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The impact of digital procurement, procurement policies, and supply chain resilience on organizational performance

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ABSTRACT

Organizations operate in an increasingly competitive and dynamic environment, which continues to pressure leadership to improve procurement processes, increase supply chain resilience, and follow policy paths for sustainable growth. Organizations are using digital technologies and resilient procurement as the drivers of organizational performance, which can address challenges in stakeholder demand for product costs, product availability, and global disruptions. Hence, this study examines the impact of digital procurement, procurement policies, and supply chain resilience on organizational performance. A quantitative research design was used in the context of the study, which consisted of survey data from 408 managerial-level employees within semi-government organizations in the UAE. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess both the measurement and structural models. The findings support all three hypotheses as examining digital procurement, procurement policies, and supply chain resilience positively influence organizational performance. The findings continue to emphasize that procurement roles are no longer purely transactional activities, but rather strategies for organizational growth and competitive advantage.

1. INTRODUCTION

Internationally, organizations have been increasingly focused on enhancing procurement processes. For instance, the total spending by government agencies on public procurement transactions in 2016 reached almost $35 trillion. Consequently, De Araújo et al. (2017) suggested that procurement should not be viewed as an administrative capacity encompassing purchasing products and administration. Instead, procurement should be seen as a strategic approach to utilizing organizational resources and assets for maximum benefit. In support, Grandia and Meehand (2017) advocate that companies and institutions should take an essential point of view towards procurement to develop their competitive advantage further and speed up economic perspective. Segun-Ajao (2024) indicated that companies that demonstrate procurement agility adopt digital procurement, create organization-wide procurement policies, and demonstrate supply chain resilience. Digital procurement involves using technological advancements to execute procurement processes that originally relied on human labor (Alquqa et al., 2023). The benefits accompanying digital procurement include increased accuracy, efficiency, and productivity. Subsequently, developing standard procurement policies guides employee decision-making, thus enhancing productivity (Alawadhi & Alshurideh, 2024). Supply chain resilience enables companies to react to changing consumer needs while maintaining high-quality service levels (Pettit et al., 2019). In turn, companies demonstrate procurement agility through digital procurement, procurement policies, and supply chain resilience. Digital procurement uses advanced digital technologies to procure supplies and services. Increasing digital technologies like big data analytics, IoT, cloud computing, and additive manufacturing can revolutionize purchasing firms' collaboration with their global supply networks (Ikram, 2022). Adopted digital technologies have resulted in the attainment of considerable process efficiencies and cost savings by dominant firms in procurement. For instance, BASF (Baden Aniline and Soda Factory), a European multinational company, made it possible through IBM Watson's AI platform that catalogs and assesses its suppliers. Although a handful of firms became role models of successful digitization, the vast majority have a long way to go until they reach full digitalization. Moreover, organizations that adopt digital procurement experience digital transformation because of the fundamental shift in the services provided by procurement. Among the advantages are practical strategies for boosting supply chain efficiency by integrating big data analytics with procurement. Motaung & Sifolo (2023) claimed that companies that have adopted digital procurement competency have the potential to reduce procurement expenses. This might influence an organization's competitive edge, which would reduce the risk to the organization's

