

The Strategic Supplier Relationships towards Effective Policy Implementation in the Ghana Armed Forces

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Abstract. The study evaluated the impact of strategic supplier relationships on the effectiveness of procurement policy implementation in the Ghana Armed Forces (GAF). The study was underpinned by the Resource-Based View of the Firm, the Strategic Sourcing and Trust theories, and the E-Procurement System Framework, which explain the connection between Strategic Supplier Relationships (SSR) and the effectiveness of policy implementation. The study employed a descriptive research design with a quantitative approach. The study relied solely on primary data, using a structured questionnaire to solicit responses from 156 respondents, including GAF personnel and other stakeholders. The research locale was Burma Camp, in Accra, Ghana's capital city. SPSS version 26 and SMART PLS version 3.8 were used for the data analysis. The analysis considered descriptive and inferential analyses (ANOVA by Factor, t-test, and Structural Equation Modelling (SEM)). The study found significant opportunities for the GAF in SSR. These include strategic alliance, transparency and accountability, long-term planning, and local sourcing. In addition, the study found that the current state of Supplier Relationship Management (SRM) implementation in GAF has a significant impact on Communication, Mutual Trust, and Supplier Performance. Furthermore, the study revealed that the Public Procurement Law significantly moderates the challenges and opportunities, as well as the SRM, in the effective implementation of the Procurement Policy in GAF. Additionally, SEM results indicate that Challenges & Opportunities and SRM have a significant influence on effective policy implementation in the GAF.

Keywords: Effective policy implementation; Ghana Armed Forces; Operational readiness; Strategic supplier relationships.

1.0 Introduction

The GAF is an essential component of national security and independence, and its constitutionally mandated responsibility is to protect and defend the territorial integrity of the Republic of Ghana against internal and external aggression. Vital to playing this role is the prudent procurement and management of a diverse range of resources, including munitions, logistics, hardware, infrastructure, technology, and services. Within this framework, the implementation of procurement policy is also a crucial means of ensuring accountability and prudent financial management (Kosgei & Gitau, 2016). Military procurement is a multifaceted system governed by many laws, policies, and regulations. Those laws, policies, and regulations are a web designed to ensure transparency in the spending of public funds (Kosgei & Gitau, 2016).

Procurement laws are not just government paperwork. They are essential to a nation's defense and for laying down strategy and preparedness, as well as determining the readiness and ability of its armed forces to contain any threat to its sovereignty and territorial integrity (Schmelzle & Mukandwal, 2022). The exigencies of military procurement and the imperative to secure national security give rise to a distinct field full of challenges and intricacies that are not typically encountered in non-military sectors. A critical determinant of policy implementation in this vein is the nature of the relationships that are established with strategic suppliers. These relationships differ from standard business transactions; they are not mere transactions, but rather strategic partnerships based on trust, reliability, and shared objectives (Mamun & Hanafi, 2018). It is in such relationships that potential exists not only to shape policy implementation but also to raise the overall preparedness of our armed forces (Pedersen et al., 2025).

Moreover, in fulfilling its constitutional mandate, the GAF plays a crucial role in ensuring the nation's security and stability. To effectively carry out its roles, the GAF needs to have access to adequate resources, including equipment and supplies, as stipulated under the Public Procurement Law, Act 663 of 2003, as amended by Act 914 of 2016. The availability of these resources depends on the GAF's ability to establish and maintain effective strategic supplier relationships while adhering to relevant laws, regulations, and policies. This view is asserted by Hasan et al. (2024), who emphasized the significant influence of SRM on supply chain performance. The literature reveals a gap in the study of strategic supplier relationships concerning effective policy implementation in the GAF. This is due to the lack of comprehensive research focusing on the dynamics, challenges, and opportunities within the context of the GAF, which calls for empirical evidence and data on the current state of supplier relationships and their impact on policy implementation in the GAF.

