

Vendor Selection Risk and Organizational Performance in Corporate Institutions in Taraba State: The Impact of Incompetent External Service Providers

Salim, Hama`Adama Sa`ad

Rome Business School Lagos, Nigeria.

Email: saleemadda@gmail.com

Rilwan Aliyu Sa`ad

Department of Banking and Finance,
Federal University Wukari.

Taraba State, Nigeria

Email: rilwanu@fuwukari.edu.ng

Umaru Musa

Department of Economics,
Federal University Wukari.

Taraba State, Nigeria

Email: musaumar@fuwukari.edu.ng

<https://doi.org/10.56201/ijebm.vol.12.no9.2026.pg177.187>

Abstract

This study examined vendor selection risk and organisational performance in corporate institutions in Taraba State, focusing on incompetent external service providers. Specifically, it assessed vendor competence, due diligence, selection transparency, favoritism, and vendor performance monitoring. The study was anchored on Transaction Cost Economics, Stakeholder Theory, and Agency Theory. A survey research design was adopted, using primary data from selected corporate institutions. Logit regression was employed for analysis. Findings revealed that all five vendor selection risk factors had statistically insignificant effects on organisational performance, despite positive and negative relationships. The study concluded that vendor selection risk factors did not significantly influence organisational performance. It recommended strengthening vendor assessment, due diligence, transparency, fairness, and continuous performance monitoring.

Keywords: *Vendor selection risk, organisational performance, vendor competence, due diligence, selection transparency, favoritism, vendor performance monitoring, external service providers.*

1.1 Introduction

Vendor selection is a critical organizational activity because institutions depend on external service providers for goods, technical services, consultancy, maintenance, logistics and other essential activities. Globally, public procurement accounts for about 15–22% of GDP in many developing

countries, while global public procurement is estimated at about US\$9.5 trillion annually. This magnitude highlights the importance of selecting competent and reliable vendors, as poor selection can lead to excessive costs, delays, poor-quality services, operational disruptions and reduced organizational performance (World Bank 2020). In Nigeria, procurement constitutes a significant proportion of economic activities, with estimates placing procurement expenditure at about 10–25% of GDP. Although the Public Procurement Act 2007 promotes competition, transparency, accountability and value for money, challenges such as inadequate due diligence, favoritism, weak monitoring and corruption can undermine the selection of competent service providers. Consequently, organizations may experience poor service delivery, cost escalation and inefficient use of resources (Adeniran, Raifu & Nnamani, 2024). The situation is also relevant in Taraba State, where the Bureau of Public Procurement reports more than 120 MDAs, over 1,400 registered contractors and about ₦48.7 billion in published contracts. Despite efforts to promote transparency and competitive procurement, concerns relating to vendor competence, bidding processes, monitoring and accountability remain important. Corporate institutions in Taraba State therefore need effective mechanisms for identifying and managing vendor selection risks. Vendor competence, due diligence, selection transparency, favoritism and vendor performance monitoring are particularly important. Incompetent vendors selected through weak due diligence, non-transparent processes or favoritism may provide substandard services, cause delays, increase operational costs and negatively affect organizational performance. This study therefore examines Vendor Selection Risk and Organizational Performance in Corporate Institutions in Taraba State, focusing on how these five factors influence the performance of organizations and contribute to the engagement of incompetent external service providers (Taraba State Bureau of Public Procurement 2026)

1.2 Statement of the Problems

In spite of the Public Procurement Act 2007, which promotes transparency, competition, accountability and value for money, problems of ineffective vendor selection and monitoring may persist in practice. (BPP) In Taraba State, the Bureau of Public Procurement currently regulates over 120 MDAs, has more than 1,400 registered contractors and reports ₦48.7 billion in published contracts (Taraba State Bureau of Public Procurement 2026)