supply chain. In addition, Petersen et al. (2020) underscored the role of procurement strategy in strategic and tactical decision-making. Of course, such decisions should harmonize with the overall organizational objectives. This can help bring to light the use of procurement policies that promote environmentally friendly sourcing, standards for good behavior and ethics, supplier selection, and risk mitigation guidelines. The procurement legislative aspect is the main focus of experts from different branches, pointing out how procurement regulations ensure conformity to the law while indicating industry standards. Scholars broadly agree that the procurement policy is the main tool for an organization to purchase efficiently, avoid corruption risk, and be procured fairly, albeit individual attention may be to different issues (Eltayeb & Zailani, 2010). Brusset and Teller (2017) define supply chain resilience as "the capacity of an enterprise or set of business entities to survive, adapt, and grow in the face of turbulent change." The ability of business entities to predict the impact would be a crucial competency if they are to react and recover quickly before the next significant event separates the highly successful companies from the others. However, organizations that incorporate resilience into their supply chains ought to possess the necessary capabilities to mitigate the effects of transportation disruptions and a broad spectrum of supply disruptions that may emerge during the next major crisis. A supply chain's resilience must be planned for, requiring trade-offs between efficiency and redundancy (resources, whether they be organizational, physical, or human) (Chowdhury et al., 2019). However, building and sustaining resilience is a continuous rather than a one-time occurrence. The foundation of formative resilience is the integration and coordination of resources seen in supply chain operations. Due to the essential position of procurement in organizations, procurement represents the key element that shapes organizational agility and makes the organization highly responsive and adaptable to external environment changes. Companies are inevitably more inclined to become more agile in this global business environment. Hence, the importance of the relationships between digital procurement, procurement policies, supply chain resilience, and organizational performance manifests.

2. THEORETICAL FRAMEWORK

2.1. Digital procurement and organizational performance

Digital procurement uses technology to optimize and even automate the business procurement process. Digital procurement solutions simplify and mechanize various procurement activities, encompassing supplier management, contract negotiation, invoice processing, and sourcing (Motaung & Sifolo, 2023). Digital procurement facilitates efficient procedures by automating tasks, replacing paperwork, and providing transparency, thus saving administrative costs and improving day-to-day operations. However, these points sum up to a reduction in expenses that the entire company can see. Platforms can give organizations a wider coverage when they are procuring products and managing their suppliers via digital means by giving them an opportunity for tactical decision-making through access to real-time data, analysis, and market intelligence. Organizations may achieve better trade-off conditions, identify strategic suppliers, and utilize them effectively to increase value creation and manage risks by clearly understanding supplier performance, market trends, and prices of the commodities. Organizations, in turn, become adaptable to changes in the business environment, suppliers, and internal waves when they utilize electronic sourcing. (Ikram, 2022). Organizations can enhance their competitive and resilient abilities by adapting quickly to market scenarios, identifying new opportunities, and handling supply chain disruptions using cloud-based tools, mobile applications, and advanced analytics. Digital procurement, by facilitating the interaction and cooperation between the procurement teams, the suppliers, and other stakeholders, leads to creativity and a shared vision. Companies can get more products to the markets faster, implement supply chain sustainability, and create value with the providers through digital collaboration technology. This procedure will eventually set the foundation for long-term and sustainable business growth as a result of a competitive advantage in our favor. Organizations will have an upper hand in compliance implementations and experience lower risks with digital solutions in the procurement process. Organizations can minimize legal liabilities and safeguard their reputation by decreasing the probability of fraud, corruption, and non-compliance with regulatory requirements through the automation of compliance inspections, supplier performance monitoring, and contract adherence enforcement. Numerous studies demonstrate how digital procurement may significantly improve an organization's performance in terms of efficiency, cost savings, strategic sourcing, agility, innovation, cooperation, compliance, and risk management (Krishnamurthy & Yauch, 2007; Mathiassen & Pries-Heje, 2006). Moreover, organizations that proactively adopt and exploit digital procurement technology in the current digitally driven economy are better positioned to deliver superior performance outcomes and maintain a competitive advantage. Digital procurement solutions reduce manual intervention, paperwork, and processing times by streamlining and automating procurement procedures. Albinkalil (2021) has indicated that companies utilizing digital procurement expertise have enhanced their operational effectiveness, minimized administrative expenses, and realized noteworthy cost reductions employing procurement process optimization. Organizations may obtain real-time data, analytics, and market insights through digital procurement, improving their ability to make strategic supplier management and sourcing decisions. According to research, companies that use digital procurement systems can better pinpoint strategic suppliers, work out advantageous terms, and maintain positive supplier relationships—all of which help create value and reduce risks (Ilhan & Rahim, 2020). A quantitative study gathered the views of the organizations that changed the method for storage from the old digital procurement technologies to those that continued to use traditional procurement methods (Motaung & Sifolo, 2023). Analysis of the results revealed that operational effectiveness increased greatly with key performance indicators like procurement cycle time, cost reductions, and performance ratings of suppliers among the organizations that integrated digital procurement. Findings of the study have confirmed that digital procurement is a driving force behind the performance of the organizations as it improves efficiency, reduces costs, and builds stronger relationships with suppliers. The organization was analyzed in the case study through the victories and challenges they faced in the digital transformation of the procurement procedure. The research has specified the multiple advantages of introducing a digital procurement system, such as increased process efficiency, visibility of the data, and decisions made on informed data. The organizations

