

Effective Communication as a Prelude to Transparency in Organizational Procurement: A Study of Federal Medical Center Makurdi, Benue State, Nigeria

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DOI: <https://doi.org/10.5281/zenodo.17653023>

Article History	Abstract
Original Research Article	<i>The study examined effective communication as a prelude to transparency in organizational Procurement: A Study of Federal Medical Centre, Makurdi, and Benue State” aimed specifically to examine the effect of clarity on procurement transparency and to determine the effect of courtesy on procurement transparency at the Centre. The population consisted of the various Departments and Units within the Federal Medical Centre, with a target population of 445 staff members. A survey research design was employed, and all 445 staff members were included as the sample. The findings revealed that both clarity and courtesy significantly influence procurement transparency at the Federal Medical Centre, Makurdi. The study concluded that these aspects of effective communication have a substantial effect on enhancing procurement transparency. Consequently, the study recommended that the management of the Federal Medical Centre, Makurdi, should prioritize clear communication throughout the procurement process. This involves providing detailed and unambiguous guidelines, clearly defining roles and responsibilities, and maintaining consistent and transparent documentation of procurement activities. Promoting clarity in communication will help minimize misunderstandings, prevent procedural lapses, strengthen accountability, and ultimately improve overall transparency in procurement operations.</i> Keywords: Effective Communication, Clarity, courtesy and Procurement Transparency.
Received: 25-10-2025	
Accepted: 02-11-2025	
Published: 20-11-2025	
Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited. Citation: FANAFA .J.D. Mshiaondo .J.T. ; Abuma D. A. (2025). Effective Communication as a Prelude to Transparency in Organizational Procurement: A Study of Federal Medical Center Makurdi, Benue State, Nigeria. UKR Journal of Economics, Business and Management (UKRJEBM), Volume 1(9), 99-108.	

1.1 Introduction

Globally, in developed economies such as the United States, procurement reforms have emphasized the role of stakeholder communication and digital platforms in ensuring transparency and accountability in public contracts. For example, federal procurement agencies increasingly use online portals, feedback loops and public disclosures to engage bidders, contractors and citizens (e.g., GAO 2018). In Australia, public sector organizations priorities transparent communication channels, performance reporting and stakeholder consultations as part of their procurement frameworks (Commonwealth of Australia, 2019). Across Asia, countries such as Singapore and India have adopted service-level agreements, frequent supplier dialogues and contractual transparency mechanisms in their public procurement routines facilitating improved service delivery through enhanced communication (Lee and Goh, 2021; Singh and Kalidindi, 2016).

In developed economies, communication mechanisms are integrated with procurement transparency initiatives. In the United States, for instance, federal procurement agencies have adopted digital platforms and online procurement portals to provide real-time updates to suppliers and the public, ensuring transparency and accountability in government contracts (GAO, 2018). In Australia, public sector organizations emphasize stakeholder consultations, performance reporting, and clear communication channels to maintain transparency in procurement processes (Commonwealth of Australia, 2019). In Asia, countries such as Singapore and India utilize structured communication protocols, service-level agreements, and open contract disclosures to ensure that procurement processes are transparent and accountable (Lee and Goh, 2021; Singh and Kalidindi, 2016).

Effective communication is increasingly recognized as a foundational element in achieving transparency across procurement processes within public institutions. At its essence, communication ensures that information flows clearly, timely and comprehensively between stakeholders, helping organizations to build trust, reduce misunderstandings and foster accountability (Bienhaus and Haddud, 2018). In procurement systems, transparency is characterised by open, frequent and collaborative interactions between buyers and suppliers, thereby enhancing visibility of decisions and reducing the potential for misbehavior (Santos and Cabral, 2022).

In Sub-Saharan Africa, transparency in public procurement remains a major governance challenge. Studies of procurement systems highlight weak communication, limited stakeholder involvement and opaque decision-making as key impediments (Panya and Awuor, 2023; Hassan *et al.*, 2023). Within Nigeria, the procurement process has been identified as lacking adequate feedback loops, open channels of communication and stakeholder engagement undermining transparency (Adeniran, *at el*, 2024). Transparent procurement practices are shown to correlate with fewer contract disputes and improved trust when sharing information and communicating clearly among stakeholders (Okotie and Tafamel, 2021).