The key shortfall is therefore the possible gap between procurement policies and actual vendor-selection practices. Existing policies emphasize transparency and competition, but less is known about whether vendor competence, due diligence, selection transparency, favoritism and vendor performance monitoring effectively prevent the engagement of incompetent external service providers. Thus, the research gap is the limited empirical evidence on how these five vendor-selection factors affect organizational performance in corporate institutions in Taraba State. This study addresses that gap by examining whether weaknesses in these areas contribute to poor vendor performance and reduced organizational effectiveness (Taraba State Bureau of Public Procurement 2026)

2.0 Reviewed Literatures

2.1 Reviewed Theories

2.1.1 Agency Theory

Agency Theory, developed by Jensen and Meckling (1976), explains the relationship between a principal and an agent. In this study, corporate institutions are the principals, while external service providers are the agents. Its major tenets include information asymmetry, goal conflict, self-

interest, opportunism, and monitoring and agency costs. The theory assumes that agents may pursue their own interests and possess more information about their competence than the organization. Therefore, due diligence, vendor competence assessment, transparent selection and performance monitoring are necessary to reduce agency risks, while favoritism may encourage the selection of incompetent vendors and reduce organizational performance. The theory is criticized for overemphasizing self-interest and control while giving less attention to trust, cooperation and mutual interests. Nevertheless, it provides a strong foundation for explaining vendor selection risk and organizational performance.

2.1.2 Stakeholder Theory

Stakeholder Theory, developed by R. Edward Freeman (1984) in *Strategic Management: A Stakeholder Approach*, argues that organizations should consider the interests of all stakeholders affected by their activities. Its major tenets include accountability, transparency, fairness, stakeholder interests and responsible decision-making. The theory assumes that organizational success depends on maintaining good relationships with stakeholders such as management, employees, customers, vendors, government and the wider community. In this study, transparent vendor selection, vendor competence, due diligence and performance monitoring promote accountability and protect stakeholder interests, while favoritism may undermine fairness, reduce trust and result in the engagement of incompetent service providers. The theory therefore suggests that responsible vendor management can improve service quality, stakeholder satisfaction and overall organizational performance. However, it is criticized because it can be difficult for managers to balance the competing interests of different stakeholders and to determine whose interests should receive priority.

2.1.3 Transaction Cost Economics (TCE)

Transaction Cost Economics (TCE) was developed by Oliver E. Williamson (1975, 1985) and explains how organizations seek to minimize the costs and risks associated with selecting, contracting, monitoring and managing external service providers. Its major tenets include transaction costs, opportunism, information asymmetry, bounded rationality, uncertainty and monitoring. The theory assumes that decision-makers have limited information and that parties to a transaction may act opportunistically for personal benefit. In this study, due diligence, vendor competence, transparent selection and vendor performance monitoring help reduce transaction costs and the risk of engaging incompetent vendors, while **favoritism** may lead to inefficient vendor selection, higher monitoring costs and poor organizational performance. TCE is therefore relevant because effective vendor selection and monitoring can reduce unnecessary costs and improve organizational efficiency. However, the theory is criticized for placing excessive emphasis on economic costs and opportunism while giving less attention to trust, relationships and social factors in organizational transactions.

2.2 Empirical Literature

2.2.1 Vendor Selection Risk and Organizational Performance

Tosa-Williams and Nsikan (2024) examined Vendor Selection Criteria and Construction Project Performance in Rivers, Nigeria. The study adopted a survey research design and collected data from 71 construction project managers and engineers using structured questionnaires. Relative Importance Index, Chi-square analysis and linear regression were employed. The findings showed that supplier quality, cost, capability and sustainability significantly influenced construction

project performance, while supplier flexibility was not significant. The regression results indicated that supplier capability and quality were particularly important predictors of project performance. The study recommended that construction organisations should strengthen their supplier-selection procedures by emphasizing vendor capability, quality, cost and sustainability criteria.