Also critical is the need to identify best practices and ideas from other militaries worldwide to improve the procurement processes within the GAF. Mamun and Hanafi (2018) emphasized the need to formulate and implement scrupulous procurement policies to maintain accountability and transparency in military spending. Therefore, based on the available literature, no study has been done on this topic, as current and earlier researchers have not explicitly considered the impact of strategic supplier relationships on the practical implementation of procurement policy in the GAF. In this regard, the researcher will contribute to the existing body of knowledge by attempting to fill this gap, thereby providing significant insights into the dynamics, challenges, and strategies for improving supplier relationships to enhance the effective implementation of procurement policies in the GAF.

2.0 Methodology

2.1 Research Design

This study employed a cross-sectional correlational survey design, a distinct approach from other research designs. With this research design, measuring SRM quality, challenges, opportunities, and policy implementation outcomes was possible in a single administration of the survey without manipulating the study variables. This design was considered due to its cost and time efficiency, as well as its ethical favourability within military settings, and its support for testing hypotheses and regression relationships (Creswell & Creswell, 2018). This design delivers valid insights and conditional relationships better than considering longitudinal designs or experimental research designs.

A quantitative research design was employed to investigate the impact of strategic supplier relationships on the practical implementation of policy in the GAF. SRM, Challenges and opportunities associated with SSR implementation in the GAF were considered independent variables, while strategic direction towards effective policy implementation was classified as the dependent variable. The moderating variables for the study were the Public Procurement Act, Act 663 of 2003, as amended by Act 914 of 2016, and the GAF Procurement Policy/Procedure.

2.2 Research Participants

According to the statistics provided by the procurement and supply chain unit of the GAF, the population size comprises approximately 255 potential respondents. Since considering all the potential respondents was not possible due to time constraints, a sample was required. The number of respondents needed to ensure a representative sample was determined using Slovin's formula. Therefore, using a population size of 255 and a 5% margin of error with a 95% confidence level, the corresponding sample size is 156. Out of the 156, Table 1 presents the breakdown for the sample size.

Table 1. *Sample Size Determination*

Respondents	Total Population	Proportion to Population (Weighting)	Proportional Sample Size
Procurement Experts	25	10%	15
Procurement Officers	20	8%	12
Supply/Stores Officers	100	39%	61
Logistics Managers	20	8%	12
Suppliers	50	20%	31
Supplier Representatives	25	10%	15
Financial Controllers	10	4%	6
Legal Officers	5	2%	5
Total	225	100%	156

2.3 Research Instrument

The instrument addressed important study concepts to achieve construct validity. Furthermore, industry experts' opinions were solicited to ensure the survey instrument was valid enough to measure the study's variables. The survey questionnaire was pretested with 25 respondents before the main data collection, which helped to evaluate and enhance the instrument's effectiveness. The first part of the research instrument covered the background profiles of the respondents, including their age, sex, civil status, educational attainment, title or rank, position, and the unit or company they represented. The second part considered the key factors that contribute to establishing successful strategic supplier relationships in the GAF. Some of these factors include honesty and transparency with suppliers, supplier reporting and evaluation, recognizing suppliers as partners, and setting and maintaining quality standards. The third part of the instrument also looked at the current state of procurement policy implementation in the GAF in terms of SRM. The fourth section of the research instrument examined the key challenges and opportunities that the GAF faces in building strategic supplier relationships, as well as the remedies available to overcome these obstacles. Some of the challenges considered were Over-reliance on funding from the central government, poor supplier relationship management procedures, bureaucratic red tape, technological obsolescence, transparency and responsibility, political interference, corruption, fraud, and national security concerns.