At the state level, Benue faces unique administrative and political challenges that can affect procurement transparency. Limited public awareness, inconsistent communication channels, and political interference often undermine accountability in procurement processes (Popoola, 2023). Specifically, in the Federal Medical Centre Makurdi, transparent procurement practices rely heavily on effective communication between procurement officials, suppliers, and other stakeholders. Poor communication in this setting can lead to delayed procurement, inflated costs, and substandard service delivery, undermining the hospital's operational efficiency and public trust.

At the state level in Nigeria, also in places like Benue State, public health infrastructure and procurement systems face additional pressures of resource constraints, political influence and bureaucratic bottlenecks. For example, citizen-engagement and media monitoring have been promoted as ways to improve transparency in procurement in states such as Ekiti (Popoola, 2023). In the specific case of the Federal Medical Centre Makurdi in Benue State, effective communication in procurement would mean clear calls for bidders, timely disclosure of contract awards, periodic feedback to suppliers and internal teams, and mechanisms for stakeholder queries and feedback. Poor communication may result in delayed procurement, cost

escalations, sub-standard goods or services, and reduced trust in public institutions.

Therefore, this study focuses on how communication acts as a prelude to transparency in procurement within the Federal Medical Centre Makurdi in Benue State. It seeks to understand the extent to which communication processes affect transparency in procurement, the barriers to effective communication in this specific public healthcare procurement environment, and the implications for organizational efficiency and accountability.

1.2 Statement of the Problem

Procurement in public organizations plays a critical role in ensuring efficient service delivery and optimal use of resources. Ideally, procurement processes should be transparent, accountable, and inclusive, with all stakeholders' management, employees, suppliers, and the public having access to relevant information (Bienhaus and Haddud, 2018). Effective communication is essential in achieving this transparency, as it facilitates timely dissemination of procurement information, promotes accountability, and fosters trust among stakeholders (Santos and Cabral, 2022).

In an ideal scenario, procurement in organizations such as Federal Medical Centre (FMC) Makurdi should operate under a transparent framework, where: Procurement plans and procedures are communicated clearly to all stakeholders, Stakeholders have access to timely updates on procurement status and decisions, contract terms, supplier selection criteria, and budget allocations are openly shared and Feedback mechanisms exist to address complaints and queries. Such practices are expected to minimize corruption, prevent delays, and ensure value for money in the procurement of goods and services (Okotie and Tafamel, 2021).

However, in many public institutions in Nigeria, including FMC Makurdi, these ideals are often unmet. Evidence suggests that procurement information is frequently delayed, incomplete, or inconsistently shared with stakeholders. Bureaucratic bottlenecks, lack of effective communication channels, political interference, and inadequate reporting systems hinder transparency in procurement (Adeniran, Akande and Nnamani, 2024; Popoola, 2023). As a result, stakeholders, including suppliers and employees, face uncertainty, delays, and sometimes exclusion from critical procurement decisions. These deviations contribute to inefficiency, corruption, and reduced public trust in organizational processes.

The Nigerian government has initiated several reforms to enhance transparency in public procurement. These include: The establishment of the Bureau of Public Procurement (BPP) to oversee and regulate procurement

processes (BPP, 2022), introduction of e-procurement systems in federal institutions to reduce manual interference and promote accessibility and mandatory disclosure of procurement plans, contract awards, and budget utilization reports. However, despite these measures, transparency in procurement of Federal Medical Center Makurdi, Benue State, Nigeria remains questionable.

Existing studies have focused broadly on procurement transparency and accountability in Nigerian public institutions, often emphasizing policy frameworks, regulatory compliance, and corruption control (Adeniran, Akande and Nnamani, 2024; Popoola, 2023, Mshiaondo, 2025). However, few studies have specifically examined the role of effective communication as a prelude to transparency, particularly in healthcare institutions like FMC Makurdi. There is limited empirical evidence on how communication practices influence procurement transparency, stakeholder engagement, and organizational efficiency in such settings. The paper examines effective communication as a prelude to transparency in organizational procurement: A study of Federal Medical Center Makurdi, Benue State.

1.3 Objective of the Study

The paper examines effective communication as a prelude to transparency in organizational procurement: A study of Federal Medical Center Makurdi, Benue State. Specifically, the paper sought to;

- i. Determine the effect of clarity on procurement transparency in Federal Medical Center Makurdi and;
- ii. Examine the effect of curtesy as a prelude to transparency in organizational procurement of Federal Medical Center Makurdi.

