



Operational Effects of Ra 9184 On the Procurement Practices of Jose Rizal Memorial State University

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Abstract

This study sought to determine the operational effects of Republic Act No. 9184 on the procurement practices of Jose Rizal Memorial State University (JRMSU). Specifically, it assessed the implementation of RA 9184 and its Implementing Rules and Regulations (IRR) in terms of procurement policies, procedures, and compliance requirements, and determined their relationship with procurement practices in terms of efficiency, transparency, timeliness, and accountability. The study employed a quantitative descriptive-survey research design. Data were gathered from sixty-five (65) respondents directly involved in procurement activities across the five campuses of JRMSU during Academic Year 2025–2026. The study was conducted within the context of the institutional transition toward Republic Act No. 12009. Findings revealed that the implementation of RA 9184 and its IRR at JRMSU was assessed as “Highly Implemented” in terms of procurement policies, procedures, and compliance requirements. Procurement practices likewise demonstrated high levels of efficiency, transparency, timeliness, and accountability. The use of the Philippine Government Electronic Procurement System (PhilGEPS), adherence to procurement planning, and compliance with documentary requirements contributed significantly to these positive assessments. The statistical analysis revealed that there was a significant positive relationship between the implementation of RA 9184 and procurement practices. Institutional factors such as procurement personnel competence, availability of resources, organizational structure, and institutional capacity were found to exert partial intervening effects on procurement performance. Among the variables examined, the implementation of RA 9184 emerged as the strongest predictor of effective procurement practices. The study concludes that RA 9184 played a significant role in institutionalizing transparent, accountable, and efficient procurement practices within JRMSU. The findings provide valuable institutional insights that may inform procurement policy implementation and capacity-building initiatives during the transition to RA 12009.

Keywords: RA 9184, procurement practices, public procurement, higher education institutions, efficiency, transparency, accountability, timeliness, PhilGEPS, Jose Rizal Memorial State University, compliance, institutional capacity, government procurement reform

Introduction

Procurement is a vital component in the efficient use of government resources in the Philippines, especially in state universities and colleges. Republic Act No. 9184 (RA 9184), otherwise known as the Government Procurement Reform Act of 2003, seeks to modernize and standardize the procurement procedures by providing uniform rules for all procuring entities, including institutions such as Jose Rizal Memorial State University (JRMSU). The law highlights principles like transparency, competitiveness, efficiency, accountability and public monitoring and uses tools like the Philippine Government Electronic Procurement System (PhilGEPS) to promote these principles. The law governs procurement planning, contract design, bid evaluation,

award, implementation and dispute resolution and encourages the prudent use of public funds. It also created the Government Procurement Policy Board (GPPB) that will be responsible for policy formulation and monitoring compliance. However, the implementation of RA 9184 in academic institutions had its operational difficulties. State universities, including JRMSU, had to meet stringent regulatory requirements while meeting particular academic needs. Compliance brought in detailed planning procedures and strict eligibility criteria, which affected the flexibility and responsiveness of procurement operations. Despite these challenges, adherence to RA 9184 engendered accountability mechanisms that are crucial for the protection of public funds and the bolstering of institutional credibility.

The shift to the newly enacted Republic Act No. 12009 calls for an understanding of the operational effects of RA 9184 at JRMSU, which has had a significant impact on procurement practices for over two decades.

In light of these considerations, this study investigates how RA 9184 influenced procurement practices at Jose Rizal Memorial State University, identifying both the improvements facilitated by the law and the operational constraints encountered by the institution. The findings of the study aim to generate insights that may inform more responsive and context-specific procurement strategies, thereby support the effective implementation of procurement reforms while remain aligned with statutory objectives. Overall, this study seeks to contribute to informed decision-making at JRMSU by drawing lessons from the institution's experience under RA 9184. These lessons may serve as a guide in refining procurement strategies and strengthening institutional capacity, ensuring that the principles of transparency, efficiency, and accountability remain central to the University's procurement operations during the transition to RA 12009 and in the years beyond. While existing studies have examined compliance and transparency under RA 9184, limited research has focused on its operational effects within state universities and colleges, particularly on how internal institutional factors shape procurement practices in a regional university setting. This gap underscores the relevance of the present study.

Objectives of the Study: The study examines the operational effects of RA 9184 on the procurement practices of Jose Rizal Memorial State University (JRMSU), focusing on procurement activities in the three years leading up to the full implementation of the New Government Procurement Act (RA 12009). It emphasizes transactions under RA 9184 and its Implementing Rules, covering the period from 2023 to early 2025, with data collection and analysis conducted during Academic Year 2025–2026. The study aims to answer specific questions regarding these practices.

1. How do the respondents assess the level of implementation of RA 9184 and its IRR at Jose Rizal Memorial State University in terms of:
 - 1.1 Procurement policies
 - 1.2 Procurement procedures; and
 - 1.3 Compliance requirements?
2. How do the respondents assess the procurement practices of JRMSU under Republic Act No. 9184, in terms of the operational effects on:
 - 2.1 Efficiency of procurement processes;
 - 2.2 Transparency in procurement activities;
 - 2.3 Timeliness of procurement transactions; and
 - 2.4 Accountability in procurement practices?
3. How do the respondents assess the level of the intervening variables in terms of:
 - 3.1 Procurement personnel competence;
 - 3.2 Availability of resources;
 - 3.3 Organizational structure; and
 - 3.4 Institutional capacity?
4. Is there a significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices of Jose Rizal Memorial State University?

5. To what extent do intervening variables influence the relationship between the implementation of RA 9184 and procurement practices? Is there a significant relationship between the Independent and Dependent Variables when disturbed by the following intervening variables:

- 5.1 Procurement personnel competence
- 5.2 Availability of resources
- 5.3 Organizational structure
- 5.4 Institutional capacity?