In terms of opportunities in SSR, the instrument covered strategic alliances, cost savings, innovation, flexibility, transparency, accountability, long-term planning, local sourcing, and ethical sourcing. This section further explores strategies to overcome the challenges identified by the respondents. The fifth section of the questionnaire addressed how GAF employees can utilize e-procurement techniques to enhance their supply chain risk management (SCRM). The sixth and seventh sections of the instrument, respectively, examined the advantages e-procurement offers to GAF and the potential obstacles that would confront GAF's use of e-procurement. The eighth section of the instrument captured the strategic procurement model that could be created for the GAF. The ninth section of the instrument solicited responses on the policy direction that can be proposed to improve SSR in the GAF. The concluding section of the instrument addressed the moderating variables of the study, which include the Public Procurement Law and the procurement policy/procedure of GAF.

2.4 Data Gathering Procedure

In terms of sampling the respondents, stratified random sampling was considered to ensure fair representation of the respondents across the GAF procurement and supply chain units. The sampling was conducted with the assistance of a statistician, using a detailed list of the study population obtained from GAF. The researcher submitted a letter to the GAF requesting permission from the military high command to conduct the survey. After approval was granted, the survey was conducted using online questionnaires (Google Forms), which were administered to individuals and groups via email and WhatsApp. The data collection primarily relied on structured surveys carried out with the selected participants. Surveys are an effective means of gathering data on individuals' perceptions and experiences, providing quantifiable responses that can be analyzed statistically (Creswell & Creswell, 2018). The survey instrument consisted of Likert scale questions and demographic information to capture the respondents' views and experiences comprehensively. In-person interviews or telephone interviews, depending on the participants' accessibility, were also conducted. The data was gathered over a defined timeframe to ensure uniformity. The data analysis and discussion commenced immediately after data gathering was completed.

2.5 Data Analysis

The data analysis started with the coding and preparation of the data for analysis using Microsoft Excel. The

dataset underwent a rigorous cleaning and verification process to ensure consistency and accuracy. In terms of handling missing values, the listwise deletion approach was employed. Potential errors and outliers were flagged based on responses more than ± 3 SD and addressed before carrying on with further analysis. The next phase of the analysis covered both descriptive and inferential statistical methods. To be specific, Partial Least Squares Structural Equation Modeling (PLS-SEM) was conducted using SmartPLS version 3.8. At the same time, additional inferential analyses (t-test, ANOVA by factor analysis, and regression analysis) were performed using SPSS version 26. The analysis was based on 156 respondents. In addition, confirmatory factor analysis was performed to assess the measurement model adequacy, which covered reliability analysis of the constructs using Cronbach's Alpha and composite reliability. In terms of validity, Average Variable Extracted (AVE) was also considered. To confirm the validity and reliability, the study considered factor loadings of ≥ 0.70 , composite reliability of ≥ 0.70 , and AVE of ≥ 0.70 . Discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio, meeting the requirements of < 0.85 . Based on the statistical results, the key references were drawn from Hair et al. (2021) and Creswell and Creswell (2018). Results were presented using tables, charts, and graphs.

Table 2. Reliability and Validity Results

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Challenges	0.78	0.88	0.83	0.71
Communication	0.85	0.88	0.91	0.77
Opportunities	0.90	0.90	0.92	0.60
Policy Direction	0.87	0.87	0.91	0.66
Supplier Performance	0.86	0.92	0.89	0.63
Mutual Trust	0.80	0.84	0.86	0.61
Procurement Law	0.73	0.71	0.89	0.61

Table 3. Discriminant Validity Results

Fornell-Larcker Criterion		1	2	3	4	5	6	7
1	Challenges	0.84						
2	Communication	0.26	0.88					
3	Opportunities	0.20	0.35	0.77				
4	Policy Direction	0.29	0.41	0.36	0.81			
5	Supplier Performance	0.12	0.34	0.61	0.24	0.79		
6	Mutual Trust	0.27	0.52	0.60	0.33	0.68	0.78	
7	Procurement Law	0.11	0.12	0.14	0.31	0.21	0.36	0.79

Table 4. Heterotrait-Monotrait Ratio (HTMT)