2.0 Literature Review

2.1 Conceptual framework

A conceptual framework visually and theoretically illustrates the relationship between the independent and dependent variables of a study. In this research, effective communication is conceptualized as the independent variable, while procurement transparency serves as the dependent variable. The framework also incorporates moderate and intervening variables that may influence the relationship as seen in Figure.1 below.

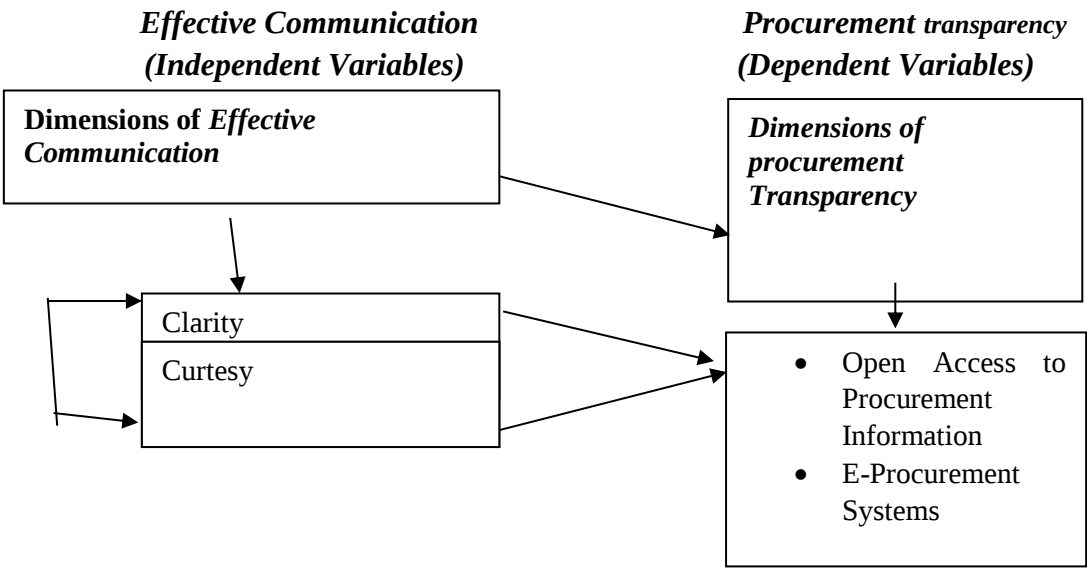


Figure 1. Conceptual framework
Source: Researchers compilation, 2025.

2.1.1 Concept of effective communication

Effective communication is widely regarded as the process by which a message is sent, received, understood, and results in the desired response or behaviors. In organizational and interpersonal contexts, it ensures that meaning is shared and intended outcomes are achieved. For instance, according to one definition, “Effective communication is communication between two or more persons wherein the intended message is successfully delivered, received and understood. Effective

communication refers to the process through which information is accurately transmitted, received, and understood by all parties involved in an interaction. It ensures that the intended meaning of a message is preserved, thereby fostering mutual understanding and productive relationships (Adler, Rosenfeld and Proctor, 2018). According to Keyton (2017), communication is deemed effective when the receiver’s interpretation aligns closely with the sender’s intended message, minimizing ambiguity and misunderstanding.

In organizational contexts, effective communication is the foundation for achieving goals, enhancing teamwork, and maintaining transparency (Robbins and Judge, 2019). It involves not only the exchange of information but also the creation of a shared understanding that promotes coordinated action and decision-making (Luthans, 2015). Clear and open communication channels encourage trust, motivation, and collaboration among employees, thereby improving overall performance (Daft, 2020).

According to McShane and Von Glinow (2018), effective communication is characterized by clarity, conciseness, feedback, active listening, and appropriate emotional tone. These attributes ensure that the message is not only sent but effectively comprehended. Similarly, Guffey and Loewy (2020) emphasize that effective communication requires adaptability to the audience's needs, cultural sensitivity, and the use of suitable communication media.

Furthermore, in modern organizations, technological advancement has expanded the means of communication beyond traditional face-to-face interactions to include digital platforms, thereby requiring new competencies in managing clarity, tone, and timing (Clampitt, 2016). Effective communication also facilitates transparency, accountability, and ethical conduct, which are essential in organizational governance and procurement processes (Mefalopulos, 2018).

