

TRANSPARENCY AND EFFICIENCY IN PUBLIC PROCUREMENT: BASIS FOR A PROCUREMENT IMPROVEMENT PLAN

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Abstract

This study assessed transparency and efficiency in public procurement to inform a Procurement Improvement Plan. Guided by Republic Acts 9184 and 12009. Three dimensions were examined: access to procurement information, fairness in bidding, and compliance with procedures. Using a quantitative survey and statistical analyses, results showed generally high transparency and efficiency, though gaps remained in digital access, consistent rule application, and procedural adherence. A significant positive correlation between transparency and efficiency was established, underscoring the role of openness and accountability in enhancing procurement performance. Findings guided the design of an improvement plan emphasizing capacity building, digital access, compliance monitoring, and ethical governance, offering evidence-based support for ongoing reforms in the public sector.

Keywords: *Public procurement, transparency, efficiency, republic act 9184, republic act 12009, bidding process, compliance monitoring, digital access, ethical governance, procurement reform*

Bio-profiles

Rojie Lynn Q. Ling is a seasoned public sector professional with nearly 20 years of government service, specializing in procurement and administrative compliance. He has consistently upheld the highest standards of ethical conduct, ensuring integrity, accountability, and transparency in all stages of the procurement cycle from planning and bidding to evaluation and contract management. Known for his thoroughness, fairness, and commitment to good governance, Ms. Ling contributes to strengthening institutional trust and elevating procurement practices in the public sector.



Introduction

Rationale

Public procurement in the Philippines is governed by Republic Act (RA) 9184, the Government Procurement Reform Act, and its 2016 Revised IRR. With the transition to RA 12009, or the New Government Procurement Act (NGPA), the framework strengthens transparency, competition, and efficiency in procurement, ensuring fairness and accountability. Supported by the Anti-Red Tape Authority under RA 11032, the NGPA emphasizes standardized processes and ease of doing business. Internationally, the United Nations Convention Against Corruption highlights transparency as essential to preventing misuse of public funds, while prior studies underscore the role of institutional reforms and digitalization in improving procurement systems.

Aligned with the Sustainable Development Goals, RA 12009 advances SDG 16 (Peace, Justice, and Strong Institutions) by promoting accountable governance, SDG 9 (Industry, Innovation, and Infrastructure) through digital platforms and e-procurement, and SDG 12 (Responsible Consumption and Production) via sustainability measures such as lifecycle costing and green procurement.

This study is motivated by the need to address inefficiencies, strengthen compliance, and modernize procurement practices. By developing a framework for effective resource allocation, it seeks to inform policy reforms that enhance transparency and efficiency. Insights generated will support policymakers, procurement officers, and oversight bodies in reinforcing good governance and ensuring the responsible use of public funds.

Literature Review

Transparency is widely recognized as a cornerstone of efficient public procurement. International studies highlight that open access to procurement information reduces costs, increases competition, and deters corruption, thereby strengthening accountability and public trust (Saelawong et al., 2023; Davies & Perini, 2016). Mechanisms such as open contracting and timely disclosure of bidding documents have been shown to shorten procurement cycles and minimize inefficiencies (World Bank, 2020). Locally, reforms under RA 12009 and the integration of PhilGEPS aim to enhance transparency through e-bidding, e-catalogues, and electronic payments, though challenges in consistency and usability remain (GPPB, 2025; DBM, 2023).

Fairness in bidding processes is equally critical. Global literature emphasizes the need to manage conflicts of interest to prevent bias and maintain integrity in procurement (World Bank, 2020). In the Philippine context, despite compliance with RA 9184, political influence and personal relations often compromise impartiality in bid evaluations, underscoring the importance of stronger controls and supervision (Iyog, 2024; Respicio & Co., 2025).

Compliance with procurement laws and regulations is reinforced through performance-oriented cultures, internal audits, and continuous training (Harun et al., 2025; ILI, 2025). International evidence shows that effective monitoring, clear performance measures, and digital oversight tools improve accountability and efficiency (OECD, 2025). Locally, uniform practices mandated by RA 9184 have standardized procedures across LGUs, though gaps in monitoring and reporting persist (Racelis, 2025).



Efficiency in procurement is increasingly linked to digitalization. ICT and e-procurement platforms enhance transparency, reduce discretion, and foster competition (IntechOpen, 2020). Studies also highlight the importance of communication speed and responsiveness in building stakeholder trust, particularly among younger generations (Kwak & Anbari, 2021; De Vries & Kaptein, 2020). In the Philippines, while PhilGEPS has improved access to procurement data, issues of digital readiness and inconsistent dissemination continue to hinder efficiency (Navarro, 2023; PIDS, 2023).

Overall, both foreign and local literature converge on the idea that transparency, fairness, compliance, and efficiency are interdependent dimensions of procurement performance. Strengthening digital systems, managing conflicts of interest, and fostering accountability cultures are essential to achieving sustainable reforms in public procurement.

Theoretical Underpinnings

This study is grounded in three key theories that frame the dynamics of public procurement: the Theory of Transparency, the Theory of Efficiency, and the Digital Transparency and Open Governance Model. The Theory of Transparency (Hood, 2006) emphasizes openness, accountability, and accessibility of government actions, which in procurement translates to clear procedures, equal application of rules, and public disclosure of bidding and contract information to foster confidence and deter corruption. The Efficiency Theory (Coase, 1960) highlights cost minimization and value maximization, underscoring the need to reduce bureaucratic delays, streamline processes, and ensure optimal use of resources to deliver better public services. Complementing these, the Digital Transparency and Open Governance Model (Public Administration Institute, 2025) underscores the role of digital tools such as open data systems, online portals, and participatory platforms in strengthening institutional trust and accountability. Taken together, these theories frame procurement as both a governance and performance issue, where transparency ensures fairness and accountability while efficiency secures value for money. Their integration supports the study's aim of developing a Procurement Improvement Plan that enhances openness, process traceability, and public trust, consistent with global shifts toward e-governance.

The study was conducted to determine the level of transparency and efficiency in public procurement in one of the cities of Negros Oriental for CY 2025, serving as the basis for formulating a Procurement Improvement Plan. Respondents were profiled by age, sex, and civil status to examine demographic influences on perceptions of transparency and efficiency, recognizing that younger respondents may emphasize digital access while older respondents may value procedural compliance. Transparency and efficiency were assessed across three dimensions: accessibility of procurement information, fairness in bidding processes, and compliance with procurement laws and regulations. Transparency and open access to information promote a framework against corruption, fairness-oriented bidding enhances supplier trust and competition, and compliance with laws ensures standardized procedures and institutional integrity. Findings categorized transparency and efficiency levels as very high, high, moderate, low, or very low, and these results guided the formulation of strategies to strengthen transparency, streamline processes, and enhance accountability in procurement. This framework situates the study within the broader paradigm of governance reform,



highlighting the interdependence of transparency and efficiency in building credible, trustworthy, and effective procurement systems.

Objectives

This study aimed to determine the level of transparency and efficiency in public procurement in one of the cities in Negros Oriental for Calendar Year 2025, serving as the basis for a Procurement Improvement Plan. Specifically, it sought to: 1) determine the level of transparency in public procurement in terms of accessibility of procurement information, fairness in bidding processes, and compliance with procurement laws and regulations; 2) assess the level of efficiency in public procurement across the same areas; 3) examine transparency when respondents are grouped according to demographic variables such as age, sex, and civil status; 4) examine efficiency when grouped according to these variables; 5) identify whether significant differences exist in transparency levels when grouped and compared by demographic variables; 6) identify whether significant differences exist in efficiency levels when grouped and compared by demographic variables; and 7) determine the significant relationship between transparency and efficiency in public procurement.

Methodology

This chapter discusses the research design, locale of the study, respondents, data gathering instrument, validity and reliability, data gathering procedure, analytical schemes, and statistical tools.

Research Design

This study utilized a descriptive correlational research design to assess transparency and efficiency in public procurement in one city of Negros Oriental for Calendar Year 2025. The design was chosen because it allows the identification of existing conditions and prevailing practices while examining relationships among variables. Data collection focused on three dimensions—accessibility of procurement information, fairness in bidding processes, and compliance with procurement laws and regulations—and was analyzed to determine differences across demographic groups and the relationship between transparency and efficiency. This approach provided a systematic and evidence-based foundation for developing a Procurement Improvement Plan aimed at strengthening governance, accountability, and resource utilization.