Heterotrait-Monotrait Ratio (HTMT)		1	2	3	4	5	6	7
1	Challenges							
2	Communication	0.25						
3	Opportunities	0.22	0.51					
4	Policy Direction	0.30	0.48	0.38				
5	Procurement Policies	0.13	0.13	0.09	0.14			
6	Supplier Performance	0.19	0.50	0.68	0.24	0.10		
7	Trust	0.28	0.72	0.69	0.37	0.13	0.45	

2.5 Ethical Considerations

Ethical considerations are crucial in research involving sensitive topics, such as the military, national security, and supplier relationships. The study was conducted in a manner that adhered to ethical norms, as all participants provided their informed consent. To protect the privacy of all participants, the acquired data was kept confidential and anonymous. The researcher obtained informed consent from all participants, including military personnel, suppliers, and other stakeholders involved in the study. Participants were fully informed of the study's objectives, potential risks, and their right to withdraw from the study at any time. Additionally, the researcher strictly ensured compliance with legal and military regulations concerning the handling of classified information.

3.0 Results and Discussion

3.1 Challenges in Strategic Supplier Relationships

This section of the study addresses SOP 1, which evaluates the challenges in SSR in the GAF. Table 5 provides insights into the challenges faced in SSR. The mean scores and standard deviations for each challenge are detailed, based on 156 respondents. Their mean scores and standard deviations (SD) justify the ranking of challenges in

SSR. Higher mean scores indicate that respondents consistently viewed specific issues as more significant, while the standard deviations reflect the level of agreement or variability in these perceptions. Lower SDs suggest greater consensus among respondents, whereas higher SDs indicate more diverse views. This statistical approach enables a clear prioritization of the challenges based on both their perceived impact and the consistency of those perceptions across the sample.

Table 5. *Challenges in Strategic Supplier Relationships*

Challenges in Strategic Supplier Relationships	Mean	Standard Deviation
Over-reliance on funding from the central government	3.49	0.70
Technological obsolescence	3.17	0.79
Bureaucratic and red tape	3.16	0.80
Political interference	3.11	0.98
Transparency and responsibility	2.97	0.84
Corruption and fraud	2.81	0.99
Poor supplier relationship management procedures	2.80	0.86
Security concerns	2.79	0.94
Overall (Total)	3.04	0.86

Referring to Table 5, respondents perceived that Over-reliance on funding from the central government is the leading challenge confronting the success of SSR in GAF, with an average score of 3.490. This implies a need for diversifying funding sources to enhance financial stability and reduce dependency on central government funding. In other words, GAF's reliance on the government is likely to slow down decision-making on procurement issues. The findings align with Murphy (2022), who argued that over-reliance on funding from the central government is often associated with concerns about flexibility in responding quickly to changing market demands and operational exigencies. According to Murphy (2022), overreliance on the government poses a challenge to creating and maintaining effective SSR.

3.2 Opportunities in Strategic Supplier Relationships

This section of the study presents the opportunities in strategic supplier relationships, as reported by respondents sampled from the GAF. Figure 1 presents the mean scores and standard deviations for various opportunities in SSR, based on 156 respondents.

