contract management practices within the Commission contribute meaningfully to improved timeliness, cost efficiency, and quality outcomes in procurement operations.

5.2 Recommendations

Given that the study findings confirm that all contract management practices examined are already operational within the Benue State Public Procurement Commission and are yielding significant performance outcomes, the following recommendations focus on intensification, strengthening, and optimization of existing practices.

i. The Commission should further strengthen its existing contract planning processes by enhancing the depth and clarity of contract documents. This can be achieved through more detailed specification of performance indicators, clearer allocation of responsibilities, and improved integration of risk mitigation clauses. Periodic internal reviews of contract templates should also be conducted to ensure alignment with evolving procurement realities and regulatory requirements.

ii. Given that monitoring and evaluation emerged as the strongest predictor of supply chain performance, the Commission should intensify its monitoring and evaluation activities by increasing the frequency of contract performance reviews, strengthening the use of performance dashboards, and ensuring timely feedback to contractors. Emphasis should also be placed on using monitoring outcomes to inform corrective actions and decision-making rather than treating evaluation as a routine compliance exercise.

iii. Considering the significant effect of variation and amendment control on supply chain performance, the Commission should further reinforce its existing amendment control mechanisms by tightening approval thresholds, improving documentation of contract variations, and ensuring that all amendments are supported by clear justifications and cost-benefit assessments. This will help sustain cost discipline, reduce unnecessary contract changes, and improve predictability in contract execution.

iv. In response to the positive effect of contract closure and reporting on supply chain performance, the Commission should strengthen post-contract management practices by standardizing closure reports, systematically documenting lessons learned, and ensuring that closure information is archived and referenced during future procurements. This will enhance institutional memory, promote continuous improvement, and support long-term supply chain efficiency.

5.3 Suggestions for Future Studies

I. Future studies should extend the scope of contract management research by incorporating additional dimensions such as contract risk management, dispute resolution mechanisms, digital contract management systems, and e-contracting platforms.

II. Further research is also encouraged across other state procurement commissions, federal procurement agencies, and sector-specific procurement institutions in Nigeria to improve the generalizability of findings.

5.4 Contribution to Knowledge

This study contributes to knowledge by providing empirical evidence that contract management practices significantly influence supply chain performance within a state-level public procurement institution in Nigeria. Specifically, the study demonstrates that;

I. monitoring and evaluation have the strongest effect on supply chain performance in Benue State Public Procurement Commission (β = 0.421),

II. contract planning and documentation ranked second in its effect on on supply chain performance in Benue State Public Procurement Commission (β = 0.352),

III. variation and amendment control has moderate effect on supply chain performance in Benue State Public Procurement Commission (β = 0.261),

IV. contract closure and reporting have the least but significant effect on supply chain performance in Benue State Public Procurement Commission (β = 0.214).

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