



Creating Social Value through Public Sector Construction Procurement in Ghana: Contractors and Consultants' Perspective

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Emmanuel Maalu¹, James Cofie Danku¹,
Kwabena Nyanteh Opare-Baidu¹, Abenyeri Isaac Weseh¹

¹Department of Construction Technology and Management, Kwame Nkrumah University of Science and Technology.

Abstract

Purpose: Social value in procurement places considerations on society, the environment and the economy at the heart of the procurement process. It can also be understood as the using of the construction procurement process to create Social Value. The aimed study was to identify how social value is generated through public sector construction procurement in Ghana.

Methodology, design, and approach: Through a critical review of available literature, a questionnaire was developed and administered to various professionals in the Ghanaian construction industry. statistical package for social science (SPSS version 25). The results were analysed using mean scores, percentages, and the relative importance index.

Findings: The findings indicated the extent of implementation of social value in Ghana is average. Organisational Culture, corruption existing amongst procurement practitioners, lack of stringent policies and laws where the three most significant factors that affect the implementation of social value. This was based on the contractor's perspective. For the consultants, organisational culture, municipal cooperation and resources expended in the implementation of social value were also the three most significant factors that affect the implementation of social value in the country.

Practical implication: Both public and private institutions have practices concerning procurement practices and also practices concerning decision-making in the construction industry of Ghana regarding the implementation and adoption of social value. Since social value is a growing area, especially in Ghana, it should be part of the procurement process in evaluating and selecting a contractor for construction works in Ghana. The ability to make social value a criterion for evaluating and selecting a contractor will go a long way toward benefiting people in society and the country at large, as society, the economy, and the environment will be positively impacted.

Social implication: The study, if used by making sure that social value regulations and policies are enacted by parliament, will provide grounds for good procurement practices where the society or areas with ongoing projects benefit from the projects, such as employment, buying from locals, and other requirements that may be needed to be undertaken in the community since these practices are hardly done in the country as it not mandatory to do so.

Originality/value: The study contributes to the contemporary and growing discussion on the concept of social value globally and the barriers hindering its implantation in Ghana. The findings of this study provide important information on social value research, implementation and the barriers hindering the implementation in the construction industry of Ghana.

Keywords: Social Value, Public Sector Construction Procurement, Construction Industry, Consultants Perspective.

INTRODUCTION

One of the foundations of the economies of many nations across the globe is the building sector. There is no question about the significance of a thriving construction sector for nations (sai, 2001). Construction procurement, as defined by "the Construction Industry Development Board Act of 2007", is any activity that includes contract administration, awarding, and invitation; nonetheless,

As to Adenkunle et al. (2009), the objective of construction procurement has shifted from focusing just on the lowest cost to include objectives pertaining to social and environmental sustainability. Watts et al., (2019), therefore define social value as the process of providing social, economic, and environmental advantages to communities and societies, which has been characterized as something that will be beneficial to both direct stakeholders and larger society (Lautermann, 2013). From the two definitions from Watts et al., (2009) and Lautermann, (2013), social value procurement can therefore be referred to as the act of ensuring that a community's or societies social, economic, and environmental welfare are taken into account throughout the procurement process as well as while picking the best and responsive proposal during the tendering process. Christopher Burke and Andrew King (2015) claim that by encouraging public sector organizations (PSOs) to follow the sustainable procurement principle, which lays the groundwork for choosing "bids for public sector projects based on economic, environmental, and social considerations, the UK government has redefined value for money". A shared value should be created by enterprises in order to address societal concerns, according to Porter and Kramer (2011). "The Public Service (Social Value) Act of 2012" mandates that public service organizations engage with communities to understand their needs and values. Additionally, Halloran (2017), in his work stated that the UK's housing industry is debating how to best evaluate social value and how its results compare to those of other organizations. Small and medium-sized businesses (SME) have received a lot of support in the UK for using public procurement policies to achieve social value. Because social value is so important to the Scottish Government, it has begun to consult on applying stricter social value requirements as part of its commissioning procedures for public organisations. According to The Group of Eight Most Economically Powerful Democracies in the World (G8), social sector organizations, government, impact driven firms and impact investors, foundations, and other service consumers are the five key groups engaged in measuring social value. The G8 determined that the present cost of environmental harm brought on by economic activity throughout the globe is equal to 11% of global G.D.P. As a result, social value is necessary for remuneration.

The United Kingdom has created laws to advance the social value agenda out of a desire to achieve social value. They are all governed by the European Union's framework, which was established in the pre-Brexit era and, in fact, is believed to continue in the post-Brexit era (Elliotis, 2018),

which is more and more focused on social value as seen by the New Public Contracts legislation for public procurement that went into effect in England, Wales, and Northern Ireland on February 26, 2015. The Social Value Act went into effect on January 31, 2013. The act wants all public organizations in England and Wales to think about how the services they hire could boost the local community's social, environmental, and economic well-being. Over 1150 social and environmental criteria may be used globally, according to recently developed social value websites. These measures include the creation of employment, the happiness index, sentiment analysis, and carbon emissions. There have been several attempts to measure social worth, but since it is so wide, it has become challenging. However, Tomlins (2015) stated in his study that Jo Meehan, an expert in social value, emphasized that we shouldn't overlook the significance of financial contract costs generated as part of social value and community benefits clauses since it will help identify the true commercial and social benefits in our haste to measure social value outcomes. The Ghanaian construction sector has participated in procurement and tendering procedures throughout the years. However, procurement and tendering are not well understood in terms of linking them to social value. Clients, contractors, and procurement authorities are allegedly uninformed of the project's bidding costs and how they may affect the contract price (Raidén et al., 2019). These parties do not account for social ideals and their associated costs. As a result, they disregard the social cost factor and the advantages the project would bring to society in favor of the offer with the lowest contract amount. Finding out if social value regulations and policies exist, how much social value is included into public construction sector procurement and bidding processes, and how these aspects affect the communities where projects are implemented are the goals of this study. It is the objective of the research to ascertain the extent to which the procurement of public sector buildings in Ghana generates social value.