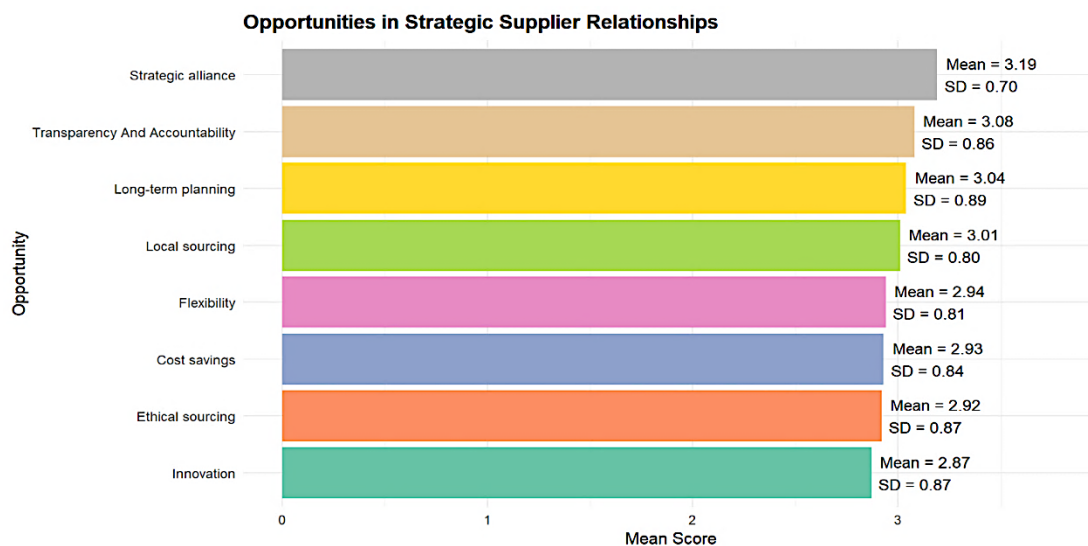


Figure 1. *Opportunities in SSR*

Most respondents in Figure 1 argued that a strategic alliance presents the most significant opportunity for GAF's strategic supplier relationships. "Strategic Alliance" had the highest mean score of 3.19, with a standard deviation of 0.70. This indicates that forming strategic alliances is perceived as the most significant opportunity, with a low level of variability in responses.

Table 6. Opportunities in Strategic Supplier Relationships T-test

	Test Value = 2.5				95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Strategic alliance	12.27	155	0.000	0.69	0.58	0.80
Cost savings	6.42	155	0.000	0.43	0.30	0.56
Innovation	5.34	155	0.000	0.37	0.23	0.51
Flexibility	6.79	155	0.000	0.44	0.31	0.57
Transparency And Accountability	8.43	155	0.000	0.58	0.45	0.72
Long-term planning	7.65	155	0.000	0.55	0.40	0.69
Local sourcing	8.06	155	0.000	0.51	0.39	0.64
Ethical sourcing	6.08	155	0.000	0.42	0.29	0.56

The one-sample t-test results presented in Table 6 show significant insights into SSR, with a test value of 2.5. A strategic alliance ($t = 12.266$, $p < 0.000$) leads the list with a mean difference of 0.686, indicating its crucial role in fostering strong supplier partnerships.

The significance value (Sig. = .000) in the One-Sample T-test reveals that all identified opportunities in strategic supplier relationships are statistically significant. This suggests that elements such as strategic alliances, cost savings, and innovation are not only relevant but also crucial for enhancing strategic supplier relationships. The results indicate that focusing on these opportunities can lead to substantial improvements. For instance, forming strategic alliances and pursuing cost savings can strengthen partnerships and improve financial outcomes (Handfield & Cousins, 2014). Similarly, fostering innovation and flexibility can enhance responsiveness and adaptability in supplier interactions. Emphasizing transparency, accountability, and ethical sourcing aligns with best practices and builds trust. These significant findings underscore the importance of capitalizing on these opportunities to optimize SSR and gain strategic advantages.

This reflects the fact that working towards strategic alliances can lead to increased resources, stronger collaborations, and shared expertise, enhancing overall supplier relationships. Gutierrez et al. (2020) suggested that maintaining strategic partnerships between suppliers and the military can offer cutting-edge technologies, from the most advanced systems, to hedge against obsolescence and make the military's procurement policy implementation more effective. The results are consistent with the findings of Gutierrez et al. (2020).

3.3 The Current State of Supplier Relationship Management Implementation in GAF

This section of the study, based on a one-sample t-test, examined the current state of SRM in GAF, in terms of communication, mutual trust, and supplier performance, as presented in Table 7.