Effective communication is not merely about the transmission of messages but about ensuring understanding, feedback, and mutual respect among parties. It is an essential element in achieving organizational success, fostering trust, and ensuring the smooth execution of tasks and strategies (Robbins and Judge, 2019; Keyton, 2017).

2.1.2 Dimensions of Effective Communication

Effective communication is a multifaceted process that involves several interrelated dimensions ensuring that information is transmitted clearly, accurately, and meaningfully between parties. Scholars have proposed various dimensions that contribute to the overall effectiveness of communication within organizations and interpersonal contexts.

1. **Clarity:** Clarity refers to the extent to which a message is understandable and free from ambiguity. Conciseness ensures that information is communicated without unnecessary words or jargon (Keyton, 2021). Clear and concise communication minimizes misinterpretation and enhances understanding among stakeholders (Hargie, 2021).
2. **Courtesy:** Courtesy is a vital dimension of effective communication that emphasizes respect, politeness,

and consideration for others during interactions. Courteous communication fosters positive relationships and minimizes conflict, thereby creating an environment conducive to understanding and cooperation. According to Guffey and Loewy (2022), courtesy reflects the communicator's attitude toward the receiver and involves showing respect for their feelings, perspectives, and cultural background. It helps build goodwill and trust essential elements for effective interpersonal and organizational communication. Moreover, courtesy contributes to message acceptance. When communicators use polite language, empathy, and tact, recipients are more likely to respond positively and engage constructively (Locker and Kienzler, 2021). Courteous communication also involves avoiding offensive or harsh language, showing patience, and maintaining professionalism even under pressure (Hargie, 2021). In workplace settings, courtesy strengthens team cohesion and promotes a healthy communication climate that enhances productivity and employee satisfaction (Robbins and Judge, 2022).

2.1.3 Procurement transparency

Procurement transparency refers to the openness, accessibility, and accountability of processes involved in public or organizational procurement activities. It ensures that all stakeholders including suppliers, government agencies, and the public have access to accurate and timely information about procurement procedures, decisions, and outcomes. According to Thai (2020), procurement transparency is a fundamental principle of good governance, as it minimizes opportunities for corruption, favoritism, and inefficiency in public spending.

Transparency in procurement enables fair competition by allowing equal access to information for all potential bidders. It also strengthens public confidence in the procurement process (OECD, 2021). When procurement activities are conducted transparently, stakeholders can easily trace how contracts are awarded and funds are utilized, thereby promoting accountability and integrity (World Bank, 2020).

Furthermore, transparency contributes to value for money in public procurement by ensuring that decisions are based on clear criteria and open communication (Basheka, 2018). It involves publishing tender notices, evaluation reports, and contract awards in publicly accessible platforms (Hui *et al.*, 2011). This openness enhances the credibility of institutions and supports sustainable development goals by reducing waste and promoting ethical practices (Transparency International, 2022).

2.1.4 Measures of procurement transparency

Procurement transparency measures are specific mechanisms, policies, and tools designed to promote openness, accountability, and fairness throughout the procurement process. These measures help to ensure that procurement activities are conducted in accordance with established legal and ethical standards, thereby minimizing corruption and inefficiency.

1. **Open Access to Procurement Information:** One of the core measures of procurement transparency is the publication of procurement-related information such as bidding opportunities, tender documents, evaluation criteria, and contract awards. According to the OECD (2021), making procurement information publicly accessible allows stakeholders to monitor processes and ensures that all qualified bidders have equal opportunities to participate. Similarly, Thai (2020) emphasizes that open access deters favoritism and increases public confidence in procurement systems.
2. **E-Procurement Systems:** The adoption of electronic procurement (e-procurement) systems is a key measure that enhances transparency by automating and digitizing procurement procedures. E-procurement platforms provide real-time access to information, reduce human interference, and enhance audit trails (World Bank, 2020). Basheka and Bisangabasaija (2018) note that e-procurement minimizes corruption by promoting traceability and data integrity across all stages of procurement.

2.2 Theoretical Framework

2.1.1 Resource-Based Theory

The Resource-Based Theory (RBT), first articulated by Penrose (1959), posits that a firm's competitive advantage and overall performance stem from the strategic utilisation of both its tangible resources—such as financial capital, equipment, and physical facilities—and its intangible resources, including knowledge, technical expertise, and brand reputation. According to RBT, a firm can achieve and maintain a sustained competitive advantage when its resources satisfy the criteria of being valuable, rare, difficult to imitate, and non-substitutable (Barney, 1991).