CONCEPT OF SOCIAL VALUE IN PROCUREMENT

The measurement of the appropriate significance that individuals accord to the changes they encounter is social value. The subject is wide and includes benefits to the environment, economy, and society from actions carried out in a region. Social value has been defined as anything that will be advantageous to both the immediate stakeholders and the larger society, to put it simply (Kuratko et al., 2017). The process of ensuring that the environmental, economic, and social welfare of a community or society is taken into account throughout the procurement process as well as in the selection of the best and most responsive contract is known

as "social value procurement." The procurement contract must provide extra social value, according to a legislative obligation known as a social clause (sometimes called a community benefit clause) (Halloran, 2014). The social clause is a tool for enforcing procurement rules by establishing a contractual stipulation that all bidders must satisfy. Credit for the tenderer's contributions to the environment and the community should be included in the award conditions. These demands could be in accordance with the contract or different. These could be effects of consumption (pollution from using a product), effects of production and delivery (pollution from making a product), effects of disposal (if it can be recycled), or workplace concerns if they are connected to the contract (i.e., the conditions of the workers on the contract). When unrelated to the contract, they could concern guidelines intended to promote adherence to obligations that go beyond the scope of the work covered by the contract. Any activity including the invitation, awarding, and administration of contracts is considered procurement, according to "the Construction Industry Development Board Act of 2007." In order to accomplish objectives associated with environmental and social sustainability, the construction industry has transitioned to best value procurement, as evidenced by Adekunle et al. (2009). Furthermore, according to "Christopher Burke and Andrew King (2015), the UK government has redefined value for money" by encouraging public sector organizations (PSOs) to adhere to the sustainable procurement principle, which lays the groundwork for choosing bids for public sector projects based on social, environmental, and economic factors. For Marcus A. Hagen (2016), "social requirements" are demands made of businesses via the public procurement process so that they may improve and expand their contributions to a community that is socially sustainable. But according to Lord Young's (2015) evaluation of the Act, despite public entities' increased awareness of it, social value is still not widely included in actual procurements due to issues like defining social value, applying it within a legal framework, and measuring its results (Cabinet Office, 2015). To ensure the implementation of social value, countries like the U.K. have found it necessary to include it in their public sector procurement criteria. Social value is of such significance that the manner in which a contractor interacts with it could ultimately determine the success or failure of a procurement. As a result, contractors are being asked to quantify and share their social value more and more. The concept of social value was arguably introduced into the mainstream business consciousness by the Social Value Act of 2012, which impacted "all public bodies in England and

Wales". In order to improve the likelihood of a successful building procurement, this increased attention to the need of precisely measuring and communicating social value practices.

One item of legislation that the British parliament approved is "the Public Services (Social Value) Act 2012". It requires "all public sector commissions" to consider the environment, society, and economic well-being in addition to public service contracts. All public organizations in England and Wales, including local authorities and national health and safety organizations, are required to take this into account when commissioning and acquiring services that are anticipated to cost more than the ceilings allowed under the Public Contracts Regulations. Public agencies are legally required under the Social Value Act (SVA) to think about how their procurement decisions might result in extra social value rather than only selecting projects based on the lowest immediate cost (Loosemore, 2015). Throughout the procurement process, contractors must measure and communicate "their social value to public sector clients" so that consumers may make informed purchase decisions. (Loosemore and Higgon, 2015). However, Trybus (2014) has a different opinion; he stated that promoting social value should not be the goal of public procurement legislation at the European or international level since doing so contradicts the procurement process's goals and makes it complicated and difficult to carry out.

FACTORS AFFECTING SOCIAL VALUE ADAPTATION AND IMPLEMENTATION IN CONSTRUCTION PROCUREMENT

John Alker (2020) noted that various civil societies expressed their desire for the government to take social value into consideration when making procurement decisions. The Green Book also stated that for social value to be "effective," contracting authorities must recognize that it begins in the pre-procurement phase and continues throughout the whole of the procurement. Therefore, the process whereby policy is transformed into action, according to Treib (2008), is the process of implementation. Because social values are so diverse, how they are put into practice varies depending on municipal cooperation, political leadership in the towns, and economic and demographic circumstances. Numerous studies have also highlighted possible issues with "the Public Services (Social Value) Act 2012's implementation (Arvidson and Kara 2013; Davies and Schon 2013; King 2014)". The effects of the Social Value Act are confined to service contracts with values over the EU level and vary throughout England, Northern Ireland,

and Wales (While et al. 2016; Jabang 2017). The elements that affect how social values are adopted and applied are briefly explained below:

Municipal Co-operation

Various municipal assemblies will see different effects when implementing social value standards in public construction procurement. This is so because each cooperation may have a unique structure and purpose (Bergh and Lindahl 2007) that determines whether it is taken into consideration or not. The adaptation and implementation of these social value standards will be impacted by these variances in emphasis and interest and will be determined by the interests of each cooperation. On the contrary, Marcus (2016) said that his study was unable to establish a link between municipal cooperation and the strategic guidelines' clauses for implementation and adaptation of social value, but he nevertheless discovered that proximity to other areas might result in informal collaboration that affects local governments.