that undertook the application of support systems of digital procurement showed high efficiency in reducing the cost of purchasing, inventory optimization, and improved cooperation with suppliers. Several studies examined the relation between information and communication technologies and organizational flexibility, a key competitiveness index in contemporary business environments (Khan et al., 2022; Khayyat, 2010). The examination concluded that the organizations that carried on digital procurement systems such as e-procurement platforms, electronic catalogs, and supplier portals had more agility to respond effectively to market changes, customer demands, and supply chain disruptions than their counterparts. Through meeting the requirements of instant decision-making, fast-paced data visibility, and collaborating with suppliers, digital procurement became one of the main factors contributing to organizational improvement towards better responsiveness, efficiency, and competitiveness (Kosmol et al., 2019). Consequently, adopting digital procurement was the empirical analysis that revealed an impact on organizational performance. This was investigated using data from large organizations from different industries. The project developed statistical techniques to determine how digital procurement maturity is related to certain performance indicators. The survey highlighted the positive correlation between digital procurement growth and better organizational performance, with higher degrees of digitalization correlating to improved operational efficacy, resource optimization, and strategic value creation. Hence, we propose the following hypothesis:

H1: Digital procurement has a positive impact on organizational performance.

2.2. Procurement policies and organizational performance

Procurement policy is a mutually agreed set of rules and principles used to set up and regulate the internal mechanism of purchasing goods and services within an organization (Yoon, 2023). The reduction in costs and increase in efficiency are two of the most obvious effects of good procurement policies. Furthermore, the problem of optimizing procurement procedures with much shorter turnaround times and increased effectiveness of operations is the result of this solution. As a directive from, the purchase order policy would be responsible for the way companies handle their respective supplier relationships. Research from Eckersley et al. (2023) suggests tighter ties between organizations with procurement practices; these relationships are fundamentally recognized for their reciprocity, collaboration, and compassion in supply chains (Eckersley et al., 2023). For example, developing a partnership with a supplier leads to better products, a schedule of deliveries, and creative solutions. Anticipating procurement activities bears strong power in organizations to lower the risks and notice the signs of the supply chain. Schotanus and Grandia (2023) argue that the businesses that clearly define their supply policies among the others can secure thousands of suppliers, monitor supplier reliability, assure compliance with laws and regulations in the regions they are operating in, and be prepared to face supply chain interruptions. These practices reduce business risks (Schotanus & Grandia, 2023). The capacity of an organization to innovatively and sustainably manage its operations might depend on its ways of procuring energy and materials, among other things. Research by Carter and Rogers (2008) indicates that establishing sustainable procurement policies entails prioritizing the sustainability criteria that attract suppliers to use environmentally friendly techniques. Such a practice drives innovation and the development of greener processes and products. Through collaboration, supplier sharing, and transparency in communication, ideas can be shared freely, and innovative elements in the company are stirred up. A limited number of studies deal with the impact of procurement practices on such metrics as profit-oriented, market share-oriented, customer satisfaction, etc. Research by McCrudden and Gross (2006) shows that companies with efficient procurement practices typically do better financially than their rivals because of reduced expenses, better-quality goods and services, and increased customer response. Earlier research studies have demonstrated the substantial influence that procurement rules have on organizational success. These policies support supplier relationship management, risk mitigation, innovation, and sustainability initiatives in addition to cost savings and efficiency. Businesses that invest in creating and executing strong procurement policies benefit from improved overall performance and increased market competitiveness. Studies consistently demonstrate that procurement policies and organizational performance are closely related. Successful procurement policies are closely associated with cutting costs and enhancing financial performance. According to research by (Niebylski et al., 2014), businesses with transparent procurement policies generally manage to have more favorable conditions on the part of the suppliers as it leads to the regaining of cost which consequently enhances profits and health of the financial sector Organization department managers' relationships with suppliers as well as the organization's performance get influenced by Snider and Rendon (2008) procurement policies, which leads to the success of the entire organization. Studies have found that companies that set plain and penalties for breach of contract typically have more cooperation and win-win arrangements with their suppliers. Having healthy relationships with suppliers is crucial for the quality of items, the delivery speed, and easy links with several creative solutions that result in competent organizational performance. Policies on procurement are of prime importance to the organization since they help transfer the risks involved in the supply chain and protect its standards. According to research by Sukati et al. (2012), firms can recognize and manage possible risks such as supplier reliability issues, compliance problems, and supply interruptions by implementing well-designed procurement strategies. Proactive risk management methods enhance the sustainability of overall performance and operational resilience. Procurement strategies can improve long-term performance by encouraging innovation and sustainability within organizations. Procurement policies prioritizing sustainability standards encourage suppliers to implement eco-friendly procedures and create novel solutions (Hoekman & Taş, 2022). In addition to promoting information exchange and co-creation, collaborative procurement methods also boost organizational innovation and competitiveness. Therefore, we propose the following hypothesis:

H2: Procurement policies have a positive impact on organizational performance.

2.3. Supply chain resilience and organizational performance

Supply chain resilience is the ability to act swiftly to operational disruptions by using flexible contingency planning and forecasting from the material sourcing to the delivery of services to the clients (Emenike & Falcone, 2020). In the current environment characterized by its dynamic economic nature, supply chain resilience, which is the capability to anticipate, cope with, and recover from disruptions, has become almost a prerequisite. As cited in the studies by Christopher and Peck (2004), firms with resilient supply chains are expected to have an easier time coping with disruptions. They are likely to incur lower costs by avoiding delays, stockouts, and production stoppages. Strategic implementation on the organization's part, which implies reducing costs, maintaining productivity at an optimal level, and choosing resource utilization so that disturbances are minimized, may boost overall performance. A successful supply chain relies on customer satisfaction supported by systematic research (Rachid et al., 2017). The good customer service experience and the sustained consumer satisfaction are the outputs of strong and flexible supply networks that work quickly and manage to order even during disruptions. As customers gain satisfaction, there is a higher chance that they will remain with the company, boost its business-generating capability, and, ultimately, its long-term success. An organization's ability to discern, assess, and reduce the risks running through the supply chain is largely supported by supply chain resilience. Research by Rajesh & Ravi (2015) showed that those supply chains with robust risk management approaches use supplier diversification, redundancy, and contingency planning. Effective risk reduction can be achieved by minimizing the possibility and scale of unplanned disruptions, which in most cases threaten an organization's continuity and performance. The study of Rachid et al. (2017) pointed out the adequacy of adaptable and accommodating supply chains in resilient supply chains. Agile supply chains could rapidly alter their actions by dealing with unexpected events, changing market conditions, and varying demand rates. Organizations could capture opportunities, reduce risks, and remain in business only by being quick and changing, which agility and flexibility will improve the performance of the companies. Moreover, robust supply networks encourage innovation and give businesses a competitive edge. The organization's capacity to manage disruptions and uncertainty fosters innovation, teamwork, and learning. New product designs, process enhancements, and supply chain redesigns are innovative ideas that help businesses stand out from the competition, gain market share, and perform better. Previous research conducted by various scholars shows that supply chain resilience substantially impacts organizational performance in several ways. In today's uncertain business climate, resilient supply chains support long-term performance and sustainable competitive advantage by improving cost effectiveness, customer satisfaction, risk management, flexibility, and innovation (Chang & Lin, 2019; Gunasekaran et al., 2015). The research shows that the more resilient supply chains are typically more operationally efficient with higher agility, allowing the companies to respond swiftly to disruptions while minimizing the impact on production and distribution processes. For instance, resilient supply chains must have a wide range of skills and planning methods that will enable them to deal better with the demand fluctuations, supply shortages, and transportation interruptions, resulting in reduced waiting time, inventory, and production downtime (Christopher & Peck, 2004). Supply chain resilience leads to favorable financial performance by minimizing the costs and revenue availability because of great customer service and market demand. The organizations with resilient supply chains that feel the trembling of their stock price less, pay lower insurance premiums, and can enhance shareholder value more than those with inflexible supply networks. Also, fault-tolerant supply chains empower hazard anticipation and risk mitigation measures such as twin sourcing, inventory pooling, and several supply vendors, which lessen the impact of disruptions. Flexible supply chains are the winning strategy that brings higher results because of a positive impact on customer satisfaction and loyalty level through on-time delivery, constant availability of the products, and quick response when there is any disruption. According to studies conducted by Chang & Lin (2019), supply chain resiliency has a crucial impact on customer loyalty and corporate brand, especially in crisis management. Businesses with voluminous supply chains are better established to satisfy their customers' needs, build a long-term relationship, and gain a competitive edge. Resilience of the supply chain is a competitive advantage in terms of current changes and weather shocks, leading to dynamic and uncertain conditions. Yin & Ran (2022) reported on the role that resiliency in supply chains played in achieving strategic goals, such as market expansion, launching new products, and, in tandem, sustainable growth (Yin & Ran, 2022). Brands that truly are committed to resilience in their supply chains can change and grow as the market changes; by doing so, competitors are outperformed in the long term. Hence, we propose the following hypothesis:

H3: Supply chain resilience has a positive impact on organizational performance.

3. METHODOLOGY

The proposed research employs a quantitative approach, employing descriptive and explanatory designs to assess the research variables: digital procurement, procurement policies, supply chain resilience, and organizational performance in semi-government organizations. This study focuses on semi-government organizations in the UAE, specifically within the banking, airline, hospitality, and telecommunication industries. These entities are chosen for their strategic importance and significant impact on the UAE's economy. While not wholly government-owned, these organizations have substantial government involvement through ownership, strategic partnerships, or government-appointed board members. This unique positioning allows them to benefit from governmental support and private sector efficiencies. Strategic Importance: These sectors are crucial for the UAE's economic diversification and development strategy, reducing dependence on oil revenues. Moreover, the performance of these industries directly influences the UAE's overall economic health and global competitiveness. In addition, they lead the adoption of innovative procurement practices and initiatives, making them ideal for studying the proposed model. Also, banking supports financial stability, business, and infrastructure development—airline: Drives tourism, international connectivity, and trade. While hospitality attracts tourists, it creates jobs and supports retail and transportation. Telecommunications provide essential infrastructure for digital transformation and smart city initiatives. Focusing on these semi-government organizations, the study aims to provide insights into optimizing procurement strategies

to enhance overall organizational performance in the UAE. However, chosen organizations with significant employment opportunities can stimulate economic growth and social stability. As a result, the present research was driven by earlier discussions and pertinent literature to propose a conceptual model, which is shown in Fig. 1 and illustrates the proposed effects. A sample size of 408 managerial-level employees, representing semi-government, government, private, and federal organizations, was surveyed to gather empirical data. Data analysis was conducted using SPSS and SmartPLS software to assess relationships.

3.1. The study model

The proposed model is shown in Figure 1.