In the context of procurement, effective communication can be viewed as an intangible resource that enhances a firm's ability to leverage other resources efficiently. Here's how RBT relates to procurement communication: Effective communication ensures that procurement requirements, supplier capabilities, and organizational goals are clearly understood. This reduces errors, procurement delays, and resource wastage, creating value for the organization.

Organizations that develop highly effective communication mechanisms (such as transparent reporting, real-time updates, and strategic supplier engagement) gain a distinct advantage over competitors who may struggle with miscommunication and inefficiencies. Communication processes embedded in organizational culture such as long-term supplier relationships, institutional knowledge, and efficient feedback systems are difficult for competitors to replicate. This uniqueness strengthens procurement outcomes (Barney, 1991).

While technology or software can assist procurement, the human and organizational ability to communicate strategically, negotiate effectively, and coordinate across departments cannot be entirely substituted, making it a critical capability. Applying RBT to procurement suggests that effective communication is not merely a supportive function but a strategic resource that can enhance the organization's procurement performance. Firms that invest in robust communication systems, training, and processes can improve supplier relationships, reduce operational risks, and achieve sustainable competitive advantage in the procurement function.

2.3 Review of related empirical studies

Mshiaondo (2025) investigated the influence of procurement planning on the cost effectiveness of the Lower Benue River Basin Development Authority in Makurdi, Benue State, Nigeria. The study specifically aimed to examine the effect of regulatory compliance on cost effectiveness and to assess the impact of contract management on cost effectiveness within the organisation. Adopting a survey research design, the study targeted 150 staff members of the Authority and utilised a sample size of 109, representing the entire accessible population. Data were collected through a researcher-constructed questionnaire, achieving a 109% response rate due to full participation from the sampled staff. Descriptive statistics, including frequency distributions and percentages, were used for preliminary analysis, while multiple regression, t-tests, and the Ordinary Least Squares (OLS) estimation technique were employed for inferential analysis. The findings showed that both regulatory compliance and contract management significantly influence cost effectiveness within the Authority. The study therefore concluded that procurement planning plays a crucial role in enhancing cost effectiveness in the Lower Benue River Basin Development Authority. It further recommended that management should prioritise strict adherence to regulatory provisions throughout the procurement process to strengthen organisational cost efficiency. However, the study's limitation lies in its narrow focus on a single government agency; including additional sectors would

have provided broader insights and improved the generalisability of the findings.

In the African context, Jackson (2021) investigated the effects of procurement planning on service delivery in state corporations in Kenya, focusing specifically on the Kenya Agricultural and Livestock Research Organization (KALRO). The primary objective of the study was to assess how procurement planning influences service delivery within state corporations. The target population consisted of 90 personnel, including procurement and finance officers within KALRO. Based on the findings, the study concluded that procurement planning has a positive and significant effect on service delivery in state corporations in Kenya. It further established that procurement portfolio management, procurement policies and procedures, logistics management, and procurement budgeting practices all exhibit positive and significant relationships with service delivery.

The study recommended that procurement officials develop a comprehensive procurement portfolio prior to initiating any procurement activities. Such a portfolio should incorporate spend analysis, risk assessment, and well-defined procurement strategies. Additionally, it advocated for the establishment of clear procurement policies and procedures that promote transparency, accountability, integrity, and professionalism. The study also highlighted the importance of effective logistics management, recommending robust planning, efficient delivery processes, the adoption of modern technologies, and regular staff training to keep employees informed of emerging trends in the logistics sector. Finally, the study underscored the need for timely procurement budgeting, emphasising that adequate financial resources should be allocated and released promptly to support effective planning and implementation. It further advised the procurement team to ensure that budgets and cost estimates align with sound financial management practices and available organisational resources.