Political Leadership

According to Marcus (2016), political leadership in municipal assemblies has the ability to motivate and desire "the implementation of social value requirement plans in public procurement"; consequently, they have the authority to decide whether or not to use social value requirements, and their decision will be based on whether or not it serves their interests. This was evident when Choi (1999) and Morgan (2008) stated that a local government's enthusiasm for or disinterest in the privatization of compulsory competitive tendering depended on the makeup of the local council. Marcus (2016), however, found no connection between political considerations and the application of social value standards in public procurement. This information was obtained using election data from 2010 to 2014.

Demographic and Economic Factors

For Hollifield (1990), external circumstances connected to the policy area had an impact on how the policy was implemented by changing both the requirements that the policy satisfied and the expectations for the policy. Furthermore, there should be some explanation for the differences in labor force and demographics across the towns. The assumption is that a community with a high percentage of young unemployment will be more inclined to utilize social mechanisms to reduce unemployment than a community with a higher rate of employment. In accordance with the Public Contracts Regulations (2015), contracting authorities are allowed to include social, economic, and

environmental considerations in the evaluation criteria when determining which bid is the most economically responsive. They enable contracting officers to demand particular labels as evidence that the completed works, rendered services, or acquired commodities satisfy the award requirements, including those pertaining to social or environmental factors. Additionally, as long as they are connected to the contract's subject matter, they permit contracting authorities to incorporate social and environmental factors as requirements relevant to the fulfilment of the contract.

In addition to the above factors that determine the adaptation and implementation of social value, various research also identified some other factors which affect the implementation of social value. These factors include; Organisational Culture ("Welford and Frost 2006; Treib, 2008; Walker and Jones 2012; and Ramirez et al. 2014"), who believe that social value could be adopted if it is inherent in the organization but where the organization do not have such social value practice in its policy then implementing it would not be possible. Also, researchers such as "(Preuss 2007; Walker and Brammer 2009; Sutherland et al. 2015 and Kuijpers et al. 2017)" highlighted that one of the elements that can influence the adoption and application of social values is the amount of money spent on their implementation. This suggests that social values cannot be implemented in the absence of resources, but that they can be implemented in the event that resources are made available. In addition, it is seen as costly given the quantity and resources required to do it, which runs counter to the goal of securing the best possible prices for products and services via public procurement (Lyons and Farrington, 2006). A study found that lack of knowledge on social value Procurement is a major factor affecting the implementation of social value "(Mont and Leire 2009; Preuss 2011; Walker and Jones 2012; The Cabinet Office 2014; and Tessa et al. 2017)". They stated that an official with knowledge of social value will be able to incorporate social value into the procurement process and also push for its implementation, whereas an officer who has no idea about social value will not be able to push or convince contractors or management of the need to adopt and implement social value. A higher cost of social value procurement is one of the factors affecting the implementation of social value "(Walker et al. 2008; Lund-Thomsen and Costa 2011; Hermosa and Adrien-Kirby 2012; Walker and Brammer 2009; Walker and Jones 2012; and Sutherland et al. 2015)". Their study supports what the UN Procurement Guide said: that social value outcomes are expensive and hence difficult to implement, and for Sterner (2002), it will be a good practice to

implement social value as his emphasis was on protecting the environment. Among the variables noted in the literature that impact the application of social value are Ghana's lack of regulations pertaining to social value requirements and the absence of strict laws and rules ("Walker and Brammer 2009; Lund-Thomsen and Costa 2011; Hermosa and Adrien-

Kirby 2012; Walker and Jones 2012; Anthony Collins Solicitors 2014; Sutherland et al. 2015; While et al. 2016; Kuijpers et al. 2017"). The elements influencing the application of social values and their corresponding sources are listed in the table below.

Table 1: Factors affecting the implementation of social value

Factors	References(sources)
Organisational Culture	Walker and Jones (2012), Treib, 2008), Ramirez et al. 2014, Welford and Frost 2006
Municipal Co-operation	Bergh and lindahl (2007) Treib, 2008, Lund-Thomsen and Costa 2011, Mont and Leire (2009),
Resources expended in the implementation of Social Value	Kuijpers et al. 2017, Sutherland et al. 2015, Preuss 2007 Walker and Brammer 2009
Political Leadership in the Municipalities	Preuss 2009, McCrudden 2004, Marcus A Hagen (2016), Treib, 2008).
Lack of Knowledge on Social Value Procurement	Walker and Jones 2012, Preuss 2011; Tessa et al (2017), Mont and Leire 2009; The Cabinet Office 2014,
Economic and Demographic Factors	Treib, 2008. Hollifield (1990).
Higher Cost of Social Value Procurement	Sutherland et al. 2015, Walker and Jones 2012, Walker and Brammer 2009, Hermosa and Adrien-Kirby 2012, Lund-Thomsen and Costa 2011, Walker et al. 2008,
Lack of Stringent Policies and Laws	Walker and Jones 2012, Walker and Brammer 2009, Sutherland et al. 2015, Anthony Collins Solicitors 2014, Kuijpers et al. 2017, While et al. 2016
Absence of Policies regarding Social Value Requirements in Ghana	Walker and Jones 2012, Lund-Thomsen and Costa 2011, Preuss 2009,
Lack of adequate supervision during construction	Walker and Jones 2012, Walker and Brammer 2009