Magesa and Maron (2025) investigated the role of strategic sourcing in organizational performance: a case of medical store department. The researchers adopted a quantitative descriptive survey design and studied 201 employees drawn from a population of 214 employees across nine departments. Questionnaires were used for data collection, while descriptive statistics and factor analysis were employed. The findings revealed that supplier selection and supplier experience significantly improved organisational performance, whereas supplier performance itself did not have a significant effect. The study recommended that organisations should select experienced suppliers, strengthen regulatory compliance and establish collaborative relationships with suppliers. Wang, Jiang, Ngai and Huo (2024) studied vendor selection in the wake of data breaches: a longitudinal study. The study examined vendor selection among United States hospitals using 12 years of observations and applied coarsened exact matching and difference-in-differences techniques. The results showed that hospitals were more likely to replace their electronic medical-record vendors after experiencing data breaches, indicating that vendor risk and previous vendor performance influenced subsequent selection decisions. The study recommended that organizations should incorporate security and previous vendor-risk records into vendor evaluation and selection decisions. Tyozenda, Adadu and Faajir (2025) examined effect of risk management strategies on supplier selection at the lower benue river basin development authority, makurdi, Nigeria. The study used a cross-sectional survey design and obtained responses from 86 of 101 targeted employees. Multiple regression analysis was used to test the relationships. The findings revealed that risk avoidance, risk mitigation and risk transfer significantly and positively affected supplier selection. The study concluded that effective procurement risk management reduced the likelihood of selecting unreliable suppliers. It recommended that organisations should institutionalize risk identification, risk mitigation and risk-transfer strategies during procurement planning and supplier selection. A study published in (2024) investigated the relationship between procurement governance and vendor-selection criteria among project-based organisations in Poland. The researchers used a questionnaire survey and examined criteria such as product quality, price and previous experience with vendors. The results showed that quality, price and vendor experience were among the dominant selection criteria, although the study did not confirm that formalisation of procurement governance necessarily drove the adoption of multi-criteria vendor selection. The study recommended that organisations should develop appropriate and clearly defined vendor-selection criteria rather than relying solely on formal procurement structures.

Lin and Lu (2024) investigated using inverse DEA and machine learning algorithms to evaluate and predict suppliers' performance in the apple supply chain. The study developed a data-driven supplier evaluation and prediction framework using inverse Data Envelopment Analysis and machine-learning techniques. The study focused on supplier performance within the apple supply chain. The findings showed that quantitative and predictive approaches could assist organisations in evaluating supplier performance and identifying the requirements necessary for improved supplier outcomes. The researchers recommended greater use of data-driven supplier evaluation and predictive techniques in supplier-selection and monitoring decisions. Leite, Arantes, Bornia, Silva, Santos and Rique Júnior (2024) examined A New Tool for Evaluating Supply Risk Management. The researchers developed an empirical framework for evaluating supply-risk management using a systematic assessment approach and Item Response Theory. The study

focused on supplier selection, supplier evaluation and supply-risk management. The results indicated that integrating risk considerations into supplier selection and performance evaluation could improve supply-chain risk management. The researchers recommended that organisations should incorporate systematic risk assessment into supplier selection and continuous supplier-performance evaluation. Duarte, Ribeiro and Costa (2024) investigated indicators and performance requirements for suppliers' evaluation in the Brazilian electricity sector. The study examined supplier-evaluation indicators and performance requirements within the Brazilian electricity sector. The researchers focused on identifying appropriate measures for evaluating suppliers and their performance. The findings demonstrated the importance of clear and measurable performance indicators in supplier evaluation. The study recommended that organisations should establish measurable supplier-performance standards and continuously assess vendors against agreed requirements. Alsbou et al. (2024) examined the effect of suppliers' green and traditional selection criteria in supply chain management on purchasing firms' performance. The study investigated how traditional and environmental supplier-selection criteria affected purchasing-firm performance. The findings indicated that supplier-selection criteria were important determinants of purchasing performance and suggested that organisations should consider broader criteria than price when selecting suppliers. The study recommended integrating both traditional and sustainability-related criteria into supplier-selection decisions. Nsikan, Affiah, Briggs and Koko (2022) investigated sustainable supplier selection factors and supply chain performance in the Nigerian healthcare industry. The researchers adopted a quantitative survey approach involving 116 logistics and supply-chain executives from 58 healthcare organisations in Nigeria. The results showed that economic sustainability was particularly important in supplier selection and had a positive relationship with supply-chain performance, while social sustainability also demonstrated a positive relationship. The study recommended that healthcare organisations should incorporate sustainability factors into supplier-selection decisions. Adda (2024) examined the relationship between procurement strategies and organizational performance of Ghanaian firms. The study used a structured questionnaire and obtained 437 valid responses from 500 targeted participants in Ghana's Greater Accra industrial sector. The findings indicated that strategic procurement, supplier relationship management, risk management and sustainable procurement contributed to organizational performance. The study recommended that firms should strengthen strategic procurement practices, supplier relationships and procurement-risk management.