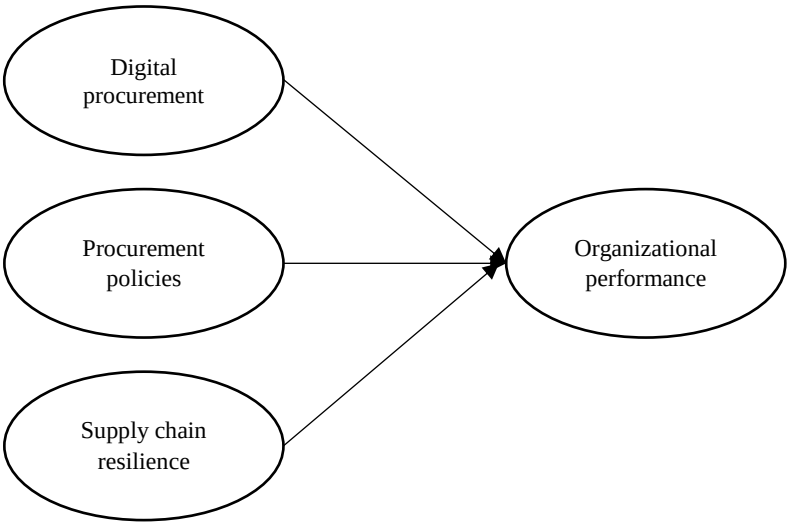

Figure 1. Theoretical framework.

4. DATA ANALYSIS

4.1. Demographic profile

Using SPSS, the results of the demographic profile are shown in Table 1. According to the results, the majority of the respondents were male (65.20%), between 30 and 40 years old (49.50%), and held a bachelor's degree (48.50%).

Table 1. Demographic profile.

Characteristic	Frequency	Percentage
Female	142	34.80%
Male	266	65.20%
Up to 30 Years	52	12.70%
30-40 Years	202	49.50%
41-50 Years	116	28.40%
51-60 Years	36	8.80%
> 60 Years	2	0.50%
High School	18	4.40%
Bachelor's Degree	198	48.50%
Master's Degree	176	43.10%
Doctorate Degree	16	3.90%

4.2. Descriptive statistics

Table 2 presents the descriptive statistics for all the variables in the study, including mean, SD, and variance. PADP scores indicate a moderately high average (M = 3.59) perception or attitude among respondents, with a relatively moderate spread of responses (SD = 0.75). This suggests that while there is a consensus towards the higher end of the scale, there is still notable variability (Variance = 0.56) in how individuals rate this aspect. PAPP variable shows slightly higher average agreement (M = 3.65) or positive perception than PADP, but with greater variability among responses (SD = 0.83). The higher standard deviation and variance (Variance = 0.70) indicate a wider range of opinions. Scores of PASR are on the lower side of the positive spectrum among the variables discussed, indicating a more conservative agreement (M = 3.46) or endorsement. The variability (SD = 0.82) is comparable to PAPP, suggesting diverse viewpoints among respondents. Lastly, OP has a high mean (M = 3.73) and the lowest variability (SD = 0.66), and OP reflects positive and consistent (Variance = 0.44) perceptions or attitudes.

Table 2. Descriptive statistics.

Variable	Frequency	Minimum	Maximum	Mean	SD	Variance
PADP	408	1	5	3.59	0.75	0.56
PAPP	408	1	5	3.65	0.83	0.7
PASR	408	1	5	3.46	0.82	0.67
OP	408	1	5	3.73	0.66	0.44
SD = standard deviation						

4.3. Measurement model

In the demesne of Partial Least Squares Structural Equation Modeling (PLS-SEM), understanding the measurement or outer model is essential for assessing the constructs' reliability and validity. This process examines several aspects, including indicator reliability, composite reliability (CR), and average variance extracted (AVE), which are essential to confirm the constructs' convergent validity. Additionally, discriminant validity can be assessed through the Forenell-Larcker criteria (Hair et al., 2019). In this study, all scale factor loadings surpassed 0.70, as detailed in Table 3, warranting the reliability of all indicators. In addition, the measurement model in this study achieved acceptable CA and CR values (> 0.7) for confirmatory purposes (Hair et al., 2019), which further affirmed the model's reliability. AVE values achieved acceptable values (>0.5). Lastly, to ensure discriminant validity, this study evaluated the squared AVE values of the study variable compared to the correlations among study variables. This is the Forenell-Larcker criteria (Fornell & Larcker, 1981). The Forenell-Larcker values must be greater than all corresponding correlations to establish the discriminant validity, as shown in Table 4, and this study met this criterion as well to fulfill the discriminant validity requirement.