Locale of the Study

This research was conducted in a first-class component city of Negros Oriental, Philippines, recognized for its vibrant traditions, strong educational institutions, and active community life. The city has earned distinction in governance and public service, with its City Health Office receiving two major awards at the 2024 Local Health Systems Awards of DOH Region VII for delivering quality health services (City Government, 2024). Youth development is also prioritized through the Dumaguete Youth Achievers Awards (DYAA), established in 2024 to support local youth programs (Sunstar, 2024). On the international stage, Metro Dumaguete Water was awarded a Gold Stevie Award for Innovation Achievement in Human Resources by the Asia-Pacific Stevie Awards in 2023,



underscoring its leadership in public utility management (Metro Dumaguete Water, 2023). The city has likewise demonstrated its capacity to host large-scale events, such as the Southeast Asian Beach Handball Championship in 2017, which drew international teams and showcased strong community support (Gallarde, 2017). These achievements, ranging from health and youth initiatives to international recognition and sports hosting, highlight the city's institutional strength and innovative governance, making it a strategic and fitting locale for examining public procurement practices, resource allocation, and governance effectiveness.

Respondents of the Study

This study involved 65 respondents composed of suppliers, end-users, and contractors directly engaged in public procurement within Negros Oriental. To ensure that participants possessed practical knowledge and experience relevant to the subject matter, the researcher employed purposive sampling, a method that intentionally selects individuals capable of providing meaningful insights into procurement practices, efficiency, and compliance. As Palinkas et al. (2015) emphasize, purposive sampling is highly appropriate for studies that require information-rich cases, allowing for deeper and more reliable responses. Of the total respondents, 20 (30.77%) were suppliers, 25 (38.46%) were end-users, and 20 (30.77%) were contractors, ensuring balanced representation across key stakeholder groups in the procurement process.

Data Gathering Instrument

A self-constructed questionnaire was used to collect data, consisting of two parts. Part I gathered demographic information such as age, sex, and civil status, while Part II measured perceptions of transparency and efficiency in public procurement across three dimensions: accessibility of procurement information, fairness in bidding processes, and compliance with procurement laws and regulations. Responses were rated using a five-point Likert scale from *Always* (5) to *Almost Never* (1), allowing for systematic quantitative analysis. Data collection was conducted over one month during respondents' available time, ensuring participation without disrupting work schedules. This structure provided reliable insights directly linked to the study's objectives.

Instrument Validity and Reliability

The research instrument was subjected to tests of validity and reliability to ensure accuracy and consistency. Validity, defined as the degree to which a test measures what it is intended to measure (Facundo et al., 2020), was established through expert review by five validators with advanced degrees in public administration and educational management, all of whom possessed expertise in public procurement. Using the criteria of Good and Scates, the instrument obtained an average rating of 4.55, interpreted as "excellent." Reliability, which refers to the consistency of results across repeated administrations (Ghazali, 2016), was tested using Cronbach's alpha after a dry run with 30 procurement stakeholders. The computed alpha values were 0.931 for transparency and 0.906 for efficiency, both interpreted as "excellent" (Bujang et al., 2018), confirming that the instrument demonstrated strong internal consistency and was both valid and reliable for measuring transparency and efficiency in public procurement.



Data Gathering Procedure

Permission to conduct the study was formally secured from the Office of the Mayor through a written request. Upon approval, the researcher personally administered the questionnaires to the selected respondents. Completed surveys were retrieved, encoded, and subjected to validation and double-checking to ensure accuracy of responses. Throughout the process, anonymity and privacy of participants were safeguarded, and objectivity and transparency were maintained in data collection and processing. This systematic procedure ensured that the data gathered were credible, reliable, and aligned with the study's objectives.

Research Ethics Protocol

This study adhered to ethical standards to protect respondents' rights and privacy, in compliance with the Data Privacy Act of 2012. Prior to data collection, informed consent was obtained, and participants were assured of their confidentiality, anonymity, and right to withdraw at any time. No personal information that could compromise identity was collected, and responses were accessible only to the researcher and analyst. To further safeguard privacy, all raw data were securely stored during the study and permanently disposed of afterward—hard copies were shredded or dissolved, while soft copies were deleted to prevent future retrieval. Throughout the process, the researcher ensured transparency, respect, and objectivity, minimizing risks of harm and maintaining the integrity of the research.

Analytical and Statistical Schemes

To achieve the objectives of the study, descriptive, comparative, and relational analytical schemes were employed with appropriate statistical tools. Objective No. 1 used the mean to determine the level of transparency in public procurement in terms of accessibility of information, fairness in bidding, and compliance with laws, with responses interpreted on a five-point scale from *Very Low* (1.00–1.49) to *Very High* (4.50–5.00). The mean, as Frost (2018) notes, is the most widely used and accurate measure of central tendency. Objective No. 2 likewise used the mean to assess efficiency in public procurement. Objectives No. 3 and 4 applied the mean to examine transparency and efficiency when grouped by demographic variables. Objectives No. 5 and 6 employed the Mann-Whitney U Test, a nonparametric alternative to the t-test, to determine significant differences in transparency and efficiency across demographic groups, with decisions based on p-values (Sander, 2016; Bobbit, 2022). Finally, Objective No. 7 used Spearman's Rho to assess the relationship between transparency and efficiency, a nonparametric measure of association between ranked variables (Frey, 2018). These combined approaches ensured systematic evaluation and a reliable basis for interpreting the study's findings.

Results and Discussion

This section summarizes the study's findings, which come from careful data gathering, in-depth analysis, and thoughtful interpretation. After this, meaningful conclusions were drawn from the initial phase, offering valuable insights.



Level of Transparency in Public Procurement according to Accessibility of Procurement Information, Fairness in Bidding Processes, and Compliance with Procurement Laws and Regulations

Table 1

Level of Transparency in Public Procurement according to Accessibility of Procurement Information

Accessibility of Procurement Information		
Items	Mean	Interpretation
<i>The Government bank...</i>		
1. ensures that the procurement opportunities are available to us as suppliers/end-users/contractors.	4.78	Very high level
2. updates the status of the bidding opportunities promptly.	4.74	Very high level
3. provides access to the awarded contracts.	4.65	Very high level
4. provides detailed procurement reports regularly.	4.66	Very high level
5. uses digital platforms to verify procurement information	4.62	Very high level
Overall Mean	4.69	Very high level

Table 1 shows that transparency in public procurement, measured through accessibility of procurement information, was rated at a *very high level* with an overall mean of 4.69. The lowest score (4.62) was for the use of digital platforms to verify procurement information, indicating that while transparency is perceived as high, challenges remain in digital access, awareness, and usability. This suggests the need for improved stakeholder engagement, timely posting of procurement documents, and enhanced digital literacy to strengthen confidence in online systems. These findings align with Saelawong et al. (2023), who highlight transparency's benefits, such as cost savings, competition, and accountability, and with GPPB (2025), which emphasizes the role of digital transformation through platforms like PhilGEPs. Similar practices in Russia (Mokeyeva & Yurko, 2023) and the EU (Krivins et al., 2022) demonstrate how e-procurement systems and digital verification tools enhance transparency. Lazaro (2019) further underscores that legal reinforcement, digital platforms, and citizen engagement are critical in countering procurement corruption.

Table 2

Level of Transparency in Public Procurement according to Fairness in Bidding Processes

Fairness in Bidding Processes		
Items	Mean	Interpretation
<i>The Government bank...</i>		
1. treats all bidders equally without favoritism.	4.77	Very high level
2. enforces clear and fair criteria in awarding contracts.	4.83	Very high level
3. conducts open and competitive bidding.	4.75	Very high level
4. avoids conflict of interest in procurement processes.	4.65	Very high level
5. documents all decisions transparently.	4.74	Very high level
Overall Mean	4.75	Very high level



Table 2 shows that transparency in public procurement, measured through fairness in bidding processes, was rated at a *very high level* with an overall mean of 4.75. The lowest score (4.65) was for avoiding conflicts of interest, suggesting that while fairness is strongly perceived, stakeholders remain cautious about potential favoritism or biased decision-making. This highlights the need for stricter regulations, ethical guidelines, and monitoring mechanisms to reinforce impartiality in procurement. The findings are consistent with the World Bank (2020), which emphasizes that conflicts of interest impair equity and transparency, leading to unfair competition and reduced public trust. Respicio and Co. (2025) further note that conflicts of interest can increase costs, lower quality, and erode confidence in government transactions, with Philippine laws treating them not only as ethical issues but also as legal violations subject to sanctions. Finally, Davies and Perini (2016) underscore the importance of open contracting reforms, which enhance transparency by providing greater public access to procurement data and enabling stronger stakeholder monitoring.