ACHIEVING GOOD QUALITY SOCIAL VALUE PROCUREMENT

The Grampian Housing Association recognized "the value that Solstice Nurseries" brought to the original contract by hiring individuals with mental health challenges, and this case study demonstrates how they included social benefits as a basic condition to their contract for preserving open spaces. By connecting this research work to this case study, it is shown how the various obstacles to the implementation of social value found in the literature and in the survey can be overcome. They comprise: The contract review sought to keep achieving the grounds maintenance results and acknowledged the social value that was gained. Social value outcomes are included into the creation of tender documents. Procurement Legislation: validated the validity of the contract's social value provisions, Category strategy plan: Do you think of social benefits as a component of a larger whole? Public sector organizations have the power to use their sizable procurement budgets as a means of advancing social justice or other policies that could improve the quality of life for people in communities. This includes the possibility of incorporating social value into all contracts and the use of Service Design and Specification during the preparation phase to incorporate social value outcomes in public areas (Akenryoe 2013). In order to strengthen the local economy, socially responsible public

procurement, or SRPP, may be used as a tool for policymaking. Examples include enforcing "buy local" policies, concentrating financial opportunities on certain community segments, such as those deemed impoverished, or broadening the range of suppliers "(McCrudden 2004; Worthington et al. 2008; Nijaki and Worrel 2012; Kanapinskas et al. 2014)". Additionally, Achieving social value in procurement entails looking beyond financial factors to examine the larger societal effect of procurement decisions. Throughout the procurement process, it is necessary to examine and maximize beneficial environmental, economic, and social results (Hietschold et al., 2022). An explanation of how procurement may be used to produce social value is provided below.

Strategic Planning: In procurement, social value is generated by integrating social goals into strategic planning. Identifying the targeted social goals, such as increasing local employment, assisting small companies, fostering sustainability, or improving community well-being, is required (Lashitew et al., 2021). Aligning procurement strategies with these goals ensures that social value concerns are included in from the beginning.

Contractor/Supplier Selection: The selection of a contractor is critical in attaining social value. Beyond price and quality, procurement methods may incorporate factors

such as assessing suppliers' ethical and environmental credentials. This might include evaluating suppliers' commitment to fair labor standards, diversity and inclusion, environmental sustainability, or community involvement (Erzurumlu and Erzurumlu, 2015). Procurement helps to larger societal aims by favoring socially responsible suppliers.

Socially Responsible Contracting: Contract design and management may integrate social value considerations (Caldwell et al., 2017). Contractual obligations for contractors or suppliers to satisfy specified social aims or participate in socially helpful activities may be included. Contracts might, for example, require the employment of local labor, the provision of apprenticeships or training programs, or the implementation of ecologically friendly techniques. Contractual procedures may motivate suppliers to go above and beyond their core contractual commitments to provide societal value.

Collaboration and Engagement: Achieving social value in procurement often requires teamwork and stakeholder participation. This process includes interacting with local communities, governmental bodies, nonprofits, and other pertinent parties to learn about their needs and properly coordinate procurement initiatives. Involving stakeholders throughout the procurement process aids in the identification of possibilities to increase social value and encourages inclusive decision-making (Raiden and King, 2021).

Monitoring and Evaluation: Effective monitoring and assessment methods are required to guarantee that social value is realized (Shafie et al., 2018). Procurement processes must include mechanisms for evaluating and monitoring social repercussions in relation to predetermined goals or performance indicators. This enables the evaluation of the efficacy of social value efforts, the identification of areas for improvement, and responsibility for meeting social goals.

Knowledge Sharing and Learning: Sharing expertise and best practices across procurement projects makes achieving social value easier. Successful case studies and experiences of others may assist procurement professionals develop novel ideas, solve problems, and duplicate beneficial techniques (Caldwell et al., 2017). This information exchange may take place via conferences, networks, forums, and internet platforms that promote social procurement practices.

Policy and Regulatory Support: Government rules and regulations may help to increase social value in procurement. Governments may give direction, guidelines, and incentives to promote the incorporation of social value issues (Jain et al., 2020). Setting social procurement objectives, providing training and capacity development, creating reporting standards, and giving financial incentives for socially responsible buying practices are all examples of this.

By embracing these ideas and methodologies, procurement procedures may go beyond only cost and quality considerations and contribute to generating social value. This broader perspective enhances the benefits that procurement operations have for the environment, the economy, and society, leading to more enduring and advantageous outcomes.

RESEARCH METHODOLOGY

The research methodology used in this study was quantitative in nature. For Sugar (2010) quantitative research as an approach that involves the use of structured questionnaires with predetermined response options. Quantitative method helps one quantify opinions of respondents (Dawson 2019), it also presents you the ability to generalize the results and findings of the research (Tezel et al., 2018). As a result of the necessity for the absolute values of numerous critical issues throughout the investigation, this study implemented the quantitative approach. Quantitative research design enables Owusu-Manu et al. (2021) to generalize their findings to a broader population within permissible error margins. In order to identify the elements influencing the acceptance and implementation of social value in construction procurement, a variety of literature was researched.

A purposive sampling method was used since respondents with expertise and information on the topic were required as supported by (fellows and liu 2015). Purposive sampling assists the researcher in identifying and locating respondents who possess a sufficient level of expertise in the subject matter, are easily accessible, and are willing to share their experiences through communication (Tongco, 2007). Nonetheless, the study's target group consisted of architectural professionals, civil and structural engineers, quantity surveyors, and other construction workers actively engaged in current projects in Kumasi who are members of their respective professional associations. The selection of Kumasi was based on the fact that it is the second largest city in the country with an ongoing

construction project and that both the public and private sectors consistently undertake a significant number of "new structures and infrastructure projects (Ahadzie, 2007)". It was challenging to create a comprehensive sample frame for the study as the researchers lacked a clear understanding of the community they were trying to generalize to, which made "the purposive and snowball sampling procedures pertinent". The research's sample size was 82, and according to "Kar and Ramalingam (2013)", every study should have a sample size of 30 or more, which supports the 86-person sample size.