Table 3. Measurement model.

Variables	Items	Loadings	CA	CR	AVE
Digital procurement (PADP)	PADP1	0.794	0.858	0.898	0.639
	PADP2	0.822			
	PADP3	0.740			
	PADP4	0.811			
	PADP5	0.827			
Procurement policies (PAPP)	PAPP1	0.812	0.879	0.912	0.674
	PAPP2	0.810			
	PAPP3	0.856			
	PAPP4	0.801			
	PAPP5	0.826			
Supply chain resilience (PASR)	PASR1	0.834	0.852	0.894	0.629
	PASR2	0.728			
	PASR3	0.803			
	PASR4	0.829			
	PASR5	0.765			
Organizational performance (OP)	OP1	0.707	0.902	0.919	0.534
	OP2	0.851			
	OP3	0.846			
	OP4	0.823			
	OP5	0.837			
	OP6	0.772			
	OP7	0.755			
	OP8	0.815			
	OP9	0.771			
	OP10	0.704			

Table 4. Discriminant validity.

Variable	OP	PADP	PAPP	PASR
OP	***0.731***			
PADP	0.585	***0.799***		
PAPP	0.620	0.652	***0.821***	
PASR	0.573	0.571	0.566	***0.793***

4.4. Structural model

Upon completion of the assessment of the measurement model, this study progressed to evaluate the structural model, also known as the inner model, by utilizing PLS-SEM. This phase focused on exploring the dynamics among the constructs of the exogenous (independent) and endogenous (dependent) variables. As shown in Table 5, PADP had a positive and significant impact on OP (B = 0.229, t = 3.897, p < .001), with a small effect size (F2 = 0.061), so H1 was also supported. As expected, PAPP had a positive and significant impact on OP (B = 0.236, t = 4.067, p < 0.001), with a small effect size (F2 = 0.063), so H2 was also supported. In addition, PASR had a positive and significant impact on OP (B = 0.207, t = 4.426, p < 0.001), with a small effect size (F2 = 0.059), so H3 was also supported.

Table 5. Hypothesis testing.

Path	Estimate	T	P	F^2	Status
PADP -> OP	0.229	3.897	0.000	0.061	H1: Supported
PAPP -> OP	0.236	4.067	0.000	0.063	H2: Supported
PASR -> OP	0.207	4.426	0.000	0.059	H3: Supported