Table 3

Level of Transparency in Public Procurement according to Compliance with Procurement Laws and Regulations

Compliance with Procurement Laws and Regulations		
Items	Mean	Interpretation
<i>The Government bank...</i>		
1. adheres strictly to the provisions of the procurement law (R.A 9184).	4.89	Very high level
2. attends regular training on procurement policies.	4.71	Very high level
3. submits required procurement reports on time.	4.74	Very high level
4. avoids shortcuts and irregularities in the procurement process.	4.80	Very high level
5. participates in procurement audits and assessments.	4.68	Very high level
Overall Mean	4.76	Very high level

Table 3 indicates that compliance with procurement laws and regulations was rated at a *very high level*, with an overall mean of 4.76. The lowest score (4.68) was for participation in procurement audits and assessments, suggesting that while compliance is strong, stakeholders are less engaged in audit-related activities. This points to gaps in awareness, opportunities, and involvement in audits, which are critical for transparency and accountability. Philippine studies highlight similar weaknesses, particularly incomplete or delayed audit reports that affect responsiveness (Imasa & Campos, 2025). International assessments by the World Bank (2023) also note that despite strengthened laws, many agencies struggle with audit participation due to institutional capacity constraints and poor documentation. Regular audits are essential for reinforcing compliance, as they detect irregularities, prevent inappropriate procurement behavior, and ensure fair and efficient public expenditures (Manalo, 2021).

Level of Efficiency in Public Procurement according to Accessibility of Procurement Information, Fairness in Bidding Processes, and Compliance with Procurement Laws and Regulations



Table 4

Level of Efficiency in Public Procurement according to Accessibility of Procurement Information

Accessibility of Procurement Information		
Items	Mean	Interpretation
<i>The Government bank...</i>		
1. disseminates procurement notices quickly and efficiently.	4.68	Very high level
2. minimizes delays in procurement transactions.	4.69	Very high level
3. uses technology to improve procurement communication.	4.62	Very high level
4. ensures the availability of documents for review and tracking.	4.63	Very high level
5. provides stakeholders with timely updates.	4.62	Very high level
Overall Mean	4.65	Very high level

Table 4 shows that efficiency in public procurement, measured through accessibility of procurement information, was rated at a *very high level* with an overall mean of 4.65. The lowest scores (4.62) were for “uses technology to improve procurement communication” and “provides stakeholders with timely updates,” suggesting that while efficiency is strong, stakeholders perceive limitations in the use of technology and timeliness of updates. This highlights the need for improved digital communication systems, automated updates, and more consistent information sharing to enhance responsiveness and decision-making. Navarro (2023) similarly noted persistent challenges in Philippine procurement, including delays and weaknesses in institutional capacity. Supporting this, IntechOpen (2020) emphasized the role of ICT and e-procurement in improving transparency and access, while the World Bank’s Good Practice Note on Third-Party Monitoring underscores the value of independent monitors in providing timely updates and strengthening accountability.

Table 5

Level of Efficiency in Public Procurement according to Fairness in Bidding Processes

Fairness in Bidding Processes		
Items	Mean	Interpretation
<i>The Government bank...</i>		
1. conducts procurement activities within the scheduled timeline.	4.78	Very high level
2. implements feedback mechanisms for bidders.	4.74	Very high level
3. resolves bidder complaints efficiently.	4.78	Very high level
4. promotes a smooth and transparent evaluation process.	4.71	Very high level
5. ensures efficient use of resources in procurement.	4.72	Very high level
Overall Mean	4.75	Very high level

Table 5 shows that efficiency in public procurement, measured through fairness in bidding processes, was rated at a *very high level* with an overall mean of 4.75. The lowest score (4.71) was for “promotes a smooth and transparent evaluation process,” suggesting minor issues in consistency, communication of results, or clarity of criteria. While the evaluation process is generally efficient and transparent, these slight gaps highlight the need for streamlining bid evaluation procedures,



improving documentation, and ensuring timely communication with bidders. International findings from the World Bank (2024) similarly report delays, confusion over criteria, and weak complaint-handling mechanisms as common challenges in bid reviews. Navarro (2024) also noted that evaluation stages remain one of the more difficult components in Philippine procurement due to capacity constraints and procedural inconsistencies. To address these, Domingo (2019) emphasizes adopting best practices such as automation, stronger inter-agency coordination, and regular performance evaluations to enhance efficiency while ensuring responsible use of public funds.

Table 6

Level of Efficiency in Public Procurement according to Compliance with Procurement Laws and Regulations

Compliance with Procurement Laws and Regulations		
Items	Mean	Interpretation
<i>The Government bank...</i>		
1. completes procurement tasks within the legal timeframes.	4.86	Very high level
2. monitors procurement activities regularly.	4.69	Very high level
3. coordinates efficiently with procurement oversight agencies.	4.75	Very high level
4. evaluates procurement processes for continuous improvement.	4.63	Very high level
5. follows procurement updates and amendments diligently.	4.68	Very high level
Overall Mean	4.72	Very high level

Table 6 shows that efficiency in public procurement, measured through compliance with procurement laws and regulations, was rated at a *very high level* with an overall mean of 4.72. The lowest score (4.63) was for “evaluates procurement processes for continuous improvement,” suggesting that while compliance is strong, stakeholders see evaluation practices as less consistently implemented. This reflects challenges in institutional capacity, process inconsistencies, and limited monitoring mechanisms in the Philippines. Supporting this, the Canadian Institutes of Health Research (2024) and OECD’s *Government at a Glance 2025* report highlight that lack of performance data, inconsistent monitoring, and weak service standards impede evaluation and transparency. Similarly, the World Bank (2024) notes that despite strengthened procurement laws, agencies often fail to fully meet audit and review obligations. The Implementing Rules and Regulations of Republic Act 12009 (2025) emphasize transparency, accountability, and evaluation, but their effectiveness depends on consistent application across institutions. As Manalo (2021) asserts, regular audits and systematic reviews are essential to detect irregularities, strengthen accountability, and ensure efficient public expenditures.

Level of Transparency in Public Procurement based on Accessibility of Procurement Information, Fairness in Bidding Processes, and Compliance with Procurement Laws and Regulations when grouped according to Age, Civil Status, and Sex



Table 7

Level of Transparency in Public Procurement in Accessibility of Procurement Information when grouped according to Age

Accessibility of Procurement Information Items	Younger		Older	
	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. ensures that the procurement opportunities are available to us as suppliers/end-users/contractors.	4.75	Very high level	4.81	Very high level
2. updates the status of the bidding opportunities in a timely manner.	4.75	Very high level	4.73	Very high level
3. provides access to the awarded contracts.	4.68	Very high level	4.62	Very high level
4. provides detailed procurement reports regularly.	4.71	Very high level	4.62	Very high level
5. uses digital platforms to verify procurement information	4.61	Very high level	4.62	Very high level
Overall Mean	4.70	Very high level	4.68	Very high level

Table 7 shows that transparency in public procurement, measured through accessibility of procurement information, was rated at a *very high level* for both younger (overall mean = 4.70) and older (overall mean = 4.68) respondents. The lowest scores were for the use of digital platforms to verify procurement information (4.61 for younger; 4.62 for older), suggesting that despite high transparency ratings, digital access remains the area with the greatest potential for improvement. Younger respondents, though more digitally literate, perceived platforms as less user-friendly or incomplete, while older respondents reported challenges with accessing awarded contracts, detailed reports, and navigating digital systems. These findings highlight the need to improve usability, completeness of information, and dissemination practices across age groups.

Supporting literature emphasizes similar challenges: PwC's *Global Digital Procurement Survey* (2024) notes that user experience and confidence are central to digital procurement, while the *Supply Chain Management Review* (2024) stresses that younger stakeholders are more sensitive to transparency gaps in digital systems. Vendict (2025) observed that younger buyers demand "frictionless digital transparency," whereas older stakeholders rely more on formal indicators such as reports and contracts. Locally, GPPB (2025) and Recelis (2025) found discrepancies in procurement documents and reporting, limiting monitoring and weakening confidence in procurement decisions. These results collectively suggest that enhancing digital literacy, system usability, and reporting consistency is essential to strengthen transparency across generations.

Table 8

Level of Transparency in Public Procurement in Fairness in the Bidding Processes when Grouped according to Age

Fairness in Bidding Processes	Younger	Older
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Items	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. Treats all bidders equally without favoritism.	4.75	Very high level	4.78	Very high level
2. enforces clear and fair criteria in awarding contracts.	4.86	Very high level	4.81	Very high level
3. conducts open and competitive bidding.	4.89	Very high level	4.65	Very high level
4. Avoids conflict of interest in procurement processes.	4.71	Very high level	4.59	Very high level
5. documents all decisions transparently.	4.75	Very high level	4.73	Very high level
Overall Mean	4.79	Very high level	4.71	Very high level

Table 8 shows that transparency in public procurement, measured through fairness in bidding processes, was rated at a *very high level* for both younger (overall mean = 4.79) and older (overall mean = 4.71) respondents. The lowest scores were for “avoids conflict of interest in procurement processes” (4.71 for younger; 4.59 for older), indicating that while fairness is perceived as strong, conflict-of-interest (COI) avoidance remains the most vulnerable aspect. Older respondents, with broader experience, appear more sensitive to integrity risks such as favoritism or bias. These findings highlight the need for stronger safeguards, compliance monitoring, and transparency in evaluations. Supporting literature confirms this concern: Imasa & Campos (2025) noted compliance gaps that weaken COI prevention, while the Government Procurement Act (DBM/GPPB, 2025) introduced disclosure requirements for beneficial ownership to strengthen transparency. Navarro (2024) emphasized growing demands for fairness and transparency, but practice remains inconsistent. Respicio & Co. (2025) identified COI as a major integrity risk fostering unfair competition and eroding public trust. Internationally, the *Science, Technology & Public Policy Journal* (2025) reported that political interference and weak enforcement continue to undermine COI safeguards. Collectively, these findings affirm that COI remains the greatest challenge to fairness in procurement, requiring stricter oversight and institutional reforms.