Acquah (2024) investigated Harnessing the Value of Procurement Knowledge and Practices for Firm Performance: A Resource Orchestration Perspective. The study employed partial least squares structural equation modelling using data from 150 procurement and supply-chain professionals. The findings showed that procurement planning, supplier partnership, contract management and compliance positively influenced firm performance. The study recommended that organisations should improve procurement knowledge, strengthen supplier partnerships and enhance contract-management and compliance systems. Dza, Acquah and Atsu (2024) examined Supplier Relationship Management and Operational Performance: The Mediating Role of Supply Chain Resilience. The study used structural equation modelling to examine the relationship between supplier relationship management and operational performance. The results indicated that effective supplier relationships contributed to improved operational performance, particularly through stronger supply-chain resilience. The researchers recommended that organisations should strengthen supplier relationships and develop resilience mechanisms to reduce disruptions and improve operational performance.

Obomeghie and Musah (2024) investigated Procurement Ethics and Organizational Performance of SMEs in Nigeria. The researchers adopted a descriptive survey design and obtained responses from 42 procurement, senior procurement and finance personnel in Lagos State. The findings showed that procurement ethics, including transparency, integrity and accountability, did not have a statistically significant direct effect on organisational performance. The study recommended stronger procurement policies, professional development and ethical standards among procurement personnel. Adeniran, Raifu and Nnamani (2024) examined Transparency in the Procurement Process in Nigeria. The study focused on procurement transparency at the federal level and in Kaduna and Ekiti States and used documentary evidence and key-informant interviews. The findings revealed that although procurement criteria were often disclosed, political influence, individual bias and manipulation remained challenges to transparent procurement. The study recommended stronger disclosure requirements, accountability, e-procurement, monitoring and measures to reduce political interference and favoritism.

3.1 Research Design

The study will adopt a cross-sectional survey research design, underpinned by Saunders, Lewis and Thornhill (2019), who explained that survey research is appropriate for collecting primary data from a defined population through structured instruments such as questionnaires. The design will be used to obtain information from staff of selected corporate institutions in Taraba State involved in procurement, vendor selection and vendor performance monitoring.

Primary data will be collected through a structured questionnaire using a five-point Likert scale. Vendor Selection Risk will be measured through vendor competence, due diligence, selection transparency, favoritism and vendor performance monitoring, while organisational performance will constitute the dependent variable. The data will be analysed using logit regression to determine the effects of the identified vendor-selection factors on organisational performance.

3.2 Model Specification

Based on the study topic, Vendor Selection Risk and Organisational Performance in Corporate Institutions in Taraba State: The Impact of Incompetent External Service Providers, the model can be specified with a single equation showing the functional, mathematical and econometric relationships as follows:

$$OP = f(VC, DD, ST, FV, VPM) \quad (3.1)$$

$$OP = \beta_0 + \beta_1 VC + \beta_2 DD + \beta_3 ST + \beta_4 FV + \beta_5 VPM \quad (3.2)$$

$$OP = \beta_0 + \beta_1 VC_i + \beta_2 DD_i + \beta_3 ST_i + \beta_4 FV_i + \beta_5 VPM_i + \epsilon_i \quad (3.3)$$

Where:

OP = Organisational Performance, measured by return on asset

VC = Vendor Competence, measured by vendor professional and technical skill

DD = Due Diligence, measured by verification of the vendor's identity.

