



EXPLORING THE NEXUS BETWEEN ENVIRONMENTAL SUSTAINABILITY AND THE DIRECTORATE OF PROCUREMENT'S PERFORMANCE IN THE GAMBIA

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ABSTRACT: *This study examines the nexus between environmental sustainability and organisational performance within the Directorate of Procurement, The Gambia. Using a quantitative survey of 60 employees, with 54 valid responses analysed through descriptive statistics, ANOVA, and regression, the findings reveal that environmental sustainability has a significant positive effect on organisational performance in the study area. Results show that sustainable procurement enhances efficiency, compliance and competitiveness, while also strengthening institutional reputation and accountability. Anchored on the Resource-Based View and Stakeholder Theory, the study demonstrates that integrating practices such as green procurement policies, supplier audits and community engagement fosters long-term organisational success. The research contributes to the limited literature on sustainable procurement in The Gambia and provides practical insights for policymakers and practitioners seeking to align procurement with national development goals.*

KEYWORDS: Environmental Sustainability, Sustainable procurement, Organisational performance.



INTRODUCTION

Sustainable procurement has become a central practice in modern supply chain management, integrating economic, social and environmental dimensions to enhance organisational performance (Jama & Mahamud, 2024). It entails acquiring goods and services through methods that minimise ecological impact, promote social responsibility and support long-term value creation. Organisational performance, particularly in public procurement, is commonly assessed through efficiency, effectiveness and compliance (Bramer & Walker, 2021).

Globally, organisations such as IKEA, Walmart, and Toyota, as well as African firms like MTN and Dangote Plc, have embedded sustainable procurement into their operations (Yewande *et al.*, 2024). In The Gambia, institutions including the Ports Authority and Telecommunications Company are beginning to adopt similar practices. Research consistently links sustainable procurement to improved efficiency, compliance, competitiveness and reputation (Nangpiire *et al.*, 2023).

While the relationship between sustainable procurement and performance is well documented in developed economies (Chago and Kitheka, 2018; Jama and Mahamud, 2024), evidence from The Gambia remains skeletal. This study addresses that gap by examining the impact of sustainable procurement particularly environmental sustainability on organisational performance within the Directorate of Procurement. By situating the analysis within the Gambian context, the study contributes to the broader literature and highlights the need for context-specific strategies to overcome resource and regulatory constraints in developing countries.

Resource-based view (RBV) theory

Barney (1991) articulated the Resource-Based View in his paper "Firm Resources and Sustained Competitive Advantage", positing that a firm's unique resources and capabilities are critical to its competitive advantage and overall performance. According to Barney (1991), resources must be valuable, rare, inimitable, and non-substitutable to contribute to sustained competitive advantage. This framework emphasises that organisations should focus on leveraging their internal resources effectively to differentiate themselves from competitors and achieve long-term success. By understanding and optimising their resource mix, firms can create strategies that capitalise on their strengths, thereby enhancing their market position and operational efficiency.

Sustainable procurement practices serve as a valuable resource that enhances a company's reputation and brand value, attracting consumers increasingly aware of social and environmental issues; research indicates that a significant percentage of consumers are willing to pay more for sustainably sourced products, thereby providing a market advantage for companies investing in sustainable practices (Barney, 1991).

Therefore, the study hypothesises

H1: Environmental sustainability does not have a significant effect on organisational performance in the directorate of procurement, The Gambia.



Sustainable procurement

Sustainable procurement is a holistic approach that integrates social, environmental, and economic considerations into procurement processes, aiming to minimise negative impacts while maximising long-term value. Often termed 'green' or 'responsible' procurement, it spans the entire lifecycle from sourcing to contract management and is central to corporate social responsibility (Walker & Brammer, 2012; Testa *et al.*, 2016).

Globally, organisations such as IKEA, Unilever, Walmart, Toyota, and Honda have embedded sustainability into procurement, while in Africa, institutions like the Gambian Ministry of Finance and Nigerian firms such as Dangote Cement and Nigerian Breweries are advancing similar practices (C40 Cities, 2019; Al-Awamleh *et al.*, 2022). These cases illustrate that sustainable procurement is not merely a compliance requirement but a strategic tool for reducing environmental risks, enhancing reputation, and improving competitiveness.