The questionnaires used in the study were piloted to check consistency, validity and also ascertain whether the factors are applicable in Ghana before the distribution to the target population. The study's objective was to quantitatively evaluate the identified indicators, which is why this data acquisition procedure was deemed appropriate. The questionnaire was however shared face-to-face to construction professional in the construction industry that is consultants and contractors found in both public and private sector. Questionnaires are more suitable as a data collection method when the goal is to document and evaluate the frequency of opinions, attitudes, experiences, processes, behaviors, and expectations (Rowley 2014). The distribution of the questionnaires was done in person. On a Likert scale

of significance, respondents were asked to rate elements that significantly affect the application of "social value in public sector construction procurement from 1 to 5". The keys for each rank value are "not important = 1," "slightly important = 2," "fairly important = 3," "important = 4," and "very important = 5". Employees of construction and consultancy companies in Kumasi's Ashanti Region were given the 82 questionnaires. The respondents consisted of quantity surveyors, architects, and civil and structural engineers belonging to the respective professional bodies. In all, 82 questionnaires were distributed. Of the 82 questionnaires distributed, 76 of them were retrieved, representing 92.68% response rate. In order to identify the elements that significantly affect the use of "social value in public sector" building procurement, the research employed the Relative Importance Index.

RESULTS AND DISCUSSIONS

The relative relevance index was used to analyze factors that significantly affect how social value is implemented in public sector building procurement. Employing a five-point Likert scale, the respondents were presented with eleven items to assess the extent of their perceived significant influence "on the implementation of social value in public sector construction procurement".

Table 1: Factors which affect the Implementation of Social Value

Factors	Contractors				Consultants			
	N	Mean	RII	Rank	N	Mean	RII	Rank
Organisational Culture	41	4.3415	0.86829	1 st	35	3.9143	0.783	1 st
Municipal Co-operation	41	3.8293	0.76585	8 th	35	3.8286	0.766	2 nd
Resources expended in the implementation of Social Value	41	3.8293	0.76585	8 th	35	3.8	0.76	3 rd
Political Leadership in the Municipalities	41	3.8537	0.77073	7 th	35	3.6571	0.731	4 th
Lack of Knowledge on Social Value Procurement	41	4.0244	0.80488	5 th	35	3.5714	0.714	5 th
Economic and Demographic Factors	41	3.7561	0.75122	10 th	35	3.5714	0.714	5 th
Higher Cost of Social Value Procurement	41	3.9756	0.79512	6 th	35	3.5429	0.709	6 th
Lack of Stringent Policies and Laws	41	4.2195	0.8439	3 rd	35	3.4857	0.697	7 th
Corruption existing amongst Procurement Practitioners	41	4.2683	0.85366	2 nd	35	3.4571	0.691	8 th
Absence of Policies regarding Social Value Requirements in Ghana	41	4.1951	0.83902	4 th	35	3.4	0.68	9 th
Lack of adequate supervision during construction	41	3.7805	0.7561	9 th	35	3.3429	0.669	10 th

Bonet et al, (2023) in their study identified Exogenous factors (external factors) and Endogenous factors (internal factors) affecting the social impact of projects. Therefore, these factors above can also further be grouped into various headings ranging from external factors, organizational

factors, and individual factors, which can further be grouped into only internal and external factors affecting the implementation of social value. Where the internal factors will comprise of factors of organizational and individual factors as shown in the table below

Table 2: Factors/barriers affecting implementation

Headings	Factors/ barriers affecting implementation	Sources
External factors	Political Leadership in the Municipalities	Walker and Jones (2012), Treib, 2008), Ramirez et al. 2014, Welford and Frost 2006
	Municipal Co-operation	Bergh and lindahl (2007) Treib, 2008, Mont and Leire (2009), Lund-Thomsen and Costa 2011
	Economic and Demographic Factors	Treib, 2008. Hollifield (1990).
	Lack of Stringent Policies and Laws	Walker and Brammer 2009 Walker and Jones 2012 Anthony Collins Solicitors 2014, Sutherland et al. 2015 While et al. 2016, Kuijpers et al. 2017
Internal factors (Organisational factors)	Resources expended in the implementation of Social Value	Preuss 2007, Walker and Brammer 2009, Sutherland et al. 2015, Kuijpers et al. 2017
	Higher Cost of Social Value Procurement	Walker et al. 2008, Lund-Thomsen and Costa 2011, Hermosa and Adrien-Kirby 2012, Walker and Brammer 2009 Walker and Jones 2012 Sutherland et al. 2015
	Organisational Culture	Walker and Jones (2012), Treib, 2008), Ramirez et al. 2014, Welford and Frost 2006
	Absence of Policies regarding Social Value Requirements in Ghana	Preuss 2009 Lund-Thomsen and Costa 2011 Walker and Jones 2012
Internal factors (Individual factors)	Corruption existing amongst Procurement Practitioners	
	Lack of adequate supervision during construction	Walker and Brammer 2009 Walker and Jones 2012
	Lack of Knowledge on Social Value Procurement	Tessa et al (2017), The Cabinet Office 2014, Mont and Leire 2009; Preuss 2011; Walker and Jones 2012

External Factors: These are factors that affect the implementation of social value within and outside organizations. These factors are not within the control of the organization; hence, decisions from these external sources cannot be overturned by the organization;