Abuma *et al* (2025) determined procurement planning and service delivery in Federal Medical Centre Makurdi. However, the specific objectives were to: examine the effect of need assessment on service delivery in FMC Makurdi and determine the effect of quality specification on service delivery in FMC Makurdi. The population of this study was made up of Departments/Units in FMC. The target population was made up of four hundred and forty-four staff (444) of Departments/Units of Federal Medical Centre. The study employed a survey design and used 444 staff as sample size. The paper found that need assessment

and quality specification has a significant effect on service delivery in Federal Medical Centre Makurdi. The study concludes that need assessment and quality specification of procurement planning have significantly affected service delivery in FMC, Makurdi. The paper recommended amongst others that management in Federal Medical Centre Makurdi should create annual procurement plans aligned with its strategic goals, with timelines, responsible departments, and budget estimates clearly defined. Also, management in Federal Medical Centre Makurdi should regularly carry out needs assessments and market surveys before finalizing procurement plans to match demand with supply and pricing realities.

3.0 Methodology

3.1 Population of the Study

Population for this study consisted of the various Departments and Units of the Federal Medical Centre. It was obtained from the nominal rolls of these Departments and Units. The target population comprised a total of four hundred and forty-five (445) staff members from these Departments and Units. Given that the population size is manageable, this study employed a census sampling technique, eliminating the need for a separate sampling procedure. Consequently, the sample size for the study was set at 445.

3.2 Model specification

In this study procurement transparency (PRT) was regarded as a function of effective communication (EFC). The regression model used in testing the hypotheses for the study was specified as follows:

$$PRT = f(EFC) \quad 1$$

Where;

PRT = Procurement transparency

EFC = Effective communication

F = Functional relationship

$$PRT = f(CLR, CUS,) \quad 2$$

Where;

PRT = procurement transparency

CLR = Clarity

CUS = Curtesy

$$PRT = \beta_0 + \beta_1 CLR + \beta_2 CUS + et \quad 3$$

4.0 Data presentation and Analysis

This section of the paper presents the results obtained from the field. It is made up of four subsections namely; data presentation, regression analysis, test of hypotheses and discussion of findings.

Table 1: Model Summary

Model	R	R- Square	Adjusted R- Square	Std. Error of the Estimate
1	.774	.706	.602	7.3244

a. *Dependent Variable: PRT*

b. *Predictors: (Constant) CLR, CUS*

Source: Author's computation using SPSS version 24.0 (2025)

The results presented in Table 1 indicate a positive relationship between effective communication and procurement transparency at the Federal Medical Centre, Makurdi, with a response rate of 77.4% (n = 774). Most respondents strongly agreed that clarity and courtesy, as key aspects of effective communication, positively influence procurement transparency. The findings suggest a considerable level of dependence of procurement transparency on effective communication. The coefficient

of determination (R^2) indicates that 76% of the variation in procurement transparency can be explained by the dimensions of effective communication. The adjusted R^2 , which accounts for the actual variation in service delivery attributable to changes in effective communication, shows a value of 0.602, slightly lower than the R^2 value of 0.67. Furthermore, the standard error of 7.3244 indicates that effective communication is a significant factor in explaining variations in procurement transparency.

Table 2: Analysis of Variance (ANOVA)

Model	Sum of squares	Df	Mean Square	F	Sig
Regression	33.936	4	7.748	54.548	.000b
Residual	1.134	33	.035		
Total	35.079	37			

a. *Dependent Variable: SEVD*

b. *Predictors: (Constant), NEA, QSP*

Source: Author's computation using SPSS version 24.0 (2025).

The F-value reported in Table 2 is 54.548 and is statistically significant, as the p-value of 0.000 is less than 0.05. This indicates that the regression model is valid, statistically significant, and well-fitted. The result further implies that the independent variables, representing proxies of effective procurement, can explain a positive and significant relationship with the dependent variable, procurement transparency.

Table 3: Regression Results

Variable	B	Std. Error	Beta	t-value	p-value
(Constant)	16.013	.070		6.211	.134
CLR	.545	.087	.684	6.213	.000
CUS	.796	.128	.680	6.200	.000

Durbin-Watson = 1.897

a. *Dependent Variable: SEVD*

Source: Author's computation using SPSS version 24.0 (2024)

Estimated equation

$$EP = \beta_0 + \beta_1 0.684 + \beta_2 0.680 + U \quad (4)$$

The regression coefficient in Table 3 above for clarity (CLR) is (b1) = .684 which means that, one percent increase in clarity will result in 68% increase in the level of procurement transparency, if other variables are kept constant. The t-value of 7.113 is significant at .000 because the significance level is less than the p value, ($p < 0.05$). The regression coefficient for courtesy is (b2) = .680 which means that one percent decrease in courtesy will lead to 68%

increase in the level of procurement efficiency, if other variables are kept constant. The t-value of 4.200 is significant at .000 because the significance level is less than the p value, ($p < 0.05$).