Adoption delivers multiple benefits, including cost reduction, efficiency gains, and innovation while creating stakeholder value and supporting sustainable development (Lund, 2007; Animashaun *et al.*, 2024). However, challenges persist, including limited awareness, resource constraints, weak infrastructure, and difficulties in evaluating supplier performance (Salvioni & Almici, 2020; Warner & Moonesar, 2019). Overcoming these barriers requires clear strategies, stakeholder collaboration, and capacity-building initiatives (Randeree & Ahmed, 2019; Alzoubi *et al.*, 2020).

Environmental Sustainability

Environmental sustainable procurement is central to minimising the ecological impact of organisational activities (Victor *et al.*, 2012). It encompasses several dimensions, including resource efficiency, waste reduction, pollution prevention, climate change mitigation, sustainable materials, supply chain management, stakeholder engagement, and environmental reporting (Adindu *et al.*, 2023; Safa, 2024). Collectively, these practices reduce environmental footprints and advance sustainable development, but their effective implementation requires strategic collaboration with suppliers, stakeholders, and communities.

Resource efficiency focuses on reducing the consumption of energy, water, and raw materials through energy-efficient technologies and sustainable materials, thereby lowering costs and environmental impact (Yewande *et al.*, 2024). Waste reduction emphasises recycling, reuse, and minimisation strategies to cut costs and promote sustainability (Walker & Brammer, 2012). Pollution prevention targets the reduction of greenhouse gases, toxic chemicals, and other pollutants through clean technologies and sustainable sourcing (Testa *et al.*, 2016). Climate change mitigation involves adopting renewable energy, reducing emissions, and supporting climate-resilient infrastructure (Victor *et al.*, 2012). Finally, environmental reporting enhances transparency and accountability by tracking performance indicators such as emissions, water use, and waste, often through frameworks like the Global Reporting Initiative (Meehan & Bryde, 2011).

Together, these dimensions provide a comprehensive framework for embedding environmental sustainability into procurement, enabling organisations to achieve meaningful ecological benefits while strengthening long-term competitiveness.



Organisational performance

Organisational performance refers to the ability of an organisation to achieve its goals and objectives. It encompasses various aspects, including effectiveness, efficiency, vendor performance, and compliance. Organisational performance is a critical concept in management, as it determines an organisation's success and competitiveness. Effective organisational performance enables organisations to achieve their mission and vision. Ineffective performance, on the other hand, can lead to organisational failure. Organisational performance is a multidimensional concept that requires a holistic approach. It involves evaluating an organisation's outputs, outcomes, and impacts. By understanding organisational performance, organisations can identify areas for improvement (Doval, 2020; Hardyman *et al.*, 2015). Enhancing organisational performance, effectiveness, efficiency, vendor performance, and compliance are essential components of organisational performance.

Organisations around the world, such as IKEA in Europe, Walmart in America, Toyota in Asia, and Dangote Cement in Africa, have achieved success by focusing on these components. For instance, IKEA's effective supply chain management enables it to offer affordable furniture to customers (Pierre *et al.*, 2009). Walmart's efficient logistics system allows it to reduce costs and improve customer satisfaction (Al-Matari *et al.*, 2014). Toyota's vendor performance management ensures that its suppliers meet high-quality standards (Dabic *et al.*, 2023). Dangote Cement's compliance with regulatory requirements has enabled it to maintain a strong reputation in the market (Varma *et al.*, 2023). By enhancing these components, organisations can improve their overall performance and achieve their goals (Selvam *et al.*, 2016).

Measures of organisational performance

The measures of organisational performance include financial performance, operational performance, strategic performance, effectiveness and efficiency, vendor performance, compliance and governance, customer satisfaction, employee engagement, and social responsibility (Maley & Moeller, 2014). These measures are used to evaluate an organisation's progress towards achieving its goals and objectives. Organisational performance measures provide insights into an organisation's strengths and weaknesses (Murphy & Cleveland, 1995). They also help Organisations identify areas for improvement and develop strategies to address them. By using these measures, organisations can evaluate their performance and make informed decisions. Organisational performance measures are essential for achieving organisational success. They help organisations stay competitive and achieve their goals. This study is measured by effectiveness, efficiency, compliance and regulations.