Theoretical/Conceptual Framework

This study is anchored on Public Procurement Theory, New Public Management (NPM) Theory, Institutional Theory, and Systems Theory. These theories collectively explain how a legal framework such as Republic Act No. 9184 (RA 9184) influences organizational behavior, operational processes, and performance outcomes in public institutions like Jose Rizal Memorial State University (JRMSU). Public Procurement Theory emphasizes the necessity of a robust legal framework to transform public expenditure into genuine public value, wherein procurement functions as a governance mechanism ensuring integrity, accountability, and transparency. In the Philippines, Republic Act No. 9184 operationalizes this theory by establishing uniform procurement rules that underscore legality and fairness. Compliance with this act is viewed as vital for maintaining public trust and ensuring responsible financial management at institutions like Jose Rizal Memorial State University (JRMSU). Conversely, New Public Management (NPM) Theory focuses on enhancing efficiency and implementing private-sector practices within public sector reforms. Here, RA 9184 is perceived as a policy tool that instills market discipline into procurement processes. It mandates competitive bidding and performance-based criteria, framing procurement at JRMSU as strategic for timely and effective service delivery, while delays or inefficiencies indicate a gap between law and practice. Institutional Theory posits that organizations align their practices with established norms to gain legitimacy and resource support. In this context, RA 9184 exerts coercive pressure on JRMSU to conform to standardized procedures, signifying that compliance is not solely about performance but also about audit requirements and public trust. Systems Theory presents an integrated view of organizations as complex systems where changes in one area can impact the entire structure. RA 9184 functions as an external regulatory force that shapes JRMSU's procurement operations, with inefficiencies in procurement having cascading adverse effects on the university's mission execution, impacting both academic and administrative functions. An integrated causal framework suggests a relationship between the effective implementation of RA 9184 and the enhancement of JRMSU's procurement practices, detailing how internal organizational characteristics can mediate this influence. The implementation of the law is seen as critical in improving operational efficiency, transparency, and accountability. The study proposes strategies that focus on capacity building and process optimization to bridge policy and practice gaps.

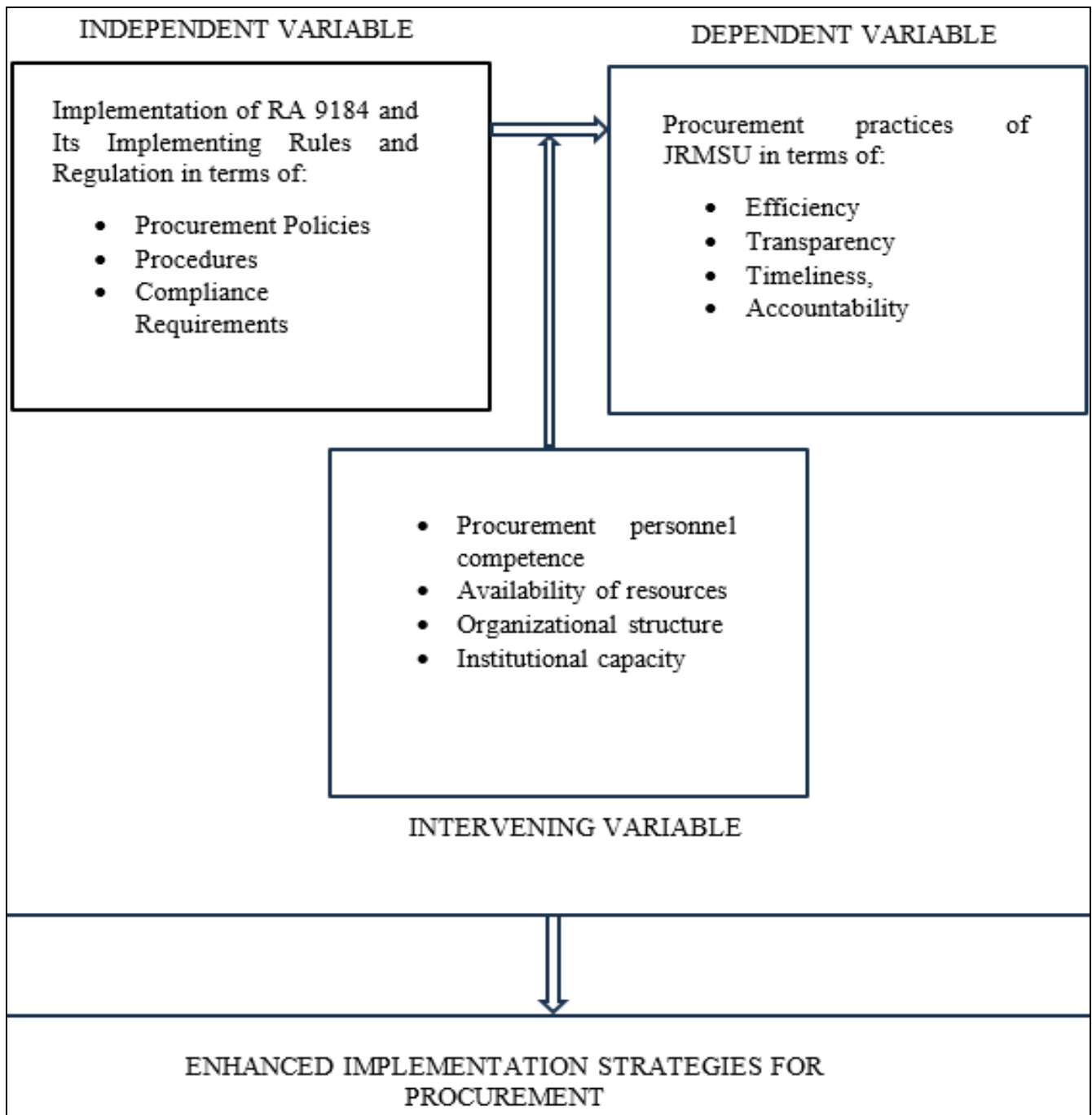


Fig 1: Schema of the study

The synthesis of Public Procurement Theory, NPM, Institutional Theory, and Systems Theory provides a comprehensive analytical perspective on the dynamics governing public procurement at JRMSU. It clarifies how RA 9184 seeks to optimize procurement activities while addressing ongoing operational challenges rooted in institutional compliance, underscoring the importance of evidence-based tactics for enhancing procurement effectiveness through capacity-building, procedural improvements, and policy adjustments.