Table 9

Level of Transparency in Public Procurement based on Compliance with Procurement Laws and Regulations when grouped according to Age

Compliance with Procurement Laws and Regulations Items	Younger		Older	
	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. adheres strictly to the provisions of the procurement law (R.A 9184).	4.93	Very high level	4.86	Very high level
2. attends regular training on procurement policies.	4.64	Very high level	4.76	Very high level
3. submits required procurement reports on time.	4.68	Very high level	4.78	Very high level



4. avoids shortcuts and irregularities in the procurement process.	4.79	Very high level	4.81	Very high level
5. participates in procurement audits and assessments.	4.61	Very high level	4.73	Very high level
Overall Mean	4.73	Very high level	4.79	Very high level

Table 9 shows that transparency in public procurement, measured through compliance with procurement laws and regulations, was rated at a *very high level* for both younger (overall mean = 4.73) and older (overall mean = 4.79) respondents. The lowest scores were for “participates in procurement audits and assessments” (4.61 for younger; 4.73 for older), indicating that while compliance is strong, audit participation remains the weakest area. Younger respondents may have limited exposure or involvement in audits, while older respondents, despite greater familiarity, still perceive deficiencies due to systemic issues such as documentation gaps, delays, and uneven coordination.

Supporting studies highlight similar challenges: Harun et al. (2025) emphasize that organizational culture rewarding participation enhances compliance; Yanuarisa (2025) found that internal auditing improves transparency but is hindered by low familiarity and trust among younger employees; Bergman (2023) noted that older employees often face time constraints and workload pressures that reduce audit involvement. The World Economic Forum (2025) further observed that workforce commitment varies across age groups, affecting audit participation. Collectively, these findings suggest that specialized training, mentorship, and stronger institutional support are needed to improve participation and effectiveness in procurement audits, thereby reinforcing transparency and accountability.

Table 10

Level of Transparency in Public Procurement based on the Accessibility of Procurement Information when Grouped according to Civil Status

Accessibility of Procurement Information Items	Mean	Single Interpretation	Mean	Married Interpretation
<i>The Government bank...</i>				
1. ensures that the procurement opportunities are available to us as suppliers/end-users/contractors.	4.76	Very high level	4.80	Very high level
2. updates the status of the bidding opportunities in a timely manner.	4.84	Very high level	4.68	Very high level
3. provides access to the awarded contracts.	4.72	Very high level	4.60	Very high level
4. provides detailed procurement reports regularly.	4.56	Very high level	4.73	Very high level
5. uses digital platforms to verify procurement information	4.48	High level	4.70	Very high level
Overall Mean	4.67	Very high level	4.70	Very high level



Table 10 shows that transparency in public procurement, measured through accessibility of procurement information, was rated at a *very high level* for both single (overall mean = 4.67) and married (overall mean = 4.70) respondents. The lowest score for singles was “uses digital platforms to verify procurement information” (4.48, *high level*), suggesting challenges in digital accessibility and user-friendliness. Married respondents rated “provides access to awarded contracts” lowest (4.60, *very high level*), indicating perceived obstacles or delays in accessing detailed contract information. These findings highlight the need to improve digital platform usability for single employees and ensure consistent publication and accessibility of awarded contracts for married employees. Supporting studies confirm these gaps: Hochstetter et al. (2023) emphasized the importance of digital accessibility in e-procurement, while AbilityNet (2024) reported that individuals often face barriers in accessing digital content. The DBM has promoted PhilGEPS as a transparency tool, but acknowledges difficulties in system use and completeness of procurement data. National assessments also note gaps in disclosing post-award information and inconsistent compliance with open contracting requirements (Du Baladad, 2024; Inquirer, 2024). Collectively, these findings suggest targeted interventions—enhancing digital validation and improving contract disclosure—to optimize transparency across civil status groups.

Table 11

Level of Transparency in Public Procurement in Fairness in Bidding Processes when grouped according to Civil Status

Fairness in Bidding Processes Items	Mean	Single Interpretation	Mean	Married Interpretation
<i>The Government bank...</i>				
1. Treats all bidders equally without favoritism.	4.80	Very high level	4.75	Very high level
2. enforces clear and fair criteria in awarding contracts.	4.88	Very high level	4.80	Very high level
3. conducts open and competitive bidding.	4.88	Very high level	4.68	Very high level
4. Avoids conflict of interest in procurement processes.	4.72	Very high level	4.60	Very high level
5. documents all decisions transparently.	4.80	Very high level	4.70	Very high level
Overall Mean	4.82	Very high level	4.71	Very high level

Table 11 shows that transparency in public procurement, measured through fairness in bidding processes, was rated at a *very high level* for both single (overall mean = 4.82) and married (overall mean = 4.71) respondents. The lowest scores were for “avoids conflict of interest in procurement processes” (4.72 for singles; 4.60 for married), indicating that while fairness is strongly perceived, conflict-of-interest (COI) avoidance remains the most critical area needing improvement. Both groups recognize that undue influence, favoritism, or personal relationships may still compromise fairness, underscoring the need for stricter COI safeguards and transparency mechanisms.



Supporting literature reinforces this concern: Iyog (2024) noted that LGUs often face COI risks despite following rules, while Imasa & Campos (2025) identified systemic weaknesses in Philippine procurement management and compliance. Khorana (2024) emphasized that e-GP systems improve transparency but are less effective if COI is not adequately addressed. Collectively, these findings affirm that while fairness in bidding is generally strong, COI remains a persistent integrity risk requiring stronger enforcement, monitoring, and institutional reforms.

Table 12

Level of Transparency in Public Procurement in Compliance with Procurement Laws and Regulations when grouped according to Civil Status

Compliance with Procurement Laws and Regulations Items	Single		Married	
	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. adheres strictly to the provisions of the procurement law (R.A 9184).	4.92	Very high level	4.88	Very high level
2. attends regular training on procurement policies.	4.72	Very high level	4.70	Very high level
3. submits required procurement reports on time.	4.72	Very high level	4.75	Very high level
4. avoids shortcuts and irregularities in the procurement process.	4.80	Very high level	4.80	Very high level
5. participates in procurement audits and assessments.	4.52	Very high level	4.78	Very high level
Overall Mean	4.74	Very high level	4.78	Very high level

Table 12 shows that transparency in public procurement, measured through compliance with procurement laws and regulations, was rated at a *very high level* for both single (overall mean = 4.74) and married (overall mean = 4.78) respondents. The lowest score for singles was “participates in procurement audits and assessments” (4.52), while for married respondents it was “attends regular training on procurement policies” (4.70). These results suggest that single respondents perceive limited involvement in audits, possibly due to lower awareness or emphasis on audit processes, while married respondents highlight challenges in attending regular training, often linked to balancing professional and family responsibilities.

Supporting literature reinforces these findings: OECD (2025) emphasized that meaningful audit participation strengthens accountability, while Reyes & dela Cruz (2020) noted that LGU employees, particularly married personnel, struggle to attend training due to workload and household commitments. Thai (2016) stressed that sustained training programs are essential to ensure consistent application of procurement laws, and De Guzman (2018) identified enduring issues in Philippine procurement compliance, including the need to institutionalize continuous training and strengthen COI safeguards. Collectively, these findings highlight that while compliance is strong, improving



audit participation and institutionalizing regular training are critical to sustaining transparency across civil status groups.

Table 13

Level of Transparency in Public Procurement based on the Accessibility of Procurement Information when grouped according to Sex

Accessibility of Procurement Information	Items	Male		Female	
		Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>					
	1. ensures that the procurement opportunities are available to us as suppliers/end-users/contractors.	4.86	Very high level	4.73	Very high level
	2. updates the status of the bidding opportunities in a timely manner.	4.75	Very high level	4.73	Very high level
	3. provides access to the awarded contracts.	4.71	Very high level	4.59	Very high level
	4. provides detailed procurement reports regularly.	4.71	Very high level	4.62	Very high level
	5. uses digital platforms to verify procurement information	4.79	Very high level	4.49	High level
	Overall Mean	4.76	Very high level	4.63	Very high level

Table 13 shows that transparency in public procurement, measured through accessibility of procurement information, was rated at a *very high level* for both males (overall mean = 4.76) and females (overall mean = 4.63). For males, the lowest scores were for “provides access to awarded contracts” and “provides detailed procurement reports” (both 4.71), suggesting that while transparency is strong, post-award reporting and contract disclosure could be improved. Thai (2016) emphasized that full disclosure of contract awards and detailed reporting are essential to minimize favoritism and strengthen accountability.