Relationship between environmental sustainability and organisational performance

Environmental sustainability is essential for organisational performance, as it ensures that organisations minimise their impact on the environment (Hejazi *et al.*, 2023). Organisations can enhance new employees' competence for sustainability through specific training. Efficient use of natural resources optimises costs and reduces waste. Effective waste management and pollution control improve environmental performance, and compliance with environmental regulations, such as pollution control standards, is mandatory (Aslam *et al.*, 2018). Organisations that prioritize environmental sustainability tend to have reduced environmental footprints and improved brand reputation. Environmental sustainability enables organisations to reduce costs and improve efficiency, mitigating environmental risks and improving



organisational reputation (Global Reporting Initiative, 2024). Effective environmental sustainability improves competitiveness and stakeholder value. Environmental sustainability is, therefore, a critical aspect of organisational performance. Furthermore, investing in environmental protection and promoting continuous employee training can enhance organisational performance (Global Reporting Initiative, 2024).

Interconnection between sustainable procurement and organisational performance in The Gambia

In the Gambia concepts sustainable procurement are inherently connected to the Triple Bottom Line (TBL) model, which emphasises the need for organisations to focus on People (social), Planet (environmental), and Profit (economic) (Elkington, 2022). Sustainable procurement encompasses the long-term environmental and economic impacts of procurement decisions. The environmental dimension of sustainability focuses on reducing waste, preventing pollution, and promoting natural resource management (Brammer and Walker, 2021). The economic dimension highlights the importance of profitability, cost savings, and responsible growth (Harrison and Newholm, 2016). Together, sustainable procurement practices ensure that organisations not only meet their current needs but also protect social and environmental interests for future generations.

MATERIALS AND METHODS

Research Design

This study adopted the survey research design. The survey research design is adapted due to its suitability for capturing primary data from respondents about their perceptions and experiences. Whereas, the research approach is a quantitative research approach, it is a means for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analysed using statistical procedures. In line with Kombo and Tromp (2009), the survey approach is deemed acceptable because it allowed inferences to be drawn about sustainable procurement and the performance of public procurement organisations.

The data collection process in this study involved administering questionnaires using SurveyHeart.com, an online survey platform. The digital questionnaires were distributed to a sample of 60 stakeholders from the Directorate of Procurement in The Gambia. Respondents were given one week to complete the survey online, after which responses were retrieved directly through the platform for analysis. Table 1 below presents the demographic characteristics of the respondents.

Table 1: Population Size

No	Directorate of procurement	Population size
1.	Director of Procurement	1
2.	Principal Procurement Officer	2
3.	Procurement Officers	19
4.	Assistant Procurement Officer	12
5.	Senior Procurement Clerks	26
Total		60

Source: Author's Computation using v.25.0, 2025



Model specification

In this study organisational performance (OP) is regarded as a function of sustainable procurement (SP). The implicit form of the model is specified as follows:

$$OP = f(SP) \quad (1)$$

Given that sustainable procurement (SP) is measured in terms of economic, social, and environmental sustainability, equation (1) becomes:

$$OP = f(ES, SS, ENS) \quad (2)$$

Thus, the explicit form of the model for this study will be as follows:

$$OP_i = \alpha + \beta_1 ES_i + \beta_2 SS_i + \beta_3 ENS_i + \varepsilon_i \quad (3)$$

Where;

OP = Organisational Performance

SP = Sustainable Procurement

ES = Economic Sustainability

SS = Social Sustainability

ENS = Environmental Sustainability

α = Intercept of the Model (constant)

$\beta_1, \beta_2, \beta_3$ = Parameters of ES, SS, and ENS respectively.

ε = error term

A priori expectation

$$b_1 > 0, b_2 > 0, b_3 > 0,$$

It is expected that economic sustainability, social sustainability, and environmental sustainability will have a positive effect on the organisational performance of the Directorate of Procurement in The Gambia.