5. DISCUSSION

This study examined how digital procurement, procurement policies, and supply chain resilience shape organizational performance in the UAE. It was hypothesized that digital procurement would positively influence organizational performance (H1). On the theoretical front, our study hypothesis H1 findings confirm the work previously emerged by Herold et al. (2023); Ikram (2022); Piera et al. (2014) on assessing the digital procurement emphasized the importance of leveraging information technology to enhance procurement efficiency, reduce transaction costs, and optimize supplier relationships. These findings also align with Motaung and Sifolo (2023), who found that digital procurement-enabled organizations report significant savings, increased transparency, and better decision-making. Firms can automate procurement activities to reduce the administration burden and achieve access to critical real-time data and analytics that support a more thoughtful approach to procurement and supplier management in their decision-making (Ilhan & Rahim, 2020). As discussed in previous studies, digital procurement improves resilience by facilitating collaboration with key suppliers, and it also allows organizations to adapt rapidly – improving performance during disruption (Kosmol et al., 2019). Therefore, we further support the idea that digital procurement is a key enabler of operational efficiency, agility, and sustainable competitive advantage. In addition, it was hypothesized that procurement policies would positively influence organizational performance (H2). It is evident that H2 is accepted in our findings; the procurement policies empower fostering supplier collaboration, innovation, and strategic partnerships, which could contribute to competitive advantage and long-term sustainability. These insights coincide with the earlier studies of Niebylski et al. (2014) and Wang et al. (2018), who posited that transparent and clearly-specified procurement practices encourage trust, compliance, and innovation in the supply chain. The presence of good procurement guidelines, in fact, increases organizations' ability to manage supplier reliability, reduce risk, and demonstrate compliance with ethical and legal structures (Schotanus & Grandia, 2023). Likewise, McCrudden and Gross (2006) and Snider and Rendon (2008) contend that strong procurement policies enable organizations to reduce costs, positively influence supplier relationships, and increase the organization's overall financial performance. Furthermore, procurement practices that incorporate sustainability considerations can also activate suppliers to adopt sustainable practices or innovative solutions (Carter & Rogers, 2008; Hoekman & Taş, 2022). These studies illustrate that procurement practices may function less as administrative policy structures and more like strategic drivers to improve organizational competitiveness and effectiveness. It was also hypothesized that supply chain resilience would positively impact organizational performance (H3), with strong support from findings. Resilience and agility were crucial components of risk mitigation and operational continuity. Previous research by Brusset and Teller (2017), Chang and Lin (2019), and Yin and Ran (2022) made the same argument, outlining that resilient supply chains subsequently increase the ability of firms to foresee disruptions and recover from them, thus protecting long-term performance. Our results support Christopher and Peck's (2004) notion of resilience as a fundamental competence of organizations, facilitating their ability to sustain service levels and decrease costs associated with delays, stockouts, or halted production. In addition, resilient supply chain firms promote innovation and adaptation as disruptions often result in firms creating new solutions and implementing collaborative or new best practices (Gunasekaran et al., 2015; Rachid et al., 2017). Our study finds alignment and contribution to Aityassine et al. (2022), who explained that resilience often decreases immediate risk likelihood and enhances customer satisfaction and loyalty by ensuring timely operations and service reliability, contributing to well-being in a sustained competitive advantage.

6. CONCLUSION

This study explored the impact of digital procurement, procurement policies, and supply chain resilience on organizational performance in semi-government organizations in the UAE. Data from a sample of 408 managerial-level employee responses and findings were analyzed using PLS-SEM. The results indicated that all three factors: digital procurement, procurement policies, and supply chain resilience, positively and significantly influenced organizational performance. The results also confirmed the strategic nature of procurement-related practices that drive organizational effectiveness, flexibility, and competitiveness. The study established empirical support for integrating digital procurement technologies, proactive procurement policies, and resilient supply chain practices to enhance organizational performance in uncertain business environments.

6.1. Policy implications

The findings indicate that organizations in the UAE can achieve improved performance by aligning their procurement practices with organizational goals. Digital procurement options, which include e-platforms, supplier portals, and analytics tools, should be prioritized, as they will lower costs, enhance transparency, and increase supplier collaboration. Concurrently, organizations should adopt procurement policies that contain transparent and standardized criteria for sustainability and ethical sourcing, as these policies enable compliance, improve supplier relationships, and promote innovation. Finally, organizations must adopt supply chain practices that reinforce resilience, such as supplier diversification, contingency plans, and redundancy of critical resources, to enable firms to respond quickly to shocks, protect operational continuity, and safeguard client trust in times of volatility.

6.2. Limitations and future studies

Inevitably, the current study has some limitations. The research primarily focused on internal factors within semi-government entities, ignoring potential influences from external or contextual variables. Macroeconomic conditions, regulatory frameworks, industry dynamics, and cultural factors may interact with procurement practices and organizational performance, warranting consideration in future research to provide a more comprehensive understanding of the phenomenon. Moreover, the data collected by self-reporting from the survey respondents may introduce a bias. Respondents will give correct responses to socially acceptable answers. To the best of our ability, to guarantee anonymity and confidentiality, this can still be impacted by aspects such as the respondents' organizational culture or personal factors, potentially influencing the results. Although various procedures were used to test the variables, these measures could still have problems regarding their reliability and validity. Issues with construct validity could involve the modes of measurement for the specific constructs, and future research can improve the construct exposure by using various indicators or alternative approaches for measurement.

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