Political Leadership in the Municipalities

Political leadership in the municipalities, with a mean of 3.85 and a RII of 0.77 (77.07%), was achieved and ranked 7th by the contractors. On the consultants' side, it was ranked 4th with a mean of 3.66 and a RII of 0.73 (73.1%). This meant that the sought-after political power and leaders in the municipal Assembly may have an impact on the implementation of social values in the sense that these influential people will always have their way around to impede the implementation if it does not go down well with them. Also, even if a political leader does well in implementing social value, change in government and leadership roles in the assembly will still be affected if the new leaders' ideologies do not move in the direction of ensuring social value. The assertion made by Marcus (2016) that political leaders are anticipated to influence the utilization of "social value requirements through their leadership roles corroborates this". Morgan (2008) and Choi

(1990) also discussed this context in relation to the bureaucrats' authority to implement or disregard social value requirements. Additionally, there is a potential for uncertainty to result from any shift in political leadership (Walker and Brammer 2009).

Municipal Co-operation

Municipal Cooperation was ranked 8th among the 11 factors with a mean of 3.83 and a RII of 0.77 (76.59%) by the contractors, but for the consultants it was ranked 2nd with a mean of 3.83 and a RII of 0.77 (76.6%). This meant that in any form of attachment or relationship between an organization and a partner, there will always be conditions to be met, and with regard to the implementation or execution of plans like those of social value, these plans have to be agreed on by the two parties, and most especially the external party, usually the sponsor, who has a say on what should be done. When this happens, the municipal government has nothing to do but abide by its partner's decision. This supports the research of Proven and Millward (1991) that municipal cooperation is more likely to have an impact on the implementation of social value requirements due to the sharing of norms among the cooperating parties. Additionally, "(Bergh and Lindahl, 2007; Treib, 2008; Mont

and Leire, 2009; Lund-Thomsen and Costa, 2011)" said that as cooperatives have diverse structures and goals, it is anticipated that the application of social value standards would alter with municipal cooperation. However, "Meehan and Bryde (2011, p. 97)" also noted that sponsors, including funding agencies and regulators, put a lot of pressure on public sector firms to exhibit sustainable practices all over their supply chains.

Economic and Demographic Factors

The economic and demographic factors had "a mean score of 3.76 and a RII of 0.75 (75.12%)", according to the contractors, and were ranked 10th. It was, however, ranked 5th according to the consultants, "with a mean score of 3.5714 and a RII of 0.71 (71.4%)". This also meant that the economic and demographic nature of a community or an area will affect the implementation of social value. This is because economic and demographic variables such as unemployment, delay in payment, high population, and an increase in crime rate will have an impact on the implementation of social value. This is because the unemployment and high population may put pressure on a contractor who has been awarded the contract to employ these unemployed people, and due to that, when a contractor finds he will run at a loss, he may resort to manipulating the system so that it will favor him, and when this happens, social value will not be properly implemented. This confirms the findings of previous researchers like "Treib (2008) and Hollifield (1990)" that the precise social needs that are quantified are related to economic and demographic variables. Hollifield (1990) and Treib (2008) contended that the execution of the policy was influenced by external factors that were associated with the policy area. These factors altered the requirements that the policy was intended to fulfil and "the ideas of what the policy should accomplish". The strategic recruiting and retention plans of the contractor may also suffer, according to "Constructing Excellence in Wales (2012)". Although contractors might actively seek out apprentices to maintain skill continuity, client demands for new hires can sabotage this process and jeopardize retention, and contractors might not be able to offer long-term employment to those hired expressly to meet client goals.

Lack of Stringent Policies and Laws

Lack of stringent policies and laws that govern social value scored a mean of 4.22 and a RII of 0.84 (84.39%) was ranked the third most significant factor by the contractors. However, the consultants ranked it 7th with a mean of 3.49 and a RII of 0.70 (69.7%). This also meant that the

unavailability of laws and stringent policies in the country is the reason that social value is not used for the evaluation and selection of contractors in the construction procurement process; these also go a long way to affect its implementation in the country. This is because the absence of law won't make the use of social value binding and also capable of being enforced or implemented by the various institutions and organizations, as found in the work of ("Walker and Brammer 2009; Walker and Brammer 2009; Walker and Jones 2012"). Despite the fact that legislation is seen as a catalyst for the implementation of "corporate social responsibility" or community-based benefits in certain literature, there are potential obstacles. Public sector organizations should possess the necessary legal authority to establish policies and procedures that promote social value or community-based benefits "(Anthony Collins Solicitors 2006; Welsh Government 2014)".

Internal Factors: As seen below, these elements have an impact on how social values are implemented in a company. In this study, the internal variables are further separated into organizational and individual aspects.

Organisational Factors: These are factors arising from the organization that affect the implementation of social value. These factors are within the control of the organization. It is left to the organization to put measures in place to ensure smooth adoption and implementation of social value. These factors include;

Resources expended in the implementation of Social Value

Resources expended in the implementation of social value were also ranked 8th with a mean of 3.83 and a RII of 0.77 (76.59%) by the contractors whilst the consultants ranked it 3rd with a mean of 3.80 and a RII of 0.76 (76%). this implies that for efficient implementation and execution of social value in the country, resources should be made available for the success that is whether by the contractor or the consultant. This is because the consultants will require money or other resources for engagements of people to facilitate the implementation of this act or policy or they may even require stationary for the work. The other side is the contractors who also require strong financial standing to ensure that they follow the law that will be implemented and if these finances or resources are not available at the requirement of job creation, training would not be effectively executed rendering the passage of the policy useless. According to "Van Meter and Van Horn (1975)", there is a beneficial correlation between the resources associated with a policy and its implementation. Furthermore, according to some researches, "the

implementation of social value" will be negatively impacted, or if it is implemented at all, will become non-functional, if there is a perceived inability to deal with risk and a lack of resources to navigate bureaucratic bid processes "(Davies and Schon 2013; Loosemore 2016; Kuijpers et al. 2017)".