Data Analysis Technique

The data was analysed using both descriptive and inferential statistical methods. Descriptive statistics such as mean, standard deviation, tables and percentages were used for data presentation and analysis of demographic information and research questions while inferential statistical techniques such as multiple regression analysis were used to evaluate the effect of the independent variables on the dependent variable. Multiple regression analysis is adopted for its ability to assess the combined and individual effects of multiple independent variables (sustainable procurement dimensions) on the dependent variable (organisational performance). This statistical tool provides robust insights into the relative significance of each variable. Data



analysis was carried out with the aid of the Statistical Package for Social Sciences (SPSS) version 25.0 software.

RESULTS AND DISCUSSION

Descriptive Statistics

This sub-section presents the data that were collected and analysed using both descriptive and inferential statistical methods. Descriptive statistics, including means, standard deviations, tables, and percentages were used to summarise the demographic information and responses to the research questions. Inferential statistical techniques, specifically multiple regression analysis, were applied to examine the effect of the independent variables on the dependent variable.

Demographic characteristics of respondents

The results presented in Table 4 showed the demographic characteristics of respondents by age, gender, educational qualification and experience. The age distribution of the respondents indicates that 12.96 % of the respondents are from the age range of 18-25 years, 72.22% are between 26 -35 years and 12.96% of respondents are from the age of 36-45 years while 1.85% were from 46 years and above. This implies that the respondents were old enough to provide valid answers.

The distribution of the respondents by gender shows that 42.59% were males, while 57.41% were females. This implies that the distribution of respondents cut across genders and most owners of sustainable procurement on organisational performance in the Directorate of Procurement, The Gambia, surveyed were females.

The distribution of respondents based on level of education shows that 7.41% of respondents have O'Level/WAEC, 22.22% have OND and NCE qualifications, 68.52% have HND/Degree qualifications, and 1.85% of respondents had postgraduate qualifications. This implies that the respondents were educated enough to understand the effect of sustainable procurement on organisational performance in the Directorate of Procurement, The Gambia.

The result in the table also shows the distribution of respondents by experience as follows: 31.48% of respondents have experience from 1 to 5 years, 48.15% had experience from 6 to 10 years, 16.67% had experience from 11-15 years and 0% have worked for 16 to 20 years; 1.0% had experience from 21-25 years, and 1.0% had 26 years and above. This implies that the respondents have enough working experience to provide valid answers to the topic under investigation.

**Table 4: Demographic Characteristics of Respondents**

Attributes	Frequency	Percentage (%)
Age		
18-25 years	7	12.96
26-35 years	39	72.22
36-45 years	7	12.96
46 years and above	1	18.85
Total	54	100
Gender		
Male		
Female	23	42.59
Total	31	57.41
Educational Qualification	54	100
O-Level/WAEC		
OND/NCE		
HND/B.Sc	4	7.41
Postgraduate	12	22.22
Total	37	68.52
	1	1.85
Experience	54	100
1-5 years		
6-10 years		
11-15 years	17	31.48
16 - 20 years	26	48.15
21 - 25 years	9	16.67
26 years and above	0	0
Total	1	1.85
	1	1.85
	54	100

Source: Author's Computation using v.25.0, 2025

Respondents' views on environmental sustainability

The responses collected from the respondents on items 1-8 were presented using mean scores and standard deviation. The result in Table 5 indicates that the respondents agreed with all statements, which showed that environmental sustainability enriches organisational performance in the Directorate of Procurement, The Gambia. The mean scores ranged from 3.15 to 4.36 and they were all above the 2.50 cut-off points. This implies that environmental sustainability enriches organisational performance in the Directorate of Procurement, The Gambia.