Methods

This study employed a quantitative descriptive survey design to examine the operational effects of Republic Act No. 9184 (Government Procurement Reform Act) on

procurement practices at Jose Rizal Memorial State University (JRMSU). While data gathering was conducted during Academic Year 2025–2026, a period when procurement activities were already governed by Republic Act No. 12009 and its 2025 Implementing Rules and Regulations, RA 9184 was treated in this study as the baseline legal framework. The provisions, principles, and operational practices established under RA 9184 served as the reference point in assessing continuity, shifts, and perceived impacts on procurement personnel. The descriptive survey approach was deemed appropriate as it allowed the researcher to systematically describe existing conditions, perceptions, and operational practices of procurement personnel, particularly in relation to the transition from RA 9184 to the new procurement law.

Results and Discussion

Table 1: Mean rating and description respondent’s assessment on the level of implementation of RA 9184 and its IRR at Jose Rizal Memorial State University in terms of procurement policies

Statements	Respondent’s assessment	
	Mean	Description
1. The BAC ensures transparency in all stages of the procurement process.	4.74	Highly Implemented
2. Procurement activities are conducted in accordance with the principles of competitiveness and fairness.	4.80	Highly Implemented
3. The BAC adopts a system of accountability in the awarding of procurement contracts.	4.80	Highly Implemented
4. The BAC streamlines procurement processes to ensure the timely implementation of awarded contracts.	4.74	Highly Implemented
5. The BAC regularly monitors procurement activities.	4.66	Highly Implemented
6. All procurement activities are within the approved budget of the University.	4.83	Highly Implemented
7. The Approved Budget for the Contract (ABC) is consistent with the appropriations authorized in the General Appropriations Act (GAA) or Special Trust Fund (STF), as applicable.	4.78	Highly Implemented
8. The Procuring Entity is duly registered with the Philippine Government Electronic Procurement System (PhilGEPS).	4.85	Highly Implemented
9. All procurement opportunities required for posting are posted in the PhilGEPS bulletin board and/or other conspicuous places, as required by law.	4.75	Highly Implemented
10. The Procuring Entity resorts to alternative methods of procurement only to promote economy and efficiency, as allowed under RA 9184 and its IRR.	4.72	Highly Implemented
11. Limited Source Bidding is used only when there are only a few known suppliers or consultants, in accordance with RA 9184 and its IRR.	4.51	Highly Implemented
12. Direct Contracting is resorted to only when a supplier is the sole source of goods, or under special circumstances provided by law.	4.66	Highly Implemented
13. Repeat Order is utilized only to replenish goods previously procured through Competitive Bidding and does not exceed twenty-five percent (25%) of the quantity of each item in the original contract.	4.51	Highly Implemented
14. Shopping is allowed only in cases of unforeseen contingencies requiring immediate purchase, or for the procurement of ordinary or regular office supplies and equipment not available in the Procurement Service, provided that the amount does not exceed the prescribed thresholds and is subject to the conditions set forth in the IRR.	4.54	Highly Implemented
15. Negotiated Procurement is conducted only when the conditions provided under Sections 53.1 to 53.4 of RA 9184 and its IRR are fully satisfied.	4.58	Highly Implemented
Average Weighted Mean	4.70	Highly Implemented

As shown in Table 1, the respondents assessed the level of implementation of RA 9184 and its IRR at Jose Rizal Memorial State University in terms of procurement policies as Highly Implemented, with an Average Weighted Mean of 4.70. This indicates that, in general, procurement policies under RA 9184 are strongly observed and practiced within the university. All fifteen indicators obtained mean ratings within the range of 4.21 to 5.00, which corresponds to the description Highly Implemented. These findings indicate that the implementation of procurement policies at Jose Rizal Memorial State University is generally strong and consistent with the provisions of RA 9184 and its IRR. The

high overall rating reflects the respondents’ favorable assessment of the university’s adherence to transparency, accountability, fairness, budget compliance, and proper use of procurement systems. In this regard, the results provide evidence that the university has established a sound procurement policy environment, while still leaving room for sustained review and enhancement in the application of alternative procurement methods. OECD (2015) [10] pointed out that transparent and accountable procurement procedures enhance public trust and institutional efficiency and mitigate procurement risks and anomalies.

Table 2: Mean rating and description respondent’s assessment on the level of implementation of RA 9184 and its IRR at Jose Rizal Memorial State University in terms of procurement procedures

Statements	Respondent’s assessment	
	Mean	Description
1. Procurement activities are undertaken in accordance with the approved Annual Procurement Plan (APP) of the University.	4.88	Highly Implemented
2. End-user units prepare their respective Project Procurement Management Plans (PPMPs) for different programs, activities, and projects of the University.	4.83	Highly Implemented
3. Individual PPMPs are regularly updated and consolidated into the APP at least once every six (6) months or as often as may be required.	4.60	Highly Implemented
4. The Procuring Entity posts all required procurement-related information in the Philippine Government Electronic Procurement System (PhilGEPS).	4.83	Highly Implemented
5. The Procuring Entity maintains a single Bids and Awards Committee (BAC), as prescribed by law.	4.65	Highly Implemented
6. The Procuring Entity designates at least five (5) but not more than seven (7) members to the BAC.	4.77	Highly Implemented
7. The Procuring Entity has a duly constituted BAC Secretariat that serves as the main support unit of the BAC.	4.75	Highly Implemented
8. During procurement proceedings (e.g. Pre-Bid Conference, Bid Opening, Bid Evaluation, and Post-Qualification), the BAC invites a representative from the Commission on Audit (COA) and at least two (2) observers, in accordance with RA 9184 and its IRR.	4.72	Highly Implemented