Table 7. One-Sample Statistic for Supplier Relationship Management Implementation

One-Sample Statistics	N	Mean	Standard Deviation	Standard Error Mean
Communication	156	3.41	0.56	0.05
Trust	156	3.17	0.59	0.05
Supplier Performance	156	3.04	0.66	0.05

Table 8. One-Sample T-test for Supplier Relationship Management Implementation

One-Sample Test	Test Value = 2.5				95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Communication	20.19	155	0.000	0.91	0.82	1.00
Trust	14.27	155	0.000	0.67	0.58	0.76
Supplier Performance	10.27	155	0.000	0.54	0.43	0.64

In terms of communication, as indicated in Tables 7 and 8, the mean score for communication is 3.410, which exceeds the neutral test value of 2.5, suggesting that communication in the GAF procurement process is perceived positively and is likely effective. The t-value is 20.19 with a significance (p-value) of 0.000. Since the p-value is less than 0.05, the result is statistically significant, meaning the mean communication score is significantly higher than 2.5.

The One-Sample T-test results for SRM implementation indicate that all aspects—communication, trust, and supplier performance—are significantly above the test value of 2.5. The significance value (Sig. = .000) confirms

that these aspects are crucial elements in SRM. Communication shows the highest mean difference, highlighting its effectiveness in managing supplier relationships. Trust and supplier performance also demonstrate substantial positive deviations, emphasising their importance in fostering strong supplier relationships. Overall, these findings underscore the effectiveness of current practices in these areas and their importance for maintaining successful supplier interactions.

The findings from the study confirm the assertion of Klasa et al. (2018), who strongly argued that SRM enables organisations to build and maintain relationships with their suppliers through communication. In addition, due to competitive pressure, sustainability and risk factors, cost efficiencies, and the need to establish close relationships with key suppliers, effective communication is crucial. Trust follows, suggesting a good level of confidence between GAF and its suppliers, though it is lower than communication, highlighting an area for potential development. The findings align with Xie and Yang (2016), who found that effective supplier relationships, built on mutual trust, can lead to improvements in supplier performance and quality, including increased delivery speed. Pinnington and Ayoub (2019) reached similar conclusions, finding that SSR reduces costs by integrating new product introduction with process improvement when trust and effective communication are present.

3.4 Moderation Effects of Procurement Law

This section of the study emphasizes the extent to which public procurement law, Act 663 of 2003, as amended by Act 914 of 2016, and the GAF procurement procedure moderate the relationship between challenges, opportunities, and SRM on the one hand and effective policy implementation in GAF on the other. This was achieved with the help of ANOVA, combined with the results obtained from the SEM analysis and factor analysis.

Table 9. *One-Sample Statistic for Procurement Law Effectiveness in GAF*

One-Sample Statistics	N	Mean	Standard Deviation	Standard Error Mean
PPA supports GAF's strategic supplier relationships.	156	2.95	0.92	0.07
GAF procurement personnel are familiar with the PPA.	156	2.88	0.94	0.08
Military procurement should not be public.	156	2.89	1.13	0.09

Table 10. *One-Sample T-test for Effective Implementation of Procurement Law in GAF*

One-Sample Test	Test Value = 2.5				95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
PPA supports GAF's strategic supplier relationships.	6.08	155	.000	0.45	.30	.59
GAF procurement personnel are familiar with the PPA.	5.03	155	.000	0.38	.23	.53
Military procurement should not be public.	4.33	155	.000	0.39	.21	.57