For females, the lowest score was “uses digital platforms to verify procurement information” (4.49, *high level*), indicating perceived limitations in accessibility, usability, or awareness of digital tools. This reflects DBM’s findings that despite digitalization efforts, many users still face challenges in navigating online procurement systems. Basheka & Bisangabasaija (2016) similarly noted that inadequate ICT adoption and inclusivity can affect perceptions of openness in procurement. These results highlight the need to enhance post-award transparency and improve digital accessibility through training, system usability improvements, and inclusive ICT adoption to ensure equitable access across sex groups.



Table 14

Level of Transparency in Public Procurement in Fairness in Bidding Processes when grouped according to Sex

Fairness in Bidding Processes Items	Male		Female	
	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. Treats all bidders equally without favoritism.	4.64	Very high level	4.86	Very high level
2. enforces clear and fair criteria in awarding contracts.	4.79	Very high level	4.86	Very high level
3. conducts open and competitive bidding.	4.71	Very high level	4.78	Very high level
4. Avoids conflict of interest in procurement processes.	4.71	Very high level	4.59	Very high level
5. documents all decisions transparently.	4.68	Very high level	4.78	Very high level
Overall Mean	4.71	Very high level	4.78	Very high level

Table 14 shows that transparency in public procurement, based on fairness in bidding processes, was rated at a *very high level* for both males (overall mean = 4.71) and females (overall mean = 4.78). Male respondents gave their lowest score (4.64) to “treats all bidders equally without favoritism,” while female respondents rated “avoids conflict of interest in procurement processes” lowest (4.59). These results suggest that while fairness is strongly perceived, men remain cautious about possible favoritism, whereas women emphasize concerns about conflicts of interest.

Supporting literature reinforces these findings: Transparency International (2020) noted that suspicions of favoritism can persist even in regulated systems, while Thai (2016) emphasized equal treatment of bidders as a cornerstone of procurement integrity. Gonzales (2021) highlighted challenges in ensuring impartiality in Philippine bidding despite RA 9184. Basheka & Bisangabasajja (2016) stressed that conflicts of interest pose major risks to procurement integrity, requiring strict controls, while OECD (2016) recommended disclosure and monitoring mechanisms to mitigate such risks. Locally, Dela Cruz & Santos (2019) observed that conflict of interest remains a sensitive issue in Philippine procurement due to relational and cultural factors.

Accordingly, while transparency is consistently high across sexes, the results underscore the need to reinforce impartial bidder treatment and strengthen conflict-of-interest safeguards to ensure uniformly high perceptions of fairness and integrity in procurement.

Table 15

Level of Transparency in Public Procurement based on Compliance with Procurement Laws and Regulations when grouped according to Sex

Compliance with Procurement Laws and Regulations Items	Male		Female	
	Mean	Interpretation	Mean	Interpretation



<i>The Government bank...</i>				
1. adheres strictly to the provisions of the procurement law (R.A 9184).	4.89	Very high level	4.89	Very high level
2. attends regular training on procurement policies.	4.79	Very high level	4.65	Very high level
3. submits required procurement reports on time.	4.75	Very high level	4.73	Very high level
4. avoids shortcuts and irregularities in the procurement process.	4.75	Very high level	4.84	Very high level
5. participates in procurement audits and assessments.	4.71	Very high level	4.65	Very high level
Overall Mean	4.78	Very high level	4.75	Very high level

Table 15 shows that transparency in public procurement, based on compliance with procurement laws and regulations, was rated at a *very high level* for both males (overall mean = 4.78) and females (overall mean = 4.75). Male respondents gave their lowest score (4.71) to “participates in procurement audits and assessments,” while female respondents rated both “attends regular training on procurement policies” and “participates in procurement audits and assessments” lowest (4.65). These results suggest that while compliance is consistently high, both groups identify audits and training as areas needing further improvement.

Supporting literature reinforces these findings: OECD (2016) emphasized that impartial audits strengthen compliance and transparency, while Basheka & Bisangabasaija (2016) argued that audit involvement and reporting minimize corruption. Thai (2017) highlighted the importance of regular training to ensure practitioners remain updated on evolving procurement laws. Locally, Dela Cruz & Santos (2019) and Ramos (2019) observed that inadequate training and low visibility of audit procedures undermine stakeholder confidence in Philippine procurement systems. The International Law Institute (2025) further noted that procurement audits require specialized skills, and limited staff exposure can reduce participation.

Level of Efficiency in Public Procurement based on Accessibility of Procurement Information, Fairness in Bidding Processes, and Compliance with Procurement Laws and Regulations when grouped according to Age, Civil Status, and Sex

Table 16

Level of Efficiency in Public Procurement based on Accessibility of Procurement Information when grouped according to Age

Accessibility of Procurement Information Items	Younger		Older	
	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. disseminates procurement notices quickly and efficiently.	4.61	Very high level	4.73	Very high level



2. minimizes delays in procurement transactions.	4.68	Very high level	4.70	Very high level
3. uses technology to improve procurement communication.	4.61	Very high level	4.62	Very high level
4. ensures the availability of documents for review and tracking.	4.61	Very high level	4.65	Very high level
5. provides stakeholders with timely updates.	4.46	High level	4.73	Very high level
Overall Mean	4.59	Very high level	4.69	Very high level

Table 16 shows that efficiency in public procurement, based on accessibility of procurement information, was rated at a *very high level* for both younger (overall mean = 4.59) and older (overall mean = 4.69) respondents. Younger respondents gave their lowest score (4.46, “high level”) to “provides stakeholders with timely updates,” while older respondents rated “uses technology to improve procurement communication” lowest (4.62). These results suggest that younger respondents expect faster, real-time communication, while older respondents emphasize the need for more user-friendly and accessible technology.

Supporting literature confirms these findings: Kwak & Anbari (2021) noted that younger stakeholders associate responsiveness with accountability, while Abad & Uy (2022) found that younger Filipinos expect digital-based, real-time updates. De Vries & Kaptein (2020) emphasized that faster communication reduces doubts about fairness. Conversely, Chirchir (2020) and Hassan & Dulaimi (2021) highlighted that older stakeholders may struggle with rapidly changing technology without adequate training. Locally, Dizon & Reyes (2021) observed that while e-procurement improved efficiency in Philippine institutions, long-tenured staff required additional guidance to fully utilize digital systems.

Accordingly, while efficiency is strong across age groups, the results underscore the need to strengthen real-time communication for younger stakeholders and improve technology usability and training for older stakeholders. Balancing these priorities will ensure procurement information remains timely, accessible, and trusted across generations.

Table 17

Level of Efficiency in Public Procurement based on Fairness in Bidding Processes when grouped according to Age

Fairness in Bidding Processes Items	Mean	Younger Interpretation	Mean	Older Interpretation
<i>The Government bank...</i>				
1. conducts procurement activities within the scheduled timeline.	4.75	Very high level	4.81	Very high level
2. implements feedback mechanisms for bidders.	4.68	Very high level	4.78	Very high level



3. resolves bidder complaints efficiently.	4.75	Very high level	4.81	Very high level
4. promotes a smooth and transparent evaluation process.	4.64	Very high level	4.76	Very high level
5. ensures efficient use of resources in procurement.	4.57	Very high level	4.84	Very high level
Overall Mean	4.68	Very high level	4.80	Very high level

Table 17 shows that efficiency in public procurement, based on fairness in bidding processes, was rated at a *very high level* for both younger (overall mean = 4.68) and older (overall mean = 4.80) respondents. Younger respondents gave their lowest score (4.57) to “ensures efficient use of resources in procurement,” while older respondents rated “promotes a smooth and transparent evaluation process” lowest (4.76). These results suggest that while fairness is consistently high, younger respondents emphasize prudent resource use and efficiency, whereas older respondents highlight the need for clearer, more transparent evaluation procedures.

Supporting literature reinforces these findings: Cruz & Javier (2021) noted that younger professionals in the Philippines strongly associate prudent spending with good governance, aligning with younger respondents’ concerns about resource utilization. Hassan & Dulaimi (2021) emphasized that transparent evaluation standards and clear documentation are critical for stakeholder confidence, while Dizon (2022) observed bottlenecks in Philippine evaluation processes that affect perceptions of fairness. Together, these findings highlight that both resource efficiency and evaluation transparency are essential to sustaining trust and efficiency in procurement.