ST = Selection Transparency, criteria are established and communicated before selection.

FV = Favoritism, measured by selection or retention based on relationships

VPM = Vendor Performance Monitoring, measured by vendor ability to meet required quality standard

β_0 = Intercept/constant

$\beta_1 - \beta_5$ = Parameters to be estimated

ϵ_i = Random error term

i = Individual respondent/corporate institution.

Expected signs: $\beta_1 > 0$, $\beta_2 > 0$, $\beta_3 > 0$, $\beta_4 < 0$, $\beta_5 > 0$, $\beta_1 > 0$, $\beta_2 > 0$, $\beta_3 > 0$, $\beta_4 < 0$, $\beta_5 > 0$. Thus, vendor competence, due diligence, transparency and performance monitoring are expected to improve organisational performance, while favoritism is expected to reduce it.

4.1 Presentation of Data

Table 1

Summary of respondents

Questionnaire	Responses	Total	Percentage (%)
Number of questionnaires returned	354	354	95
Number of questionnaires not returned	20	20	5
Total	374	374	100

Source: Field survey by the Author, 2026

4.2 logit regression Equation of Organizational Performance

At the 5% level of significance, the regression result showed that vendor competence (VC) had a negative coefficient of -0.042007 with a p-value of 0.0708 , indicating a negative but statistically insignificant relationship with organizational performance. Due diligence (DD) had a positive coefficient of 0.027198 and a p-value of 0.1988 , implying a positive but statistically insignificant relationship with organizational performance. Selection transparency (ST) recorded a negative coefficient of -0.035712 with a p-value of 0.1467 , showing a negative but statistically insignificant relationship. Favoritism (FV) had a positive coefficient of 0.027869 with a p-value of 0.2039 , indicating a positive but statistically insignificant relationship. Similarly, vendor performance monitoring (VPM) had a positive coefficient of 0.016745 and a p-value of 0.6363 , indicating a positive but statistically insignificant relationship with organizational performance. Since all the p-values are greater than 0.05 , none of the explanatory variables had a statistically significant effect on organizational performance at the 5% level of significance. At the 5% level of significance, the model recorded a McFadden R-squared of 0.018674 , indicating that the explanatory variables jointly provided a relatively low level of explanation of variations in organisational performance. The LR statistic of 8.918647 with a p-value of 0.112353 was greater than the 0.05 significance level. Therefore, the null hypothesis that the explanatory variables were jointly insignificant could not be rejected. This implies that the Binary Logit model was not statistically significant at the 5% level. The mean dependent variable was 0.403955 , while the standard deviation of the dependent variable was 0.491383 . The model recorded an Akaike Information Criterion (AIC) of 1.357870 , Schwarz Criterion of 1.423451 , and Hannan-Quinn Criterion of 1.383962 . The log likelihood was -234.3429 , while the restricted log likelihood was -238.8023 . Overall, the model did not demonstrate statistically significant joint explanatory power for organisational performance at the 5% level of significance.

Table: 2

Dependent Variable: OP
Method: ML - Binary Logit (Newton-Raphson / Marquardt steps)
Date: 08/26/26 Time: 09:08
Sample: 1 354
Included observations: 354
Convergence achieved after 4 iterations
Coefficient covariance computed using observed Hessian

Variable	Coefficient	Std. Error	z-Statistic	Prob.
C	-0.540659	0.928485	-0.582302	0.5604
VC	-0.042007	0.023247	-1.806982	0.0708
DD	0.027198	0.021166	1.284993	0.1988
ST	-0.035712	0.024604	-1.451466	0.1467
FV	0.027869	0.021934	1.270616	0.2039
VPM	0.016745	0.035415	0.472826	0.6363
McFadden squared	R-0.018674	Mean dependent var	0.403955	
S.D. dependent var	0.491383	S.E. of regression	0.488657	
Akaike info criterion	1.357870	Sum squared resid	83.09740	
Schwarz criterion	1.423451	Log likelihood	-234.3429	
Hannan-Quinn criter.	1.383962	Deviance	468.6859	
Restr. deviance	477.6045	Restr. log likelihood	-238.8023	
LR statistic	8.918647	Avg. log likelihood	-0.661986	
Prob(LR statistic)	0.112353			
Obs with Dep=0	211	Total obs	354	
Obs with Dep=1	143			