Table 11. *ANOVA by Factor Analysis Results*

Towards Effective Policy Implementation	Source	Sum of Squares	df	Mean Square	F Stat	Sig
Challenges X Procurement Law	Between Groups	3.76	3	1.25	6.37	0.000
	Within Groups	29.89	152	0.20		
	Total	33.64	155			
Opportunities X Procurement Law	Between Groups	4.46	3	1.49	7.74	0.000
	Within Groups	29.19	152	0.19		
	Total	33.64	155			
Communication X Procurement Law	Between Groups	5.60	3	1.87	10.11	0.000
	Within Groups	28.05	152	0.19		
	Total	33.64	155			
Supplier Performance X Procurement Law	Between Groups	5.83	3	1.94	10.62	0.000
	Within Groups	27.81	152	0.18		
	Total	33.64	155			
Trust X Procurement Law	Between Groups	6.94	3	2.31	13.17	0.000
	Within Groups	26.71	152	0.18		
	Total	33.64	155			

The analysis of the effectiveness of the public procurement law in the GAF, as shown in Table 10, reveals significant insights into their alignment with the Public Procurement Law, Act 663 of 2003, as amended, and the GAF Procurement Policy/Procedure. The one-sample t-test reveals that the public perception of GAF's strategic

supplier relationships, as supported by public procurement law, scores a mean of 2.95, significantly above the test value of 2.5 ($t = 6.083$, $p < 0.000$). This finding suggests that, while the procurement law is perceived as a supportive mechanism for fostering supplier relationships, there is still room for improvement, as seen by the GAF. The results are consistent with the findings of Mamun & Hanafi (2018).

4.0 Conclusion

In summary, the primary objective of this study is to deepen our understanding of the complex relationships between SRM, the challenges and opportunities in strategic supplier relationships, and the practical implementation of procurement policy within GAF. The study examined how Public Procurement Law affects strategic supplier relationships in GAF. Previous studies substantiate the findings of this research, which therefore calls for deliberate policy interventions by the GAF to improve its SSR to enhance the effective implementation of procurement law/policy.

The test results indicate that over-reliance on government funding, inadequate SSR procedures, bureaucratic bottlenecks, technological obsolescence, political interference, national security concerns, ethical concerns, and a lack of e-procurement practices pose significant challenges to SSR for GAF. The test results, however, indicate that there are substantial opportunities in SSR arising from strategic alliances, cost savings, innovation, flexibility, long-term planning, and local sourcing, which GAF should capitalize on.

Furthermore, the test results demonstrate that the current state of supplier relationship management in the GAF has a significant impact on communication, mutual trust, and supplier performance management. Again, the procurement law (Act 663, 2003, as amended by Act 914, 2016) and GAF procurement procedures, as well as the challenges, opportunities, and SRM practices, have a significant moderating effect on the practical implementation of policy in GAF. Additionally, Challenges, Opportunities, and SRM significantly influence the effective implementation of policy in GAF procurement practices.

The findings of this study inform GAF on how to strategically manage its supplier relationships to enhance policy implementation and effectiveness, as indicated by Kevin et al. (2023). A deeper understanding of the factors that influence effective policy implementation could lead to improvements in Ghana's operational readiness and national security and defense capabilities, which are of paramount importance in this increasingly complex and volatile global security landscape.

Moreover, the study contributes to the existing body of knowledge by addressing the research gap in the Ghanaian context, thereby enriching academic discussions related to defense procurement and the implementation of procurement policy. The study also offers strategic insights for military procurement professionals and practitioners on cultivating and maintaining effective supplier relationships, which can be applied to both the military and other sectors.

4.1 Recommendations for the Military High Command

The study concludes that GAF, like many organizations, faces four main challenges in SSR: over-reliance on government funding, technological obsolescence, bureaucratic bottlenecks, and political interference. Managing these challenges strategically is essential because they significantly affect the effectiveness of procurement practices (Akyuz & Gursay, 2019).

Overreliance on government funding limits flexibility, while outdated technology weakens a competitive edge. Bureaucratic bottlenecks and political interference hinder procurement processes. Opportunities such as strategic alliances, transparency, long-term planning, and local sourcing are essential for improving supplier relationships and procurement practices. Ness (2012) expressed similar views in supplier engagement strategies.