Accordingly, while efficiency is strong across age groups, the results underscore the need to strengthen resource management practices and streamline evaluation processes to ensure fairness, transparency, and stakeholder confidence in public procurement.

Table 18

Level of Efficiency in Public Procurement based on Compliance with Procurement Laws and Regulations when grouped according to Age

Compliance with Procurement Laws and Regulations Items	Younger		Older	
	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. completes procurement tasks within the legal timeframes.	4.89	Very high level	4.84	Very high level
2. monitors procurement activities regularly.	4.68	Very high level	4.70	Very high level
3. coordinates efficiently with procurement oversight agencies.	4.71	Very high level	4.78	Very high level
4. evaluates procurement processes for continuous improvement.	4.57	Very high level	4.68	Very high level



5. follows procurement updates and amendments diligently.	4.68	Very high level	4.68	Very high level
Overall Mean	4.71	Very high level	4.74	Very high level

Table 18 shows that efficiency in public procurement, based on compliance with procurement laws and regulations, was rated at a *very high level* for both younger (overall mean = 4.71) and older (overall mean = 4.74) respondents. Younger respondents gave their lowest score (4.57) to “evaluates procurement processes for continuous improvement,” while older respondents rated both “evaluates procurement processes for continuous improvement” and “follows procurement updates and amendments diligently” lowest (4.68). These results suggest that while compliance is consistently high, both groups identify evaluation and updating of procurement processes as areas needing further strengthening.

Supporting literature highlights the importance of continuous monitoring and updating: Thai (2016) emphasized that sustainable procurement governance requires ongoing evaluation, while Santos & Rivera (2021) noted that younger respondents often measure efficiency by the frequency of revisions and updates. Hassan & Dulaimi (2021) stressed that periodic evaluation ensures long-term institutional integrity, and Wang & Xu (2020) underscored strict adherence to amendments to safeguard public trust. Locally, Dizon (2022) found that implementing procurement reforms in Philippine institutions remains challenging, reinforcing the need for more rigorous and timely updates.

Accordingly, while efficiency is strong across age groups, the results underscore the importance of institutionalizing continuous evaluation, systematic monitoring, and prompt implementation of procurement reforms to sustain compliance and strengthen trust in public procurement.

Table 19

Level of Efficiency in Public Procurement in Accessibility of Procurement Information when grouped according to Civil Status

Accessibility of Procurement Information Items	Mean	Single	Mean	Married
		Interpretation		Interpretation
<i>The Government bank...</i>				
1. disseminates procurement notices quickly and efficiently.	4.64	Very high level	4.70	Very high level
2. minimizes delays in procurement transactions.	4.64	Very high level	4.73	Very high level
3. uses technology to improve procurement communication.	4.52	Very high level	4.68	Very high level
4. ensures the availability of documents for review and tracking.	4.60	Very high level	4.65	Very high level



5. provides stakeholders with timely updates.	4.64	Very high level	4.60	Very high level
Overall Mean	4.61	Very high level	4.67	Very high level

Table 19 shows that efficiency in public procurement, based on accessibility of procurement information, was rated at a *very high level* for both single (overall mean = 4.61) and married (overall mean = 4.67) respondents. Singles gave their lowest score (4.52) to “uses technology to improve procurement communication,” while married respondents rated “provides stakeholders with timely updates” lowest (4.60). These results suggest that while efficiency is consistently high, singles emphasize the need for more user-friendly and responsive technology, whereas married respondents highlight the importance of timely updates and communication.

Supporting literature reinforces these findings: the Open Government Partnership noted that PhilGEPS has improved information access through e-bidding and enhanced data-sharing, though delays and capacity limitations persist (Navarro, 2023). Basheka & Bisangabasaija (2020) and Uman et al. (2022) emphasized that timely communication fosters trust and stakeholder engagement, while OECD (2026) highlighted that digital procurement technologies enhance accessibility and coordination but still face challenges in consistency and timeliness. Accordingly, while efficiency is strong across civil status groups, the results underscore the need to strengthen e-procurement usability, institutionalize automated update systems, and provide capacity-building for staff to ensure timely, accessible, and responsive procurement communication.

Table 20

Level of Efficiency in Public Procurement based on Fairness in Bidding Processes when grouped according to Civil Status

Fairness in Bidding Processes Items	Mean	Single Interpretation	Mean	Married Interpretation
<i>The Government bank...</i>				
1. conducts procurement activities within the scheduled timeline.	4.68	Very high level	4.85	Very high level
2. implements feedback mechanisms for bidders.	4.76	Very high level	4.72	Very high level
3. resolves bidder complaints efficiently.	4.72	Very high level	4.82	Very high level
4. promotes a smooth and transparent evaluation process.	4.56	Very high level	4.80	Very high level
5. ensures efficient use of resources in procurement.	4.60	Very high level	4.80	Very high level
Overall Mean	4.66	Very high level	4.80	Very high level

Table 20 shows that efficiency in public procurement, based on fairness in bidding processes, was rated at a *very high level* for both single (overall mean = 4.66) and married (overall mean = 4.80) respondents. Single respondents gave their lowest score (4.56) to “promotes a smooth and transparent



evaluation process,” while married respondents rated “implements feedback mechanisms for bidders” lowest (4.72). These results suggest that while fairness is strongly perceived, singles emphasize the need for clearer and more consistent evaluation procedures, whereas married respondents highlight the importance of structured and timely feedback for bidders.

Supporting literature reinforces these findings: the National Audit Office noted that unclear evaluation and lack of bidder feedback discourage participation, while Grandia (2023) emphasized that governance of buyer–supplier relationships is key to preventing bias and ensuring fairness. Magtalas et al. (2019) found that Philippine bidding processes generally comply with RA 9184 and use PhilGEPS to enhance transparency, though stakeholders still see room for improvement in evaluation clarity. Recent national assessments also highlight capacity gaps and uneven practices in bidder feedback, aligning with the study’s findings.

Accordingly, while efficiency is consistently high across civil status groups, the results underscore the need to strengthen evaluation transparency and feedback mechanisms to further enhance fairness, trust, and efficiency in public procurement.

Table 21

Level of Efficiency in Public Procurement based on Compliance with Procurement Laws and Regulations when grouped according to Civil Status

Compliance with Procurement Laws and Regulations Items	Single		Married	
	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. completes procurement tasks within the legal timeframes.	4.88	Very high level	4.85	Very high level
2. monitors procurement activities regularly.	4.72	Very high level	4.68	Very high level
3. coordinates efficiently with procurement oversight agencies.	4.68	Very high level	4.80	Very high level
4. evaluates procurement processes for continuous improvement.	4.56	Very high level	4.68	Very high level
5. follows procurement updates and amendments diligently.	4.64	Very high level	4.70	Very high level
Overall Mean	4.70	Very high level	4.74	Very high level

Table 21 shows that efficiency in public procurement, based on compliance with procurement laws and regulations, was rated at a *very high level* for both single (overall mean = 4.70) and married (overall mean = 4.74) respondents. The lowest scores were for “evaluates procurement processes for continuous improvement” (Singles = 4.56; Married = 4.68), suggesting that while compliance is strong, systematic evaluation and monitoring remain areas needing improvement.

For single respondents, the lower score reflects concerns about the accuracy and openness of assessment procedures, which are critical for maintaining bidder trust (Grandia, 2023). Married



respondents highlighted gaps in monitoring and evaluation, pointing to challenges in resource allocation and cost-effectiveness. Supporting literature emphasizes the importance of continuous monitoring and evaluation: Uman et al. (2022) noted that optimizing resource use enhances accountability, while OECD (2026) stressed the role of digital transformation in strengthening compliance. Santos (2017) further emphasized that monitoring, including through platforms like PhilGEPS, promotes transparency and ethical governance.

Accordingly, while efficiency is consistently high across civil status groups, the results underscore the need to institutionalize regular monitoring and evaluation mechanisms to sustain compliance, strengthen accountability, and enhance transparency in public procurement.

Table 22

Level of Efficiency in Public Procurement based on Accessibility of Procurement Information when grouped according to Sex

Accessibility of Procurement Information	Male		Female	
	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. disseminates procurement notices quickly and efficiently.	4.64	Very high level	4.70	Very high level
2. minimizes delays in procurement transactions.	4.61	Very high level	4.76	Very high level
3. uses technology to improve procurement communication.	4.61	Very high level	4.62	Very high level
4. ensures the availability of documents for review and tracking.	4.75	Very high level	4.54	Very high level
5. provides stakeholders with timely updates.	4.54	Very high level	4.68	Very high level
Overall Mean	4.63	Very high level	4.66	Very high level

Table 22 shows that efficiency in public procurement, based on accessibility of procurement information, was rated at a *very high level* for both males (overall mean = 4.63) and females (overall mean = 4.66). Male respondents gave their lowest score (4.54) to “provides stakeholders with timely updates,” while female respondents rated “ensures the availability of documents for review and tracking” lowest (4.54). These results suggest that while efficiency is consistently high, males emphasize the need for more real-time updates, whereas females highlight challenges in accessing and tracking procurement documents.

