MANUAL PROCUREMENT PROCEDURE AND SERVICE DELIVERY IN ONE GOVERNMENT HOSPITAL

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Abstract

This research explores the effects of the PGH's manual procurement process on its service delivery. Using a descriptive-correlational quantitative design and a purposive sample of 66 subjects who worked in either procurement or health services, this study identified several bottlenecks in the requisition, approval, procurement, and receiving steps in the procurement process at PGH. There are also breakdowns in communications, delays in making decisions, time constraints, and mechanisms for tracking processes in real time. Overall, the findings suggest that procurement processes can significantly hinder efficiency, timeliness, quality, and overall satisfaction with PGH's service delivery. The proposed management interventions also include (1) automation of procurement processes, (2) improving employee engagement, and (3) implementing vendor pre-qualification and quality assurance mechanisms.

Keywords: Manual Procurement; Service Delivery; Philippine General Hospital; Public Administration; Healthcare Management

1. Introduction

Public hospitals, including the Philippine General Hospital (PGH), are an important source of care for a large, often underserved population in the Philippines. However, these institutions typically depend on manual procurement systems which affect the timely delivery of services. Procurement is an important aspect of a hospital, as it involves procurement of resources and proper management processes so medical supplies and resources are available to a hospital when needed. The use of, and reliance on, paper-based and fragmented procurement process, including requisition, approval, purchasing, and receiving, has resulted in delays, miscommunication, lack of clarity and inefficiencies in their supply chain, that can profoundly influence overall health services and the timely delivery of health care services.

Every link in the procurement chain can have bottlenecks caused by paperwork and suboptimal coordination across departments. These problems have consequences for the procurement of even fast-moving medical goods that support continuous hospital operations. A delay in purchasing can create critical shortages that are an obstacle to patient care when patient care is necessary especially urgent medical care.

Engagement has emerged as an important determinant of procurement systems' effectiveness. Factors like organizational culture, communication practices, decision-making inclusion, and access to information are all relevant when considering how people undertake procurement functions. Engaged and empowered employees

can often overcome systemic inadequacies by working together and taking initiative. Engagement has the opposite effect; disengaged employees make pre-existing delays and inefficiencies even worse.

This study investigated the association between the manual procurement practices of PGH and service quality. It assesses the manner in which each aspect of the procurement process affects a series of performance indicators related to efficiency, timeliness, quality, satisfaction and engagement of key stakeholders. The study also will examine the role of employee engagement as a way to help with bureaucratic challenges. Overall, this study presents findings and recommendations in the hope of improving procurement systems and managing public hospital practices throughout the Philippines.

2. Objectives of the Study

This research intends to evaluate how the manual procurement process at the Philippine General Hospital affects service delivery. It did so specifically by examining the steps of requisition, approval, purchasing, and receiving. The study will also examine how employee engagement dimensions affect overall procurement performance and ultimately propose enhancement of procurement performance which may lead to improved service outcomes in public health organizations.

The study employed a quantitative, descriptive-correlational research design. The researchers used purposive sampling, obtaining 66 respondents (sampling the procurement officers, the healthcare workers, and administrative personnel in PGH). The validated survey questionnaire provided questions or statements relating to manual procurement processes (requisition, approval, purchasing, receiving), employee engagement (organizational culture, communication, empowerment), and service delivery (efficiency, timeliness, quality, satisfaction, engagement). The statistical tools used were Pearson correlation and multiple regression analysis.

3. Materials and Methods

3.1. Research Design

A quantitative, descriptive-correlational research design was applied. It used purposive sampling involving 66 respondents consisting of procurement officers, health care workers and administrative staff of PGH all chosen as participants in this study. A validated questionnaire referenced manual procurement processes (requisition, procurement, purchasing, receiving), employee engagement (organizational culture, communication, and empowerment), and service delivery (efficiency, timeliness, quality, satisfaction, and engagement). The statistical tools used included patterns of relationships through Pearson correlation and multiple regression analysis.

3.2. Sampling Technique

The study utilized purposive sampling to obtain 66 respondents: procurement professionals and health workers at PGH. This study was prerequisite by choosing individuals who had experience with the procurement process "buy or purchase" so that it was in the respondents' best interest to provide quality answers. The sample was comprised of individuals who were largely likely to be affected by or involved in manual procurement operations at PGH.

3.3. Research Instruments

The primary research instrument was a structured questionnaire covering three main themes; procurement processes, employee engagement and perceptions of service quality. The tool was tested for validation and was used in an expert evaluation to check for reliability and problems with evidence of the quality of data. A major consideration with the tool was that it had to enable the collection of quantitative data, so it could be statistically analysed to determine the relationship amongst the key variables.