9. Bidding Documents are prepared by the Procuring Entity in accordance with the standard forms and guidelines issued by the Government Procurement Policy Board (GPPB).	4.78	Highly Implemented
10. Specifications in the Bidding Documents do not refer to brand names, except when allowed under the IRR.	4.77	Highly Implemented
11. The Invitation to Bid / Request for Expression of Interest is advertised at least once in a newspaper of general nationwide circulation, when required.	4.31	Highly Implemented
12. The Invitation to Bid / Request for Expression of Interest is continuously posted in the PhilGEPS within the prescribed period.	4.72	Highly Implemented
13. The Invitation to Bid / Request for Expression of Interest is posted in at least one conspicuous place reserved for that purpose.	4.63	Highly Implemented
14. For projects with an Approved Budget for the Contract (ABC) of One Million Pesos (₱1,000,000.00) or more, the BAC convenes at least one (1) pre-bid conference.	4.60	Highly Implemented
15. Bids, including eligibility requirements, submitted after the prescribed deadline are not accepted by the BAC.	4.72	Highly Implemented
16. All bids are accompanied by the required bid security, in the form and amount prescribed by the IRR.	4.77	Highly Implemented
17. Bidders submit their bids in two (2) separate sealed envelopes containing the Technical Component and the Financial Component.	4.75	Highly Implemented
18. The BAC opens the bids immediately after the deadline for the submission and receipt of bids.	4.72	Highly Implemented
19. The Approved Budget for the Contract (ABC) serves as the upper limit or ceiling for acceptable bid prices.	4.74	Highly Implemented
20. The bidder with the Single Calculated Bid (SCB) / Lowest Calculated Bid (LCB) or Highest Rated Bid (HRB) undergoes post-qualification to validate/verify correctness and completeness of all the documents submitted by the bidder with the SCB/LCB/HRB.	4.77	Highly Implemented
21. The BAC declares a failure of bidding when no bids are received.	4.83	Highly Implemented
22. A single calculated/rated and responsive bid is considered for award when, after advertisement, only one prospective bidder applies for eligibility check, in accordance with the provisions of this IRR, and it meets the eligibility requirements or criteria, after which it submits a bid which is found to be responsive to the bidding requirements.	4.80	Highly Implemented
23. A single calculated/rated and responsive bid is considered for award when, after advertisement, more than one prospective bidder applies for eligibility check, in accordance with the provisions of this IRR, but only one bidder meets the eligibility requirements or criteria, after which it submits a bid which is found to be responsive to the bidding requirements.	4.80	Highly Implemented
24. A single calculated/rated and responsive bid is considered for award when, after the eligibility check, more than one bidder meets the eligibility requirements, but only one bidder submits a bid, and its bid is found to be responsive to the bidding requirements.	4.74	Highly Implemented
25. The Procuring Entity reserves the right to reject any or all bids and declare a failure of bidding, in accordance with Section 41 of RA 9184 and its IRR.	4.82	Highly Implemented
Average Weighted Mean	4.73	Highly Implemented

As presented in Table 2, the respondents’ assessment of the level of implementation of RA 9184 and its IRR at Jose Rizal Memorial State University in terms of procurement procedures obtained an average weighted mean of 4.73, verbally interpreted as Highly Implemented. This indicates that the university manifests a very high level of adherence to the prescribed procurement procedures under RA 9184 and its Implementing Rules and Regulations. Overall, the results portray that the procurement procedures of the university are being carried out with substantial regularity and strong procedural compliance. This signifies that the

operational mechanisms required under RA 9184 and its IRR are largely embedded in the university’s procurement system. Accordingly, the findings affirm that Jose Rizal Memorial State University maintains an organized and law-aligned procurement process, particularly in the areas of planning, posting, bid handling, evaluation, and award of contracts.

Dagohoy *et al.* (2023) [3] observed that institutions with a higher degree of compliance with procurement procedures under RA 9184 are likely to have better procurement governance and execution practices.

Table 3: Mean rating and description respondent’s assessment on the level of implementation of RA 9184 and its IRR at Jose Rizal Memorial State University in terms of compliance requirements

Statements	Respondent’s assessment	
	Mean	Description
1. The Procuring Entity complies with PhilGEPS requirements by maintaining accurate, complete, and updated procurement-related information in the centralized electronic database of registered stakeholders.	4.77	Highly Implemented
2. Prospective bidders are issued valid digital certificates by a government-accredited certification authority to enable participation in PhilGEPS procurement activities.	4.68	Highly Implemented
3. The Procuring Entity grants honoraria to BAC members in accordance with existing rules and regulations, not exceeding twenty-five percent (25%) of their respective basic monthly salaries.	4.69	Highly Implemented
4. All eligibility, technical, and financial documents submitted by bidders or suppliers are complete, authentic, and subject to verification.	4.69	Highly Implemented
5. Awarded contracts are regularly monitored to ensure compliance with approved terms, conditions, and deliverables.	4.58	Highly Implemented
6. Procurement personnel regularly attend training, seminars, or capacity-building activities related to RA 9184 and its Implementing Rules and Regulations (IRR).	4.46	Highly Implemented
Average Weighted Mean	4.65	Highly Implemented

As shown in Table 3, the respondents’ assessment of the level of implementation of RA 9184 and its IRR at Jose Rizal Memorial State University in terms of compliance requirements obtained an average weighted mean of 4.65, which is verbally interpreted as Highly Implemented. This indicates that the university maintains a very high level of observance of the compliance requirements mandated under RA 9184 and its Implementing Rules and Regulations. Overall, the results convey that the university demonstrates strong conformity and sustained attention to procurement compliance standards. This reflects that the essential requirements prescribed under RA 9184 and its IRR are being carried out in a manner that supports accountability,

document integrity, and lawful procurement administration. Consequently, the findings indicate that Jose Rizal Memorial State University has established a dependable compliance environment that contributes to the proper execution of procurement activities. This was validated by the multi-campus study of Cagayan State University (CSU) which used weighted means from 1,283 personnel to rate compliance with the 2016 Revised IRR of RA 9184 as “high” in the objectives of planning, electronic means, and Bids and Awards Committee functions as “high” which indicates sustained compliance and awareness that further supports the integrity of the document and lawfulness of the administration (Pascua *et al.*, 2021)^[12].