Supporting literature reinforces these findings: OECD (2025) noted that gender-responsive e-procurement strategies improve access to procurement information, particularly for women stakeholders, by reducing barriers to document retrieval. Transparency International (2024) emphasized that inadequate oversight and documentation can undermine accountability, while the



World Bank (2021) found that strong transparency mechanisms, especially through e-procurement, minimize disparities and promote inclusiveness. The 2025 IRR of RA 12009 mandates transparency, accountability, and timeliness in procurement, aligning with respondents' concerns about updates and document availability.

Table 23

Level of Efficiency in Public Procurement based on Fairness in Bidding Processes when grouped according to Sex

Fairness in Bidding Processes Items	Mean	Male Interpretation	Mean	Female Interpretation
<i>The Government bank...</i>				
1. conducts procurement activities within the scheduled timeline.	4.86	Very high level	4.73	Very high level
2. implements feedback mechanisms for bidders.	4.71	Very high level	4.76	Very high level
3. resolves bidder complaints efficiently.	4.86	Very high level	4.73	Very high level
4. promotes a smooth and transparent evaluation process.	4.86	Very high level	4.59	Very high level
5. ensures efficient use of resources in procurement.	4.82	Very high level	4.65	Very high level
Overall Mean	4.82	Very high level	4.69	Very high level

Table 23 shows that efficiency in public procurement, based on fairness in bidding processes, was rated at a *very high level* for both males (overall mean = 4.82) and females (overall mean = 4.69). Male respondents gave their lowest score (4.71) to “implements feedback mechanisms for bidders,” while female respondents rated “promotes a smooth and transparent evaluation process” lowest (4.59). These results suggest that while fairness is strongly perceived, males emphasize the need for more systematic and comprehensive feedback, whereas females highlight the importance of clearer and more transparent evaluation procedures.

Supporting literature confirms these findings: Klarskou, Louis, & Passtoors (2024) found that feedback formats directly influence bidder confidence and participation, underscoring the importance of consistent post-bid communication. Nguyen (2024) emphasized that clear evaluation criteria reduce bias and foster trust in bidding outcomes, aligning with female respondents' concerns about transparency in evaluations. Together, these studies highlight that while fairness is broadly achieved, strengthening feedback mechanisms and evaluation transparency would further enhance efficiency and stakeholder confidence in procurement processes.

Table 24

Level of Efficiency in Public Procurement based on Compliance with Procurement Laws and Regulations when grouped according to Sex



Compliance with Procurement Laws and Regulations Items	Male		Female	
	Mean	Interpretation	Mean	Interpretation
<i>The Government bank...</i>				
1. completes procurement tasks within the legal timeframes.	4.89	Very high level	4.84	Very high level
2. monitors procurement activities regularly.	4.71	Very high level	4.68	Very high level
3. coordinates efficiently with procurement oversight agencies.	4.86	Very high level	4.68	Very high level
4. evaluates procurement processes for continuous improvement.	4.68	Very high level	4.59	Very high level
5. follows procurement updates and amendments diligently.	4.71	Very high level	4.65	Very high level
Overall Mean	4.77	Very high level	4.69	Very high level

Table 24 shows that efficiency in public procurement, based on compliance with procurement laws and regulations, was rated at a *very high level* for both males (overall mean = 4.77) and females (overall mean = 4.69). The lowest scores for both groups were on “evaluates procurement processes for continuous improvement” (Males = 4.68; Females = 4.59), indicating that while compliance is strong, evaluation practices remain the least robust aspect. This suggests that although agencies follow procurement laws diligently, systematic evaluation and continuous improvement mechanisms are not yet firmly institutionalized.

Supporting literature highlights similar challenges: the World Bank (2021) found that procurement compliance is best assured through ongoing evaluations, but weaknesses in oversight and enforcement persist. Transparency International (2024) and the Independent Evaluation Group of the World Bank also noted that monitoring and follow-up reviews remain insufficient. Matto, Ame, & Nsimbila (2023) emphasized the importance of structured evaluation indicators, regular audits, and continuous monitoring, particularly when e-procurement systems are used. These findings align with SDG 16, which stresses the need for effective, accountable, and transparent institutions. Accordingly, while compliance is consistently high across sexes, the results underscore the importance of strengthening monitoring, evaluation, and feedback mechanisms to ensure continuous improvement and sustain good governance in procurement.

Comparative Analysis in the Level of Transparency in Public Procurement based on Accessibility of Procurement Information, Fairness in Bidding Processes, and Compliance with Procurement Laws and Regulations when grouped according to Age, Civil Status, and Sex

Table 25

Differences in the Level of Transparency in Public Procurement based on Accessibility of Procurement Information, and when grouped and compared according to Selected Variables

Accessibility of Procurement Information



Variables	Categories	N	Mean Rank	Mann Whitney U - test	Sig. Level	p-value	Interpretation
Age	Younger	28	32.07	492.00	0.05	0.721	Not Significant
	Older	37	33.70				
Civil Status	Single	25	31.50	462.50	0.05	0.600	Not Significant
	Married	40	33.94				
Sex	Male	28	35.93	436.00	0.05	0.260	Not Significant
	Female	37	30.78				

Table 25 shows that differences in transparency in public procurement, based on accessibility of procurement information, were *not statistically significant* across age, civil status, and sex. The Mann-Whitney U Test produced p-values of 0.721 (age), 0.600 (civil status), and 0.260 (sex), all above the 0.05 threshold. This indicates that perceptions of transparency in accessing procurement information are consistent across demographic groups, suggesting that institutional systems for information access are functioning uniformly.

The findings imply that transparency challenges are systemic rather than group-specific. Stakeholders across categories share similar experiences, showing that procurement information systems—digital platforms, repositories, and reporting protocols—are equally accessible. Transparency International (2024) emphasized that uniform application of procurement rules ensures equitable access and avoids bias, while the World Bank (2021) noted that strong e-procurement mechanisms minimize demographic disparities by providing standardized access. Locally, compliance with RA 9184 has reinforced equal access, supporting SDG 16’s goal of transparent and accountable institutions.

Accordingly, the null hypothesis stating that there is no significant difference in transparency based on accessibility of procurement information when grouped by demographic variables—is accepted. The results affirm that transparency is institution-wide, requiring systemic improvements such as stronger internal controls, enhanced digital tools, and timely updates to sustain equal access for all stakeholders.

Table 26

Differences in the Level of Transparency in Public Procurement based on Fairness in the Bidding Processes when grouped and compared according to Selected Variables

Fairness in Bidding Processes							
Variables	Categories	N	Mean Rank	Mann Whitney U - test	Sig. Level	p-value	Interpretation



Age	Younger	28	34.05	488.50	0.670	Not Significant
	Older	37	32.20			
Civil Status	Single	25	36.48	413.00	0.200	Not Significant
	Married	40	30.82			
Sex	Male	28	30.07	436.00	0.236	Not Significant
	Female	37	35.22			

Table 26 shows that differences in transparency in public procurement, based on fairness in bidding processes, were *not statistically significant* across age, civil status, and sex. The Mann-Whitney U Test produced p-values of 0.670 (age), 0.200 (civil status), and 0.236 (sex), all above the 0.05 threshold. This indicates that perceptions of fairness in bidding are consistent across demographic groups, suggesting that procurement procedures are uniformly applied and interpreted.

The findings imply that fairness in bidding is perceived as impartial and reliable, with no demographic group feeling favored or disadvantaged. This uniformity strengthens transparency and accountability, showing that the institution’s bidding process is equitable system-wide. Supporting literature reinforces this: the World Bank (2020) found that standardized bidding procedures foster stable perceptions of fairness, while the Independent Evaluation Group (2024) emphasized that impartial execution of bidding processes enhances trust and transparency.

Accordingly, the null hypothesis stating that there is no significant difference in transparency based on fairness in bidding processes when grouped by demographic variables—is accepted. The results affirm a stable procurement system where fairness is universally perceived, highlighting the importance of maintaining impartiality and consistency in bidding practices.