5.1 Summary

The study on Vendor Selection Risk and Organisational Performance in Corporate Institutions in Taraba State: The Impact of Incompetent External Service Providers examined the extent to which vendor competence, due diligence, selection transparency, favoritism, and vendor performance monitoring influenced organisational performance. The regression results showed that none of the selected dimensions of vendor selection risk had a statistically significant effect on organisational performance at the five percent level of significance. Vendor competence and selection transparency showed negative relationships with organisational performance, while due diligence, favoritism, and vendor performance monitoring showed positive relationships. However, these relationships were statistically insignificant. The findings therefore suggested that vendor selection risk, as measured by the selected variables, did not significantly determine organisational performance in corporate institutions in Taraba State. This implied that organisational performance may also depend on other organisational, managerial, financial, institutional, and environmental factors beyond vendor selection practices. Nevertheless, effective vendor selection remained

important for reducing the likelihood of engaging incompetent external service providers and for improving the reliability and quality of contracted services.

5.2 Conclusion

The study concluded that the selected dimensions of vendor selection risk did not significantly influence organisational performance in corporate institutions in Taraba State at the five percent level of significance. Although vendor competence and selection transparency recorded negative relationships with organisational performance, while due diligence, favoritism, and vendor performance monitoring recorded positive relationships, none of the effects was statistically significant. The negative relationship associated with vendor competence suggested that weaknesses in the competence, experience, qualifications, and capacity of external service providers could be associated with poorer organisational performance, although the evidence was insufficient to establish a significant effect. Similarly, the negative relationship between selection transparency and organisational performance suggested a possible adverse association, but this was not statistically confirmed. The positive relationships associated with due diligence, favoritism, and vendor performance monitoring were also statistically insignificant.

In the context of corporate institutions in Taraba State, the findings indicated that organisational performance was not determined solely by the selected vendor selection risk factors. Other factors, including management quality, financial resources, employee productivity, organisational structure, technology, institutional practices, and prevailing business conditions, could also influence performance. However, the potential impact of incompetent external service providers should not be overlooked. Corporate institutions should therefore maintain effective vendor selection, monitoring, and procurement governance mechanisms to minimise operational risks and ensure that external service providers possess the required competence and capacity to deliver quality services.

5.3 Recommendations

1. **Strengthen vendor competence assessment:** Corporate institutions in Taraba State should strengthen the assessment of vendors' technical competence, qualifications, experience, financial capacity, and previous performance before awarding contracts. This would help reduce the likelihood of engaging incompetent external service providers.
2. **Improve due diligence:** Corporate institutions should conduct comprehensive background checks, verify vendor qualifications and financial capacity, obtain references, and review previous contractual performance before engaging external service providers. Although due diligence was not statistically significant, it remains an important mechanism for identifying and reducing vendor-related risks.
3. **Promote transparent vendor selection:** Institutions should adopt clear, objective, and properly documented criteria for selecting external service providers. Competitive bidding, proper evaluation procedures, adequate documentation, and independent review should be encouraged to minimise arbitrary vendor selection.
4. **Minimise favoritism:** Corporate institutions should establish and enforce procurement policies that prevent personal relationships, nepotism, political influence, and other forms of

favoritism from determining vendor selection. Vendors should primarily be selected on the basis of competence, experience, capacity, quality, and value for money.