Table 4: Mean rating and description respondent’s assessment on the procurement practices of JRMSU under Republic Act No. 9184, in terms of the operational effects on efficiency of procurement processes

Statements	Respondent’s assessment	
	Mean	Description
1. The implementation of RA 9184 helps ensure that procurement activities of JRMSU are completed within prescribed timelines.	4.75	Highly Implemented
2. Procurement planning under RA 9184 contributes to the timely acquisition of goods, services, and infrastructure projects.	4.69	Highly Implemented
3. The standardized procedures under RA 9184 reduce unnecessary delays in the procurement process.	4.52	Highly Implemented
4. The use of PhilGEPS enhances the speed and overall efficiency of JRMSU’s procurement activities.	4.69	Highly Implemented
5. RA 9184 promotes cost efficiency in the University’s procurement operations.	4.63	Highly Implemented
6. Procurement activities are carried out without unnecessary duplication of work among offices involved.	4.60	Highly Implemented
7. Roles and responsibilities in the procurement process are clearly defined and well-coordinated among concerned units.	4.58	Highly Implemented
Average Weighted Mean	4.64	Highly Implemented

As presented in Table 4, the respondents’ assessment of the procurement practices of JRMSU under Republic Act No. 9184 in terms of the operational effects on efficiency of procurement processes obtained an average weighted mean of 4.64, with a verbal interpretation of Highly Implemented. This indicates that the respondents perceive RA 9184 as having a very positive effect on the efficiency of procurement processes in the university. Overall, the findings indicate that RA 9184 substantially strengthens the functional performance of procurement activities at JRMSU. The law appears to support smoother workflow, timely completion of procurement tasks, and better organizational alignment among units involved in the process. Hence, the

results affirm that the operational application of RA 9184 contributes meaningfully to a more responsive and effective procurement system within the university. This was evidenced by a case study at Central Mindanao University (CMU), a public university in Mindanao that reviewed the performance of RA 9184 in terms of compliance, efficiency, transparency and monitoring and gave an overall rating of “very satisfactory.” The study highlighted simple processes that facilitated organizational alignment and timely execution and recommended procurement guidelines to sustain these benefits (Manguilimotan & Valle, 2017)^[9].

Table 5: Mean rating and description respondent’s assessment on the procurement practices of JRMSU under Republic Act No. 9184, in terms of the operational effects on timeliness of procurement processes

Statements	Respondent’s assessment	
	Mean	Description
1. Procurement activities are completed within the timelines prescribed under RA 9184 and its IRR.	4.58	Highly Implemented
2. Delays in procurement activities are promptly addressed and properly justified.	4.49	Highly Implemented
3. The BAC ensures that bid evaluation and post-qualification are undertaken within the timeframes prescribed by RA 9184 and its IRR.	4.68	Highly Implemented
4. The Bids and Awards Committee acts promptly on procurement-related decisions.	4.71	Highly Implemented
5. Procurement schedules are properly planned, monitored, and followed by concerned offices.	4.65	Highly Implemented
Average Weighted Mean	4.62	Highly Implemented

As reflected in Table 5, the respondents’ assessment of the procurement practices of JRMSU under Republic Act No. 9184 in terms of the operational effects on timeliness of procurement processes obtained an average weighted mean of 4.62, which is verbally interpreted as Highly Implemented. This indicates that the respondents view RA 9184 as contributing greatly to the timely conduct of

procurement activities in the university. Taken as a whole, the findings reveal that RA 9184 plays an important role in reinforcing time-conscious procurement administration at JRMSU. Its implementation appears to promote prompt action, orderly scheduling, and closer observance of procedural deadlines among the offices concerned. Taken as a whole, the findings reveal that RA 9184 plays an important

role in reinforcing time-conscious procurement administration at JRMSU. Its implementation appears to promote prompt action, orderly scheduling, and closer observance of procedural deadlines among the offices concerned. Thus, the results point to a procurement environment where timeliness is actively supported, and operational delays are generally kept under control.

RA 9184 mandates procurement completion within three months maximum (or shorter), with IRR Annex C specifying timelines like 24-119 days for goods/services-

fostering prompt, orderly execution and delay control in universities (Government Procurement Policy Board, 2024) [7]. d. Thus, the results point to a procurement environment where timeliness is actively supported and operational delays are generally kept under control.

RA 9184 mandates procurement completion within three months maximum (or shorter), with IRR Annex C specifying timelines like 24-119 days for goods/services-fostering prompt, orderly execution and delay control in universities (Government Procurement Policy Board, 2024) [7].

Table 6: Mean rating and description respondent’s assessment on the procurement practices of JRMSU under Republic Act No. 9184, in terms of the operational effects on transparency of procurement processes

Statements	Respondent’s assessment	
	Mean	Description
1. Procurement opportunities of the University that require posting are publicly and adequately posted on PhilGEPS, the University website, and in conspicuous places within the University premises.	4.83	Highly Implemented
2. Bidding documents and procurement-related information are easily accessible to stakeholders.	4.74	Highly Implemented
3. The implementation of RA 9184 ensures openness and fairness in the bidding process.	4.77	Highly Implemented
4. Procurement decisions are properly documented and disclosed in accordance with RA 9184 and its IRR.	4.75	Highly Implemented
5. The Procuring Entity (Jose Rizal Memorial State University) consistently utilizes PhilGEPS to promote transparency and ensure fair and competitive procurement processes.	4.78	Highly Implemented
6. Clear, complete, and timely procurement information is provided to bidders and concerned offices.	4.74	Highly Implemented
7. Procurement activities are conducted in a manner that promotes transparency and public accountability.	4.78	Highly Implemented
Average Weighted Mean	4.77	Highly Implemented

As presented in Table 6, the respondents’ assessment of the procurement practices of JRMSU under Republic Act No. 9184 in terms of the operational effects on transparency of procurement processes obtained an average weighted mean of 4.77, which is verbally interpreted as Highly Implemented. This indicates that the implementation of RA 9184 is perceived to have a very strong positive effect on the transparency of procurement activities in the university. Taken together, the findings signify that RA 9184 has

helped cultivate an open and accountable procurement environment at JRMSU. The results imply that transparency is not only recognized as a legal requirement but is also evident in the university’s actual procurement practices through posting, disclosure, and information-sharing mechanisms. Hence, the study demonstrates that the law meaningfully supports a procurement system that is visible, fair, and answerable to its stakeholders.