3.4. Data Analysis

The data was analysed using both descriptive and inferential statistics. Various methods were used to determine the significance of the correlation and regression relationships between procurement practices and service delivery indicators. The means of statistical treatment ensured that the findings and conclusions were accurate and credible, and the recommendations are valid.

3.5. Ethical Considerations

Completely ethical procedures were followed in the process of the research processes. All participants signed an informed consent form, and participants were assured confidentiality of responses. In addition, an appropriate academic department and institutional consent was provided prior to beginning the study to ensure research ethics were adhered to.

4. Results and Discussions

The findings showed that the manual procurement process at PGH was found to be moderately effective, but had significant weaknesses such as weak documentation flows, unclear responsibilities and coordination. The employee engagement considerations included communication methods, involvement and decision-making. It was average in ratings, but was strongly correlated with service delivery outcomes. In terms of service delivery, the respondents rated efficiency ($\bar{x}$ = 3.21), timeliness ($\bar{x}$ = 3.15), quality ($\bar{x}$ = 3.29), and satisfaction ($\bar{x}$ = 3.24), all rated moderately. Using regression analyses, it was found that the manual procurement practices affect service delivery. Also, communication and involvement were found to strongly mediate the ability to have better performance.

The research also indicated that components of employee engagement, more specifically organizational culture, communication, and engagement, were a vital part of being successful in procurement and service delivery. The encoding of regression shows consistent evidence that the manual procurement system deficiencies did negatively affect the performance of the hospital overall. This research identified the importance of being able to modernize these processes, and to do this now! To modernize procurement processes, so as to improve service delivery continues to be a goal of obtaining much of the procurement to digital methodologies.

5. Conclusion

The research concluded that the use of manual procurement processes at the Philippine General Hospital illustrates a myriad of challenges which negatively affects quality and availability of services as delays, lack of coordination, and even limited involvement of staff provide barriers to timely access to essential medical supplies. Consequently, it is important, for the sake of the hospital's performance and patient care, to modernize the procurement system using automation and better organizational practices.

Considering the conclusions, the following recommendations are suggested:

6. Recommendation

- **Enhance Requisition and Approval Process** - Establish clear timelines for high-volume requests, set approvals on automation, train for more staff, and conduct audits on a regular basis. These key actions directly address delays associated in the beginning stages of procurement and will improve decision-making and responsiveness to urgent, unforeseen needs. This will inform your study because it will demonstrate how front-end activities can enhance overall service timeliness and efficiency. The resulting enhancement will actively Support your data on the importance of timely requisition and approval in healthcare service delivery.
- **Increase Employee Empowerment and Involvement** - Use of participatory decision making, improved internal communications, establishing procurement committees, and policy reform. More employee participation means more accountability and creativity (factors that your research associates with better service outcomes). This reinforces your argument about engagement being a prominent factor in effective procurement practice. The recommendation reflects your findings that involvement has a positive relationship with service delivery by creating a habit of empowerment being institutionalized.
- **Improve Procurement Timeliness through Digital Tools** - Streamlined requisitions and approvals, electronic feedback systems and end user surveys, metrics monitoring, and concentration on timeliness and technology all tie together in your procurement workflow by directing real-time status into your procurement procedures. This information foreshadows an argument that delays in service delivery have negative consequences for efficiency and satisfaction. Therefore, by exploring the value of technology, it may support your claim for modernization and updates to current digital tools to minimize the limitations of a manual system.
- **Standardize Department-Specific Training and Practices** - This recommendation includes training, encouragement of attendance at seminars (i.e., MPhilGEPS), sharing of best practices, and collected feedback from the departments. This recommendation aims at addressing differences in processes related to service delivery across departments, the study reported this as an issue for the service delivery model to become consistent. It is anticipated that increasing competency and alignment among the units will allow for procurement to be more equitable and

responsive. Moreover, the feedback pieces are consistent with your recommendation for continual improvement.

- **Boost Employee Involvement in the Receiving Stage** - One way to boost participant roles, provide incentive structures, encourage dialogue, and provide training. Improving participation in the receiving stage will increase accountability for tracking and timely recognition of issues, which helps demonstrate procurement efficiency. Your findings suggest that receiving is a systemic area that is often neglected in empowerment initiatives, so this could be a pivotal opportunity for intervention. Addressing this gap will support tracking and acknowledgement of the received items procured for the organisation.
- **Maintain and Enhance Purchasing Process Efficiency** - Keep doing what you're doing, improve your collaboration with suppliers, make use of automated tracking and utilize SOPs. Since your study rated purchasing as the least inefficient the recommendation is to maintain and build on that strength. Improving supplier relationships and utilizing automation helps to ensure reliability and continuity of supply. This recommendation will help you reinforce your conclusion that purchasing is the most powerful point in determining service quality.

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