5. **Strengthen vendor performance monitoring:** Institutions should regularly evaluate external service providers based on quality, timeliness, cost, compliance, and service delivery. Vendors that consistently fail to meet agreed standards should be subjected to corrective measures or replaced where necessary.
6. **Strengthen procurement governance:** Corporate institutions in Taraba State should establish effective procurement committees, internal controls, segregation of duties, and regular audits to ensure that vendor-selection decisions are properly scrutinised and consistent with organisational objectives.
7. **Address other determinants of organisational performance:** Since the selected vendor selection risk factors were not statistically significant, corporate institutions should also pay attention to other factors that may influence organisational performance, including leadership, employee productivity, financial management, technology, organisational structure, and prevailing market conditions.
8. **Regularly review vendor-selection policies:** Corporate institutions should periodically review and update their vendor-selection policies to identify weaknesses and ensure that the procedures remain appropriate for changing institutional and operational conditions. This would help reduce the risk of engaging incompetent external service providers and support improved organisational performance in Taraba State.

References

- Acquah, I. S. K. (2024). Harnessing the value of procurement knowledge and practices for firm performance: A resource orchestration perspective. *Knowledge and Process Management*. <https://doi.org/10.1002/kpm.1767>
- Adeniran, A., Raifu, I. A., & Nnamani, G. (2024). Transparency in the procurement process in Nigeria. Brookings Institution.
- Alsbou, S. K., et al. (2024). The effect of suppliers' green and traditional selection criteria in supply chain management on purchasing firms' performance. *Sustainability*, 16(15), 6276.
- Duarte, A. L. M., Ribeiro, J. L. D., & Costa, A. C. F. (2024). Indicators and performance requirements for suppliers' evaluation in the Brazilian electricity sector. *Brazilian Journal of Operations & Production Management*.
- Dza, M., Acquah, I. S. K., & Atsu, E. (2024). Supplier relationship management and operational performance: The mediating role of supply chain resilience. *Journal of Global Operations and Strategic Sourcing*.
- Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. Boston: Pitman.
- Jensen & Meckling (1976). *Journal of Financial Economics*, 3(4), 305–360.
- Jiang, Y., Wang, Y., Ngai, E. W. T., & Huo, B. (2024). Vendor selection in the wake of data breaches: A longitudinal study. *Journal of Operations Management*. <https://doi.org/10.1002/joom.1294>
- Leite, L. R., Arantes, A. S., Bornia, A. C., Silva, L. C., Santos, L. C., & Rique Júnior, J. (2024). A new tool for evaluating supply risk management. *Production*, 34, e20240005. <https://doi.org/10.1590/0103-6513.20240005>
- Lin, H.-C., & Lu, Y.-H. (2024). Using inverse DEA and machine learning algorithms to evaluate and predict suppliers' performance in the apple supply chain. *International Journal of Production Economics*.
- Magesa, R., & Maron, D. (2025). The role of strategic sourcing in organizational performance: A case of Medical Store Department. *Journal of Information and Technology*, 5(1).
- Nsikan, J. E., Affiah, E. A., Briggs, A. N., & Koko, N. P. (2022). Sustainable supplier selection factors and supply chain performance in the Nigerian healthcare industry. *Journal of Transport and Supply Chain Management*, 16, a633. <https://doi.org/10.4102/jtscm.v16i0.633>
- Obomeghie, M. E., & Musah, A. (2024). Procurement ethics and organizational performance of SMEs in Nigeria. *UNIZIK Journal of Business School and Entrepreneurship*.
- Tyozenda, J. A., Adadu, A. M., & Faajir, A. (2025). Effect of risk management strategies on supplier selection at the Lower Benue River Basin Development Authority, Makurdi, Nigeria. *Journal of Economics and Management Sciences*.
- Taraba State Bureau of Public Procurement. (2026). Bureau of Public Procurement, *Taraba State*. Government of Taraba State.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students (8th ed.). Pearson.
- Williamson, O. E. (1975). *Markets and Hierarchies: Analysis and Antitrust Implications*. New York: Free Press.
- World Bank. (2020). Procurement for development. World Bank. World Bank – Procurement for Development**