Table 7: Mean rating and description respondent’s assessment on the procurement practices of JRMSU under Republic Act No. 9184, in terms of the operational effects on accountability of procurement processes

Statements	Respondent’s assessment	
	Mean	Description
1. Procurement personnel of Jose Rizal Memorial State University clearly understand and perform their defined roles and responsibilities in accordance with RA 9184.	4.66	Highly Implemented
2. Accountability mechanisms prescribed under RA 9184 effectively helped prevent procurement-related irregularities in the University.	4.71	Highly Implemented
3. Violations of procurement procedures are subjected to appropriate administrative and/or legal sanctions, as provided by existing laws and regulations.	4.66	Highly Implemented
4. Internal control mechanisms within the University strengthen accountability among procurement officials and staff.	4.66	Highly Implemented
5. Compliance with RA 9184 promotes ethical conduct in JRMSU’s procurement activities.	4.69	Highly Implemented
6. Oversight mechanisms, such as the Commission on Audit (COA) and procurement observers, effectively promote accountability in the procurement process.	4.65	Highly Implemented
7. Proper, complete, and timely documentation is maintained for all procurement activities of the University.	4.66	Highly Implemented
8. Reported procurement-related irregularities are promptly investigated and acted upon in accordance with applicable rules and procedures.	4.71	Highly Implemented
Average Weighted Mean	4.68	Highly Implemented

As reflected in Table 7, the respondents’ assessment of the procurement practices of JRMSU under Republic Act No. 9184 in terms of the operational effects on accountability of procurement processes obtained an average weighted mean of 4.68, which is verbally interpreted as Highly Implemented. This indicates that the implementation of RA 9184 is perceived to have a very strong effect in promoting

accountability in the university’s procurement activities. Overall, the findings demonstrate that RA 9184 has helped foster a procurement setting at JRMSU where responsibility, ethical conduct, and answerability are strongly upheld. The results point to a system in which mechanisms for control, documentation, and corrective action are actively recognized as part of procurement practice. Thus, the study

indicates that the law significantly contributes to a procurement environment that values responsible decision-making and institutional integrity. The findings align with

the objectives of RA 9184 as emphasized by the GPPB, particularly in promoting accountability, transparency, and ethical procurement governance.

Table 8: Mean rating and description respondent’s assessment assess the level of the intervening variables in terms of procurement personnel competence

Statements	Respondent’s assessment	
	Mean	Description
1. Procurement personnel are knowledgeable about the provisions of RA 9184 and its IRR.	4.72	Highly Implemented
2. Members of the BAC and BAC Secretariat have received adequate training related to public procurement.	4.68	Highly Implemented
3. Procurement staff demonstrate technical competence in preparing procurement documents (e.g., APP, TOR, bidding documents).	4.68	Highly Implemented
4. Procurement personnel are capable of resolving procurement-related issues in compliance with RA 9184.	4.75	Highly Implemented
5. Continuous professional development is encouraged among procurement personnel.	4.71	Highly Implemented
6. University personnel involved in procurement (BAC, TWG, Secretariat) possess a comprehensive understanding of the provisions of RA 9184 and its IRR.	4.66	Highly Implemented
7. There is a clear system for mentoring new procurement staff to ensure knowledge transfer and continuity.	4.66	Highly Implemented
8. The competence of procurement personnel contributes to fewer errors in bidding documents and procurement timelines.	4.75	Highly Implemented
9. High standards of integrity and ethical behavior among procurement personnel are important factors in ensuring credible procurement processes.	4.80	Highly Implemented
Average Weighted Mean	4.71	Highly Implemented

As shown in Table 8, the respondents’ assessment of the level of the intervening variables in terms of procurement personnel competence obtained an average weighted mean of 4.71, which is verbally interpreted as Highly Implemented. This indicates that procurement personnel competence is perceived to be a very important factor in the effective implementation of procurement activities in the university. Overall, the findings underscore that personnel capability serves as a vital enabling condition in sustaining effective procurement performance at JRMSU. The results imply that the successful implementation of procurement laws and procedures is closely linked to the knowledge,

ethical standards, and practical skills of the individuals involved. Therefore, the study highlights procurement personnel competence as a key institutional strength that helps maintain credible, accurate, and well-managed procurement practices. Procurement workers that have proper knowledge and training in RA 9184 are more aware and do better in procurement procedures (Dagohoy *et al.*, 2023) [3]. The study indicates that competency is highly linked to successful execution of procurement, especially in the preparation, bidding and documentation phases.

Table 9: Mean rating and description respondent’s assessment assess the level of the intervening variables in terms of availability of resources

Statements	Respondent’s assessment	
	Mean	Description
1. The University provides sufficient financial resources to support procurement activities.	4.82	Highly Implemented
2. Procurement personnel have access to adequate office equipment and ICT tools.	4.66	Highly Implemented
3. Procurement activities are supported by updated procurement manuals and reference materials.	4.74	Highly Implemented
4. There is sufficient manpower to carry out procurement functions efficiently.	4.60	Highly Implemented
5. The University allocates funds for procurement-related trainings and capacity-building activities.	4.68	Highly Implemented
6. The Annual Procurement Plan (APP) is prepared timely and serves as an effective guide for budgetary allocation.	4.78	Highly Implemented
7. The university’s budget is sufficient to support its planned procurement activities for the fiscal year.	4.78	Highly Implemented
8. The procurement office has adequate and modern technological resources (computers, software, internet) to efficiently conduct procurement processes.	4.60	Highly Implemented
9. There is a dedicated and sufficient number of personnel to handle the volume of procurement transactions.	4.65	Highly Implemented
10. Access to the Philippine Government Electronic Procurement System (PhilGEPS) and other online portals is reliable and efficient.	4.80	Highly Implemented
Average Weighted Mean	4.71	Highly Implemented

As shown in Table 9, the respondents’ assessment of the level of the intervening variables in terms of availability of resources obtained an average weighted mean of 4.71, which is verbally interpreted as Highly Implemented. This indicates that the availability of resources is perceived to be a very important factor in supporting the effective implementation of procurement activities at Jose Rizal Memorial State University. Overall, the findings reveal that

resource adequacy functions as a strong support mechanism for the procurement system of JRMSU. The results suggest that funding, planning tools, online system access, and institutional support structures provide a favorable foundation for carrying out procurement responsibilities. Therefore, the study points to the availability of resources as a significant enabling condition that helps sustain organized, responsive, and effective procurement operations in the

university.