4.1 Test of Hypotheses

Hypothesis One: Clarity has no significant effect on procurement transparency at the Federal Medical Centre, Makurdi

The effect of clarity on procurement transparency at the Federal Medical Centre, Makurdi, was examined using a p-

value of 0.000 at a significance level of 0.05. Since the p-value is less than the significance level ($0.000 < 0.05$), the null hypothesis was rejected, and the alternative hypothesis accepted. This indicates that clarity has a significant effect on procurement transparency at the Federal Medical Centre, Makurdi.

Hypothesis Two: curtesy has no significant effect on procurement transparency at the Federal Medical Centre, Makurdi

The effect of courtesy on procurement transparency at the Federal Medical Centre, Makurdi, was evaluated using a p-value of 0.000 at a significance level of 0.05. Since the p-value is less than the significance level ($0.000 < 0.05$), the null hypothesis was rejected in favor of the alternative hypothesis. This indicates that courtesy has a significant effect on procurement transparency at the Federal Medical Centre, Makurdi.

4.2 Discussion of Findings

Findings of the study were discussed based on the objectives of the study and hypotheses as follows:

4.2.1 Effect of clarity on procurement transparency at the Federal Medical Centre, Makurdi.

The study established that clarity has a significant effect on procurement transparency at the Federal Medical Centre, Makurdi. Using regression analysis at a 5% level of significance, the p-value of 0.000 was found to be lower than the threshold ($P\text{-value } 0.000 < \alpha = 0.05$), indicating a statistically significant relationship. This finding aligns with theoretical perspectives that emphasize the role of clear communication in enhancing transparency. Empirical studies similarly support the positive influence of clarity on procurement processes, demonstrating that well-defined procedures and instructions reduce ambiguity and improve accountability. Conceptually, the study confirms expectations that effective communication is a critical determinant of transparency. In practical terms, the results reflect reality within the Federal Medical Centre, where clear communication channels facilitate more transparent procurement practices, thereby improving service delivery outcomes.

4.2.2 Effect of courtesy on procurement transparency at the Federal Medical Centre, Makurdi

Regression analysis was conducted to test the hypothesis at a 5% level of significance, yielding a p-value of 0.000, which is lower than the significance threshold ($P\text{-value } 0.000 < \alpha = 0.05$). This indicates that courtesy has a significant effect on procurement transparency at the Federal Medical Centre, Makurdi. From a theoretical perspective, this finding supports communication theories that emphasize the role of polite and respectful interaction

in promoting transparency and accountability. Empirical studies have also highlighted the positive influence of courteous communication on organizational processes, particularly in enhancing clarity and trust among stakeholders. Conceptually, the result aligns with the expectation that effective communication practices, including courtesy, are key determinants of procurement transparency. In practical terms, the findings reflect the operational reality at the Federal Medical Centre, where fostering courtesy in communication contributes to more transparent procurement practices and improved service delivery outcomes.

5.1 Conclusion

This study investigated effective communication as a foundation for transparency in organizational procurement, focusing on the Federal Medical Centre, Makurdi, Benue State. The findings indicate that both clarity and courtesy, as dimensions of effective communication, have a significant effect on procurement transparency at the Centre. Moreover, the study reveals that effective communication is essential for promoting procurement transparency and improving overall organizational efficiency at the Federal Medical Centre, Makurdi.

5.2 Recommendations

Based on the study's findings the study recommends thus;

1. The Management in Federal Medical Centre Makurdi, Benue State, Nigeria should prioritize clear communication at all levels of the procurement process. This includes providing detailed and unambiguous guidelines, ensuring that roles and responsibilities are clearly defined, and maintaining consistent and transparent documentation of procurement activities. By fostering clarity in communication, the Centre can reduce misunderstandings, prevent procedural lapses, and strengthen accountability, thereby improving overall transparency in procurement operations.
2. The management in Federal Medical Centre Makurdi, Benue State, Nigeria should adopt courteous communication practices. This involves treating colleagues, suppliers, and stakeholders with respect, maintaining professionalism in interactions, and fostering a collaborative and respectful work environment. Encouraging courtesy in communication can enhance trust, reduce conflicts, and promote a transparent and accountable procurement process within the Centre.

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