Table 5: Respondents' Views on Environmental Sustainability

Item	N	Min.	Max.	Mean	ST.D
Our organisation prioritises reducing carbon emissions	54	1	5	4.29	0.625
Environmental awareness influences our procurement decisions	54	1	5	4.36	0.703



We regularly use environmentally friendly products and materials	54	1	5	4.52	0.798
Resource conservation is a key aspect of our procurement strategy	54	1	5	4.27	0.754
Green procurement policies are well implemented	54	1	5	4.15	0.836
Employees are trained on sustainable procurement practices.	54	1	5	3.71	0.674
The organisation monitors its environmental impact	54	1	5	3.62	0.664
Awareness of sustainability regulation affects our compliance	54	1	5	4.31	0.795

Source: *Author's Computation using v.25.0, 2025*

Respondents' views on organisational performance

The responses collected from the respondents on items 1-8 were presented using mean scores and standard deviation. The result in Table 6 indicates that the respondents agreed with all statements, which showed that sustainable procurement has an effect on organisational performance in the Directorate of Procurement, The Gambia. The mean scores range from 4.18 to 4.35 and they were all above the 2.50 cut-off point. This implies that sustainable procurement has an effect on organisational performance in the Directorate of Procurement, The Gambia.

Table 6: Respondents' Views on Organisational Performance

Item	N	Min.	Max.	Mean	ST.D
Our organisation uses resources efficiently to achieve its goals	54	1	5	4.18	0.771
We have implemented efficient processes that minimise waste and reduce costs.	54	1	5	4.26	0.761
Our organisation has a strong focus on continuous improvement, which has led to increased efficiency.	54	1	5	4.28	0.794
We have effective systems in place to monitor and manage our resources.	54	1	5	4.35	0.701
Our organisation is effective in achieving its strategic objectives.	54	1	5	4.29	0.734
We have a clear understanding of our customers' needs and are effective in meeting them.	54	1	5	4.22	0.734
Our organisation is fully compliant with all relevant laws, regulations, and industry standards.	54	1	5	4.17	0.772
We have effective systems in place to ensure compliance with regulatory requirements.	54	1	5	4.28	0.786

Source: *Author's Computation using v.25.0, 2025*



Analysis of variance (ANOVA)

The result from the ANOVA statistics in Table 7 indicates that the processed data, which is the population parameters, had a significance level of .000 which shows that the data is ideal for making a conclusion on the population's parameter, as the value of significance (p-value) is less than 5%. This implies that economic sustainability, social sustainability, and environmental sustainability significantly affect organisational performance in the Directorate of Procurement, The Gambia. The significance value was less than 0.05 which indicates that the model was statistically significant ($F = 23.435$, $P = .000 < 0.05$).

Table 7: Analysis of Variance (ANOVA)

	Sum of Squares	Df.	Mean Square	F	Sig.
Regression	48.639	4	12.160	23.435	.000 ^b
Residual	1670.757	50	3.940		
Total	1719.396	54			

a. Dependent Variable: Organisational Performance

b. Predictors (Constant): Economic sustainability, social sustainability, and environmental sustainability

Source: Author's Computation using v.25.0, 2025

Regression coefficients

From the data in Table 8, the established regression equation is presented thus:

Organisational Performance = $19.547 + .809$ (economic sustainability) + $.612$ (social sustainability) + $.773$ (environmental sustainability). The regression equation above revealed that, Economic sustainability, social sustainability, and environmental sustainability to a constant zero, affect the organisational performance in Directorate of Procurement, The Gambia by 19.5%; a unit increase in economic sustainability affect organisational performance in Directorate of Procurement, The Gambia by 80.9%; a unit increase in social sustainability would affect organisational performance in Directorate of Procurement, The Gambia by 61.2%; and a unit increase in environmental sustainability would affect organisational performance in the Directorate of Procurement, The Gambia, by 77.3%. The study also found that the p-values for economic sustainability, social sustainability, and environmental sustainability (.003, .001, .002, respectively) were less than 0.05 which is an indication each variable has a positive effect on organisational performance in the Directorate of Procurement, The Gambia. The result implies that economic sustainability, social sustainability, and environmental sustainability by the t-value of (0.704 and 5.274 respectively).