Table 27

Differences in the Level of Transparency in Public Procurement based on Compliance with Procurement Laws and Regulations when grouped according to Selected Variables

Compliance with Procurement Laws and Regulations							
Variables	Categories	N	Mean Rank	Mann Whitney U - test	Sig. Level	p-value	Interpretation
Age	Younger	28	30.27	441.50	0.05	0.274	Not Significant
	Older	37	35.07				
Civil Status	Single	25	31.12	453.00	0.494	Not Significant	



	Married	40	34.18			
	Male	28	33.34			
Sex	Female	37	32.74	508.50	0.892	Not Significant

Table 27 shows that differences in transparency in public procurement, based on compliance with procurement laws and regulations, were *not statistically significant* across age, civil status, and sex. The Mann-Whitney U Test produced p-values of 0.274 (age), 0.494 (civil status), and 0.892 (sex), all above the 0.05 threshold. This indicates that perceptions of compliance and transparency are consistent across demographic groups, suggesting that procurement laws and regulations are uniformly applied and interpreted.

The findings imply that RA 9184 and RA 12009 compliance is broadly observed, reinforcing the integrity of the procurement system. Stakeholders across demographic categories share similar experiences of compliance, showing that transparency is systemic rather than group-specific. Transparency International (2024) emphasized that uniform application of procurement rules is a marker of institutional integrity, while OECD (2019) noted that standardized enforcement fosters equitable and transparent processes.

Accordingly, the null hypothesis stating that there is no significant difference in transparency based on compliance with procurement laws and regulations when grouped by demographic variables—is accepted. The results affirm a strong compliance culture and highlight the need to maintain consistency while strengthening related areas such as efficiency, monitoring, and stakeholder evaluation.

Comparative Analysis of the Level of Efficiency in Public Procurement based on Accessibility of Procurement Information, Fairness in Bidding Processes, and Compliance with Procurement Laws and Regulations when grouped according to Age, Civil Status, and Sex

Table 28

Differences in the Level of Efficiency in the Public Procurement based on Accessibility of Procurement Information when grouped and compared according to Selected Variables

Accessibility of Procurement Information							
Variables	Categories	N	Mean Rank	Mann Whitney U-test	Sig. Level	p-value	Interpretation
Age	Younger	28	31.70				
	Older	37	33.99	481.50		0.617	Not Significant
					0.05		
Civil Status	Single	25	32.14	478.50		0.764	Not Significant
	Married	40	33.54				



Sex	Male	28	31.95	488.50	0.686	Not Significant
	Female	37	33.80			

Table 28 shows that differences in efficiency in public procurement, based on accessibility of procurement information, were *not statistically significant* across age, civil status, and sex. The Mann-Whitney U Test produced p-values of 0.617 (age), 0.764 (civil status), and 0.686 (sex), all above the 0.05 threshold. This indicates that perceptions of efficiency in accessing procurement information are consistent across demographic groups, suggesting that institutional systems for information access are functioning uniformly.

The findings imply that procurement information systems—digital platforms, document repositories, and reporting protocols—are equally accessible to all stakeholders, with no demographic group enjoying special advantages. Transparency International (2021) defines this as equal stakeholder experience, where standardized systems ensure fairness and efficiency. The World Bank (2021) similarly noted that standardized procurement and information-sharing systems produce uniform outcomes across groups. Locally, Iyog (2024) found that LGU staff consistently practiced procurement procedures regardless of demographic characteristics, reflecting the institutional strength of RA 9184 compliance.

Accordingly, the null hypothesis stating that there is no significant difference in efficiency based on accessibility of procurement information when grouped by demographic variables—is accepted. The results affirm that efficiency is systemic and institution-driven, not dependent on age, sex, or civil status, and that future improvements should focus on strengthening internal controls, digital tools, and timely updates for all stakeholders.

Table 29

Differences in the Level of Efficiency in Public Procurement based on Fairness in Bidding Processes when grouped and compared according to Selected Variables

Fairness in Bidding Processes							
Variables	Categories	N	Mean Rank	Mann Whitney U - test	Sig. Level	p-value	Interpretation
Age	Younger	28	30.50	488.00	0.05	0.318	Not Significant
	Older	37	34.89				
Civil Status	Single	25	30.44	436.00	0.05	0.352	Not Significant
	Married	40	34.69				
Sex	Male	28	35.96	435.00	0.05	0.236	Not Significant
	Female	37	30.76				

Table 29 shows that differences in efficiency in public procurement, based on fairness in bidding processes, were *not statistically significant* across age, civil status, and sex. The Mann-Whitney U Test produced p-values of 0.318 (age), 0.352 (civil status), and 0.236 (sex), all above the



0.05 threshold. This indicates that perceptions of fairness and efficiency in bidding are consistent across demographic groups, suggesting that procurement procedures are uniformly applied and interpreted.

The findings imply that RA 9184’s procurement policies are implemented equitably, with no demographic group perceiving favoritism or discrimination. Stakeholders across categories share similar views of fairness, reinforcing the idea that efficiency is system-wide rather than group-specific. Supporting literature confirms this: the World Bank (2020) found that standardized bidding procedures foster uniform perceptions of fairness, while Transparency International (2021) emphasized that transparent rules and impartial execution lead to consistent stakeholder confidence.

Accordingly, the null hypothesis stating that there is no significant difference in efficiency based on fairness in bidding processes when grouped by demographic variables—is accepted. The results affirm a stable and impartial procurement system, where fairness is universally perceived and efficiency is consistently achieved.

Table 30

Differences in the Level of Efficiency in Public Procurement based on Compliance with Procurement Laws and Regulations when grouped and compared according to Selected Variables

Compliance with Procurement Laws and Regulations							
Variables	Categories	N	Mean Rank	Mann Whitney U-test	Sig. Level	p-value	Interpretation
Age	Younger	28	32.05	491.50	0.05	0.709	Not Significant
	Older	37	33.72				
Civil Status	Single	25	31.92	473.00	0.05	0.698	Not Significant
	Married	40	33.68				
Sex	Male	28	33.86	494.00	0.05	0.735	Not Significant
	Female	37	32.35				

Table 30 shows that differences in efficiency in public procurement, based on compliance with procurement laws and regulations, were *not statistically significant* across age, civil status, and sex. The Mann-Whitney U Test produced p-values of 0.709 (age), 0.698 (civil status), and 0.735 (sex), all above the 0.05 threshold. This indicates that perceptions of compliance and efficiency are consistent across demographic groups, suggesting that procurement procedures are uniformly applied and interpreted.

The findings imply that compliance with RA 9184 and RA 12009 is systematically observed, creating a legal climate where regulations are equally enforced regardless of personal characteristics. Thai (2017) emphasized that efficiency improves when laws and procedures are applied consistently, while OECD (2019) noted that mature procurement systems with standardized processes yield uniform stakeholder perceptions.

Relational Analysis Between the Levels of Transparency and Efficiency in Public Procurement



Table 31

Relationship Between the Levels of Transparency and Efficiency in Public Procurement

Correlation	N	rho	Significant level	p-value	Interpretation
Level of Transparency	65	0.698	0.01	0.000	Significant
Level of Efficiency	65				

Table 31 shows a Spearman’s rho of 0.698 at the 0.01 level of significance (p-value = 0.000), indicating a strong and statistically significant relationship between transparency and efficiency in public procurement. This means that when procurement processes are transparent—through open information, clear procedures, and timely disclosure—efficiency improves by reducing delays, disputes, and errors. Conversely, efficient systems reinforce transparency by ensuring smoother information flow and reliable documentation.

Emerald (2003) found similar evidence in public construction projects, noting that transparency reduces unfairness and wasted resources, thereby improving efficiency. The World Bank (2020) also reported that procurement systems with timely disclosure and open competition achieve shorter cycle times, fewer failed bids, and stronger compliance. These findings confirm that transparency and efficiency are systemic, mutually reinforcing pillars of governance. Accordingly, the null hypothesis (“There is no significant relationship between transparency and efficiency in public procurement”) is rejected. The results provide a strong foundation for the proposed Procurement Improvement Plan, emphasizing that reforms must strengthen both transparency and efficiency together to build trust, accountability, and integrity in public procurement.

Conclusion

The study found that public procurement in government banks is perceived at a *very high level of transparency and efficiency*, with processes conducted openly, resources used optimally, and compliance with laws strongly observed. No significant differences were found across age, sex, or civil status, indicating consistent perceptions among all groups. However, correlation analysis confirmed a *strong and significant relationship* between transparency and efficiency, showing that greater openness directly enhances efficiency and vice versa. Based on these findings, agencies should strengthen transparency mechanisms, improve monitoring systems, and promote standardized practices, while continuous training and capacity-building will sustain compliance. Future studies, including qualitative approaches, are recommended to gain deeper insights into stakeholder perceptions and experiences in procurement.

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Conflict of Interest

The author declares the absence of any conflict of interest that could have influenced the content or conclusions of this paper. She affirms that no financial, personal, or professional relationships with other individuals or organizations have compromised the objectivity, integrity, or impartiality of the research work. As a final point, no external parties influenced the study design, data collection, analysis, or interpretation.

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