The study conducted at Nueva Ecija University of Science and Technology (NEUST) cited budget restrictions and lack

of digital technologies as hurdles to RA 9184 compliance and recommended structured funding and automation for efficient and responsive processes (Dela Cruz, 2025) [5].

Table 10: Mean rating and description respondent’s assessment assess the level of the intervening variables in terms of organizational structure

Statements	Respondent’s assessment	
	Mean	Description
1. The roles and responsibilities of the BAC, Secretariat, TWG, and end-users are clearly defined and understood by all.	4.74	Highly Implemented
2. There is effective coordination among the BAC, end-user units, and other offices.	4.74	Highly Implemented
3. Decision-making authority in procurement is clearly established and properly delegated.	4.74	Highly Implemented
4. The procurement process is supported by an organizational structure that promotes accountability.	4.75	Highly Implemented
5. Communication among procurement stakeholders is clear and efficient.	4.66	Highly Implemented
6. The procurement structure operates with independence and is free from undue influence in its decision-making.	4.74	Highly Implemented
7. The flow of procurement documents from request to delivery follows a clear, streamlined, and timely process.	4.74	Highly Implemented
8. The current organizational setup facilitates compliance with the mandatory periods stipulated in RA 9184.	4.75	Highly Implemented
Average Weighted Mean	4.74	Highly Implemented

As presented in Table 10, the respondents’ assessment of the level of the intervening variables in terms of organizational structure obtained an average weighted mean of 4.74, which is verbally interpreted as Highly Implemented. This indicates that the organizational structure of the university is perceived to be a very important factor in supporting the proper implementation of procurement activities under RA 9184.

Overall, the findings show that the organizational arrangement of JRMSU provides a solid institutional framework for procurement implementation. The results indicate that clearly assigned functions, coordinated

working relationships, delegated authority, and orderly document flow contribute to a procurement system that is structured and dependable. Thus, the study highlights organizational structure as a crucial institutional element that reinforces lawful, coordinated, and efficient procurement management within the university.

Pangasinan State University's procurement system exemplifies orderly arrangements with defined BAC roles, delegated authority, and electronic workflows, supporting lawful and efficient management (Pangasinan State University, n.d.).

Table 11: Mean rating and description respondent’s assessment assess the level of the intervening variables in terms of institutional capacity

Statements	Respondent’s assessment	
	Mean	Description
1. The university’s existing procurement manuals, policies, and guidelines are updated and fully aligned with RA 9184 and its latest IRR.	4.66	Highly Implemented
2. There is a strong institutional commitment (from top management) to support procurement reform and compliance.	4.72	Highly Implemented
3. Internal monitoring and audit mechanisms are effective in ensuring compliance and identifying areas for improvement.	4.69	Highly Implemented
4. The university’s procurement system effectively balances the principles of transparency, accountability, efficiency, and value for money.	4.75	Highly Implemented
5. RA 9184 has been an important factor in enhancing the credibility, predictability, and fairness of procurement processes in JRMSU.	4.80	Highly Implemented
6. The University has institutional policies that support the effective implementation of RA 9184.	4.77	Highly Implemented
7. Monitoring and evaluation mechanisms are used to assess procurement performance.	4.72	Highly Implemented
8. Institutional practices promote transparency and accountability in procurement operations.	4.78	Highly Implemented
Average Weighted Mean	4.74	Highly Implemented

As presented in Table 11, the respondents’ assessment of the level of the intervening variables in terms of institutional capacity obtained an average weighted mean of 4.74, which is verbally interpreted as Highly Implemented. This indicates that institutional capacity is perceived to be a very important factor in supporting the successful implementation of procurement activities under RA 9184 at Jose Rizal Memorial State University.

Overall, the findings indicate that JRMSU possesses a strong institutional foundation that sustains the implementation of RA 9184 in its procurement operations. The results point to the presence of supportive policies,

administrative commitment, and governance practices that help preserve fairness, consistency, and compliance in procurement activities. Therefore, the study underscores institutional capacity as a vital organizational asset that strengthens the university’s ability to carry out procurement responsibilities effectively and responsibly.

Research on higher education procurement reveals that good governance promotes efficiency, openness, and lower anomalies through legislative clarity, commitment from leadership, monitoring, and digital technologies. Participatory structures in governance promote trust and compliance (Okafor & Eze, 2025) [11].

Table 12: Test of Significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices in terms of efficiency of procurement processes

Test of Relationship	Efficiency of procurement processes		
	Rho value	p-value @ 0.05*	Decision
Procurement policies	0.330	0.007	Significant
Procurement procedures	0.398	0.001	Significant
Compliance requirements	0.533	<0.001	Significant

*p-value < 0.05 level of significance = significant; Reject H₀ **p-value > 0.05 level of significance = not significant; Fail to Reject H₀

As presented in Table 12, the test of significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices in terms of efficiency of procurement processes shows that all three dimensions of implementation-procurement policies, procurement procedures, and compliance requirements-have a significant relationship with efficiency of procurement processes. This is evidenced by their corresponding p-values, all of which are lower than the 0.05 level of significance, leading to the decision to reject the null hypothesis.

Overall, the findings reveal that the implementation of RA 9184 and its IRR is meaningfully associated with the efficient conduct of procurement activities at JRMSU. The results point out that stronger application of procurement policies, procedures, and especially compliance requirements correspond with better operational efficiency in the university’s procurement system. Thus, the study establishes that these dimensions of implementation serve as important determinants of how efficiently procurement processes are carried out.

A study conducted on the awareness of end-users on the guidelines of RA 9184 in a public university shown that 100% conformity to the rules reduces delay (Alconaba *et al.*, 2024)^[1].