Table 8: Regression Coefficients

	Unstandardized Coefficient			Standardized Coefficients	
	B	Std. Error	Beta	t	Sig.
(Constant)	19.547	2.808		6.961	.000
Environmental sustainability	.773	.082	.086	5.274	.003

a. Dependent Variable: Organisational Performance

Source: Author's Computation using v.25.0, 2025



Test of Study Hypotheses

H0: Environmental sustainability has no significant effect on the organisational performance in Directorate of Procurement, The Gambia

To test this hypothesis (Table 11), the strength of the effect of environmental sustainability has no significant effect on the organisational performance in the Directorate of Procurement, The Gambia, as measured by the calculated p-value = .003 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (p-value .000 < α 0.05), the null hypothesis was rejected. It is therefore concluded that environmental sustainability has no significant effect on the organisational performance in the Directorate of Procurement, The Gambia.

DISCUSSION

Effect of environmental sustainability on organisational performance in Directorate of Procurement, The Gambia

Hypothesis three and research question three sought to assess that environmental sustainability has no significant effect on the organisational performance in the Directorate of Procurement, The Gambia. The objective of the study assesses the relationship between environmental sustainability and organisational performance. This study tests that assertion and the result from the analysis is reported in Table 11. It was found that $t = 5.274$, $p = 0.003$. The null hypothesis is rejected, and the alternate hypothesis is accepted. We therefore conclude that environmental sustainability has a significant effect on the organisational performance in the Directorate of Procurement, The Gambia. That is, we accept that estimate a1 is statistically significant at a 5% level of significance. This implies that environmental sustainability has significant influence on the organisational performance in the Directorate of Procurement, The Gambia, and the relationship is statistically significant ($p < 0.05$) and in line with a priori expectations. This also means that an increase in environmental sustainability will result in a corresponding increase in organisational performance by 77.3%.

The result of the test of the hypothesis is consistent with resource-based view (RBV) theory (Barney 1991), organisations leveraging eco-friendly environments, thus protecting their reputation while ensuring compliance with increasingly stringent regulations surrounding corporate social responsibility. Stakeholder Theory by Freeman (1984) also opined that by encouraging organisations to engage with stakeholders to identify and address sustainable challenges, for instance, companies prioritising sustainable procurement practices can reduce their environmental impact while meeting the expectations of environmentally conscious consumers and regulators. This is also in line with the study by Chogo (2019), which conducted a literature review to assess the effects of sustainable procurement practices on organisational performance. Findings revealed that local buying, eco-friendly packaging, reverse logistics, and ICT adoption have a significant effect on organisational performance. The result of the test of the third hypothesis also received the backing of Njoora and Noor (2017), who performed a study on the effect of sustainable procurement practices on procurement performance in the manufacturing sector in Kenya. Findings indicate that adopting an environmental framework leads to improved procurement performance due to enhanced teamwork among employees aligned with organisational values. Narasimhan and Kim (2012) also state that ensuring the



lowest environmental and most positive social impact of procurement builds on international commitments related to environmental, social or labour issues by implication, environmental sustainability will equally impact positively on organisational performance in the Directorate of Procurement, The Gambia.

CONCLUSION AND RECOMMENDATION

This study examined the effect of sustainable procurement practices on organisational performance in the Directorate of Procurement, The Gambia. The findings revealed that environmental sustainability is a vital dimension for organisational performance. Sustainable procurement practices enhance organisational performance by reducing costs and improving reputation, and increasing competitiveness. The study also found that Environmental sustainability, including reducing waste and conserving resources, also contributes to organisational performance. The study's findings have implications for policymakers and procurement professionals in The Gambia. By adopting sustainable procurement practices, organisations can improve their performance and contribute to sustainable development. The study's findings are supported by Resource-Based View Theory which highlights the role of organisational resources, including human, financial, and environmental resources, in achieving sustainable competitive advantage. The study's findings suggest that organisations that adopt sustainable procurement practices can improve their performance, reduce their environmental impact, and contribute to sustainable development.

Therefore, the study recommends that the Directorate of Procurement should implement a Green Procurement Policy, prioritising the purchase of environmentally friendly goods and services. This can be achieved by setting clear environmental criteria for suppliers, promoting the use of renewable energy sources, and reducing waste and pollution throughout the supply chain. This can aid the Directorate in minimising its environmental footprint, reducing greenhouse gas emissions, and contributing to The Gambia's sustainable development goals.

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