Higher Cost of Social Value Procurement

Higher cost of social value procurement has a mean score of 3.98 and 3.54, and RIIs of 0.80 (79.51%) and 0.71 (70.9%) were recorded for both contractors and consultants, respectively. This was seen as the sixth most important factor affecting the implementation of social value. This response implies that the high cost of social value procurement discourages its implementation in the sense that various stakeholders will require a lot of resources and strength to be put in to ensure its implementation, but due to the requirement of providing benefits to society such as employment, training, and education, and even compensation for damage to the environment, all these requirements will have to be met by the contractor, which they might not agree to, and this may result in a conflict between procurement practitioners, contractors, and other stakeholders towards the implementation of social value, hence causing a standstill in its implementation. This corroborates the assertions of "(Walker et al. 2008; Lund-Thomsen and Costa 2011; Hoejmoose and Adrien-Kirby 2012)" that procurement practitioners may be acclimated to pursuing the lowest price, which may conflict with any sustainability-related initiatives that result in increased costs. Moreover, Walker and Brammer's 2009, Sutherland et al.'s 2015, and Walker and Jones' 2012 research support the idea that the implementation of social value, community benefits, or social value increases the cost of procurement.

Organisational Culture

Both contractors and consultants agreed that organizational culture counts as the first most important factor, with a mean of 4.34 and 3.91 and a RII of 0.87 (86.83%) and 0.78 (78.3%), respectively. This meant that organizational culture is the factor that has the most significant impact on the implementation of social value in public sector construction procurement. This underscores the fact that the culture and beliefs of an organization towards social value will determine whether it will support the implementation of it. When the organization supports it, then it is likely to be implemented, and if it does not, then the likelihood of it being implemented will be low. Also, some institutions are used to dealing with a contractor with a lower contract sum and may not want to deviate from their

traditional way of procuring. Cultural obstacles may exist, according to research by "Walker et al. (2008), LundThomsen and Costa (2011), and Hoejmoose and Adrien-Kirby (2012)." For example, procurement officers may not be susceptible to change due to their tendency to prioritize cost over social value.

Absence of Policies regarding Social Value Requirements in Ghana

With the absence of policies regarding social value requirements in construction procurement, "with a mean score of 4.120 and a RII of 0.84 (83.90%)", contractors rank it as the 4th most significant factor. Their consultant counterparts, however, ranked it "9th with a mean score of 3.4000 and a RII of 0.68 (68%)". Lund-Thomsen and Costa (2011) suggested that the absence of a comprehensive policy framework was a barrier to the United Nations' involvement in sustainable procurement because there is no specific policy on social value procurement in Ghana, according to the respondents' responses, with the exception of the procurement act (663 and 914), which only provided for socio-economic policies that include social, economic, environmental, and other and other policies that are meant to promote both economic and social effects or benefit (Preuss 2009). Walker and Jones (2012) also noted the absence of integration procedures or a strategic policy framework, which this research supports.

Individual Factors: These are factors arising from individuals within the organization and their actions and inactions that affect the adaptation and implementation of social value in the organization. They include:

Corruption existing amongst Procurement Practitioners

Corruption existing amongst procurement practitioners had a mean of 4.27 and a RII of 0.85 (85.37%) and was ranked the 2nd most significant factor by the contractors, while it was ranked 8th by the consultants with a mean of 3.46 and a RII of 0.69 (69.1%). This implied that the existence of corruption among procurement practitioners will affect the implementation of social value or the usage of social value as criteria for evaluation of tenders. This is because these corrupt personnel may take bribes and overlook the process, thereby preventing it from being implemented. Also, due to their corrupt intentions, they may put their personal and organizational values aside and then act in dubious ways which enable certain contractors win contracts where they subsequently benefit from the contractor.

Lack of adequate supervision during construction

The lack of adequate supervision during construction was also ranked 9th by the contractor with a mean of 3.78 and a RII of 0.76 (75.61%), but for the consultants, it was ranked 10th with a mean of 3.34 and a RII of 0.67 (66.9%). The respondents also answered that the inability of consultants or supervisors to supervise projects or critically look at the procurement process to ensure that the right thing is done leads to problems in the implementation of social value; meaning that even if the policy is implemented without the supervision of the various supervisors, the implementation would not have an impact since the work on the ground is not done properly to go in line with the necessary policies. According to Gormly (2014), enforcement and monitoring are not particularly common. "Sutherland et al. (2015, p. 6)" suggested that it is very necessary to make sure that project targets are met, and this should be done through the giving of incentives to supervisors to ensure proper monitoring.

Lack of Knowledge on Social Value Procurement

The fifth most important factor for both contractors and consultants were identified as a lack of knowledge on social value procurement. This factor scored a mean score of 4.02 and 3.57 for both contractors and consultants, respectively, with a RII of 0.80 (80.49%) and 0.71 (71.4%). Lack of knowledge about social value was also believed to be a barrier to the adoption and implementation of social value because, if one does not know anything about a concept and its benefits, he would not have any reason to enforce or put it into practice more than someone who has an idea about the concept. This supports the literature by Tessa et al. (2017), who said resource challenges, which comprise a lack of knowledge and skills among contracting authorities, are a challenge to measuring social value, which in a way will affect the implementation of social value since the contracting authorities do not have knowledge on it. Also, according to Temple and Wigglesworth (2014), the greatest barrier to the implementation of social value was its measurement, as people did not have sufficient knowledge of its meaning to talk about its measurement. This bolsters the research of Mont and Leire (2009), which found that some top managers may not even know what resources are required to execute and track social value, or they might not demonstrate a commitment throughout the policy's implementation phase.