SRM proves effective in GAF, with strong communication and mutual trust; however, there is room for improvement in supplier performance management. The Procurement Law (Act 663, 2003, as amended by Act 914, 2016) plays a key role in managing challenges and opportunities and shaping policy implementation. The study highlights the need for GAF to address these challenges through strategic reforms, the adoption of modern technology, and the strengthening of governance frameworks to enhance procurement practices and align them with national security objectives.

The research provides specific recommendations for the GAF, including diversifying funding sources, streamlining bureaucratic processes, improving technological capabilities, adopting e-procurement systems, promoting local sourcing, and implementing SSR techniques. Figure 2 below illustrates these recommendations for the GAF.

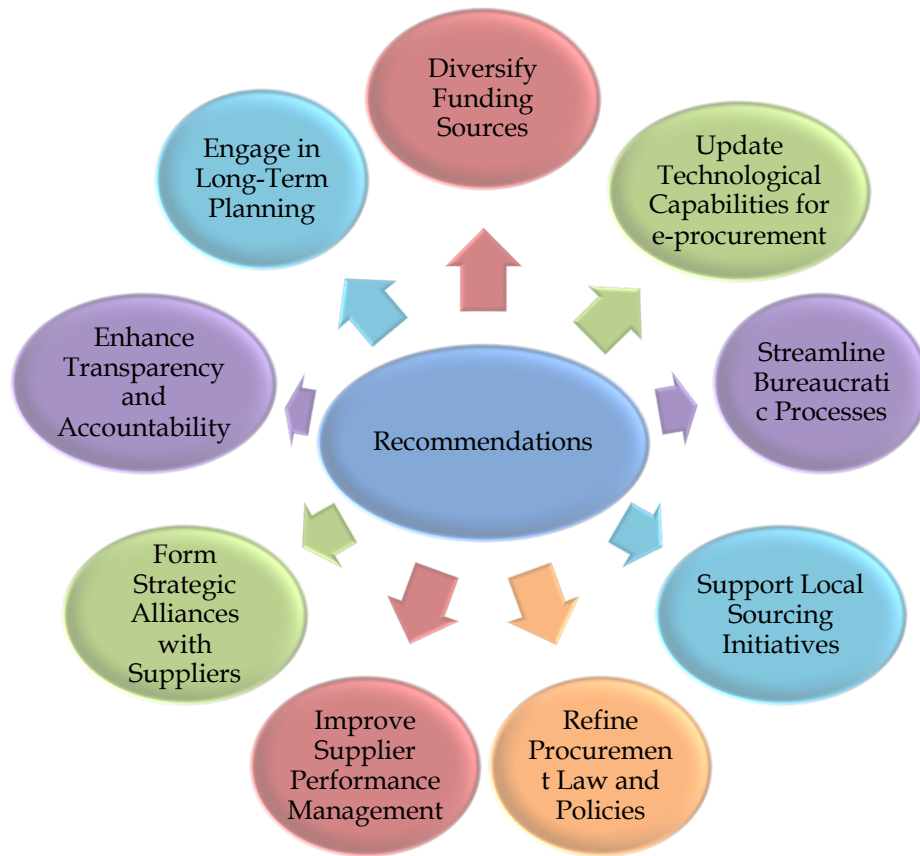


Figure 2. Recommendations for GAF

4.2 Future Researchers

This study presents opportunities for other researchers to explore the literature on strategic supplier relationships and their impact on the implementation of procurement policy.

5.0 Contributions of Authors

Author 1: **Aminu Mohammed Shaibu:** Conceptualization, writing the original script, writing review and editing, writing the analysis, and revising the manuscript.
 Author 2: **Renalyn C. Estiller:** Conceptualization, writing review and editing, writing the analysis, and checking the revision of the manuscript.

6.0 Funding

There was no funding agency for this research.

7.0 Conflict of Interests

There was no conflicting interest in this study

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