Implication for policy and practice

Particularly with relation to Ghana's public procurement procedure, the research has implications for both policy and

practice since the role of those in authority is to ensure that policies are delivered and implemented to ensure that value and service are rendered to the larger public and society. Consequently, the study has implications for the implementation of policies and legal frameworks in public procurement processes to incorporate social value into "the public construction procurement process". This will ensure that the evaluation and selection of contractors are not solely based on the lowest bidder, but rather on the one who will provide the most social value to the communities and societies. This will improve the well-being of the citizens in the communities where construction work is being conducted, and it will also ensure that the land is compensated for any damage caused by construction activities. Who said that the lowest offer has historically been used by the public sector to award building contracts? Thus, this research provides a way to organize and carry out the procurement process that would take into account social goals in Ghana in addition to the lowest bid as an award criteria.

CONCLUSION AND RECOMMENDATION

Conclusion

The respondents were asked to use a Likert scale to rate 11 criteria that significantly impacted "the adoption of social value in public sector procurement" in order to determine the elements influencing this process. The response was in two categories. One for Contractors and the other for consultants. The findings indicated that out of the 11 factors; Organisational Culture was ranked the first most significant factor with a mean of 4.3415 and a RII 0.86829 on the Contractors side. Corruption existing amongst Procurement Practitioners was ranked the second most significant factor with a 4.2683 and a RII of 0.85366 and third most significant factor was Lack of Stringent Policies and Laws with a mean of 4.2195 and a RII of 0.8439. With the consultants, Organisational culture was also ranked the first most significant factor with a mean of 3.9143 and a RII of 0.783. The second most significant factor was municipal cooperation with a mean of 3.8286 and a RII of 0.766 and third most significant factor was found to be Resources expended in the implementation of Social Value with a mean of 3.8 and a RII of 0.76. The top three elements that influence the application of social value in public sector procurement were given for each category. That is for the contractors, Organisational Culture, Corruption existing amongst Procurement Practitioners and Lack of Stringent Policies and Laws meaning that the lack of policy and law on social value in Ghana has an effect on how organisations practice it and also the presence of corrupt officials are

aware of the nonexistence of laws to punish them. For the consultants, Organisational culture, municipal cooperation and Resources expended in the implementation of Social Value were ranked as the top three because it will be difficult for the organization to accept and practice social value if it does not have social value practices. Additionally, the consultants who are typically involved in its implementation demonstrated that "the culture of the organization" they work with has an impact on its implementation. Also, the corporation of organizations that implement social value and their partners also affect the implementation because if the partners are not willing to support the implantation of social value in the entity, then its implementation will be hindered, the same applies if the implementation body lacks the resources to help in the implementation it will let the implantation process come to a standstill. The results imply that much has to be done in Ghana to ensure that social value is fully practiced in the country as it is done in the developed world considering the responses provided by the consultants and the contractors.

Recommendations

Social value procurement is an area that has to be looked at in the country's procurement process to ensure that communities and the environment are not only compensated for any damage caused by construction but also that the people benefit socially and economically. For example, through employment opportunities and skills development, communities where projects are undertaken benefit. From the study, the following recommendations are made:

There should be a legal framework to supplement the country's procurement act. A legal framework is required to supplement the procurement act since there is none, as evident from the response that the lack of stringent policies and laws and the absence of policies regarding social value requirements in Ghana were seen as significant factors affecting the implementation of social value. This will ensure that during the procurement process, social value will be explicitly stated, making it mandatory for tenderers to meet the requirements and thus not being awarded the contract if the tenderer fails to meet the requirement. By doing this, the custom of giving the deal to the lowest-rated bid will be abolished, and the procurement process would prioritize the finest social value practices. Furthermore, there is also the need for the public sector, especially procurement officers and contractors, to be educated and enlightened on social value in order to make it a part of the procurement processes, especially in construction procurement, as was seen from the responses that a lack of

knowledge on social value procurement was one of the reasons affecting the implementation of social value in the country. Though there is some level of awareness of social value among the consultants and contractors, it still requires that they be given intense education on social value. Procurement practitioners and contractors should also be told the penalties they will face for not adhering to social value regulations once a regulatory framework is established. This will deter anyone from not adhering to any established regulations in the future. Sanctions should be applied to supervisors or consultants who are not doing regular supervision to make sure the contractors are adhering to the social value requirements. The reason for this is because inadequate monitoring during construction was considered to be one of the elements influencing the application of social values, and it could be remedied by imposing fines and punishments on the negligent consultants.

LIMITATIONS OF THE RESEARCH

This study was limited to only one municipality in the Ashanti region of the country, which is too small for generalization to be done as there are 16 regions in the country which needed to be covered. Despite this shortfall, the findings of the study have been generalized to apply to the whole country.

DIRECTIONS FOR FUTURE RESEARCH

Due to the limitation of the study, the following are recommended for further research.

The geographical area studied should be widened to increase the applicability of the research findings in the future. If possible, the study should be carried out in the northern part of the country to confirm the findings.

It is necessary to repeat this research every few other years to observe the new trends in social value procurement and the factors affecting its implementation, as well as to find out whether regulations and policies have been set out to regulate social value procurement in the country.

Future Research should be conducted to assess the impact of social value procurement on construction projects in the Ghanaian construction industry.

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