Table 13: Test of Significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices in terms of transparency of procurement processes

Test of Relationship	Transparency of procurement processes		
	Rho value	p-value @ 0.05*	Decision
Procurement policies	0.442	<0.001	Significant
Procurement procedures	0.449	<0.001	Significant
Compliance requirements	0.506	<0.001	Significant

*p-value < 0.05 level of significance = significant; Reject H₀ **p-value > 0.05 level of significance = not significant; Fail to Reject H₀

As presented in Table 13, the test of significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices in terms of transparency of procurement processes shows that all three dimensions of implementation, procurement policies, procurement procedures, and compliance requirements-have a significant relationship with transparency of procurement processes. This is shown by the p-values, all of which are

less than 0.05, leading to the decision to reject the null hypothesis.

Overall, the findings demonstrate that the implementation of RA 9184 and its IRR is closely linked to the promotion of transparent procurement practices at JRMSU. The results indicate that stronger enforcement of procurement policies, procedures, and compliance requirements corresponds with greater openness, disclosure, and visibility in procurement operations. Therefore, the study confirms that these implementation dimensions play a substantial role in advancing transparency within the university’s procurement system.

The research conducted in Misamis Occidental LGU shows that the consistent application of the procedures of RA 9184 (mean 4.76 “always”) brings about transparency through electronic processes and documentation that reduces corruption and increases transparency. This means that the stronger the implementation is, the higher the transparency.

Table 14: Test of Significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices in terms of timeliness of procurement transactions

Test of Relationship	Timeliness of procurement processes		
	Rho value	p-value @ 0.05*	Decision
Procurement policies	0.361	0.003	Significant
Procurement procedures	0.424	<0.001	Significant
Compliance requirements	0.333	0.007	Significant

*p-value < 0.05 level of significance = significant; Reject H₀ **p-value > 0.05 level of significance = not significant; Fail to Reject H₀

As presented in Table 14, the test of significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices in terms of timeliness of procurement transactions shows that all three dimensions of implementation-procurement policies, procurement procedures, and compliance requirements-have a significant relationship with timeliness of procurement processes. This is evidenced by the p-values, all of which are below the 0.05 level of significance, resulting in the decision to reject the null hypothesis.

Overall, the findings indicate that the implementation of RA 9184 and its IRR bears a meaningful connection to the prompt execution of procurement activities at JRMSU. The results suggest that stronger observance of procurement policies, procedures, and compliance standards corresponds with better scheduling and faster completion of procurement transactions. Therefore, the study affirms that these dimensions of implementation serve as important drivers of timeliness in the university’s procurement system.

Meanwhile, Cagayan State University’s compliance study across campuses revealed high implementation of procurement planning and bidding procedures under the 2016 Revised IRR correlates with reduced delays, though inconsistencies highlight the need for uniform enforcement-rejecting null hypotheses on awareness and application (Pascua *et al.*, 2021)^[12].

Table 15: Test of Significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices in terms of accountability in procurement transactions

Test of Relationship	Accountability of procurement processes		
	Rho value	p-value @ 0.05*	Decision
Procurement policies	0.506	<0.001	Significant
Procurement procedures	0.435	<0.001	Significant
Compliance requirements	0.663	<0.001	Significant

*p-value < 0.05 level of significance = significant; Reject H₀
 **p-value > 0.05 level of significance = not significant; Fail to Reject H₀

As presented in Table 15, the test of significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices in terms of accountability in procurement transactions shows that all three dimensions of implementation-procurement policies, procurement procedures, and compliance requirements-have

a significant relationship with accountability of procurement processes. This is supported by the p-values, all of which are less than 0.05, leading to the decision to reject the null hypothesis.

Overall, the findings reveal that the implementation of RA 9184 and its IRR is closely connected with the strengthening of accountability in JRMSU’s procurement operations. The results indicate that stronger enforcement of procurement policies, procedures, and especially compliance requirements correspond with a more responsible and well-regulated procurement system. Hence, the study establishes that these implementation dimensions are essential components in fostering institutional accountability in procurement transactions.

Cabardo (2024) [2], research found that procurement competence is a significant predictor of compliance ($r = 0.353, p < .05$) and accountability is a mediating variable that enhances the enforcement of policies and procedures which increases responsibility and transparency. It is similar to your $\rho = 0.506/0.435$ and highest compliance $\rho = 0.663$.

Table 16: Test of Significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices when disturbed by the intervening variable: procurement personnel competence

Test of Relationship	Before Intervening Variable			After Intervening Variable		
	Beta Coefficients	p-value @ 0.05*	Decision	Beta Coefficients	p-value @ 0.05*	Decision
Level of implementation of Republic Act No. 9184 and its IRR	0.671	<0.001	Significant	0.638	<0.001	Significant

*p-value < 0.05 level of significance = significant; Reject H₀
 **p-value > 0.05 level of significance = not significant; Fail to Reject H₀

Table 16 presents the test of significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and procurement practices when disturbed by the intervening variable procurement personnel competence. Before the inclusion of the intervening variable, the level of implementation of Republic Act No. 9184 and its IRR showed a beta coefficient of 0.671 with a p-value of less than 0.001, which is lower than the 0.05 level of significance. This indicates that the relationship is statistically significant, leading to the rejection of the null hypothesis. The positive beta coefficient further implies that a higher level of implementation of Republic Act No. 9184

and its IRR is associated with better procurement practices. Dante and Bernabe (2024) [4], supported on the findings, they revealed that the effective implementation of RA 9184 substantially enhanced systematic and efficient procurement processes. While the researchers highlighted the need of professionalizing and assessing procurement workers, the enforcement of procurement regulations and processes remained the primary determinant of procurement efficacy. This corroborates your conclusion that the competency of procurement staff exerts an intervening or partial influence, although does not negate the significant impact of RA 9184 implementation on procurement practices.

Table 17: Test of Significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices when disturbed by the intervening variable: availability of resources

Test of Relationship	Before Intervening Variable			After Intervening Variable		
	Beta Coefficients	p-value @ 0.05*	Decision	Beta Coefficients	p-value @ 0.05*	Decision
Level of implementation of Republic Act No. 9184 and its IRR	0.671	<0.001	Significant	0.607	<0.001	Significant

*p-value < 0.05 level of significance = significant; Reject H₀
 **p-value > 0.05 level of significance = not significant; Fail to Reject H₀

Table 17 shows the test of significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and procurement practices when the intervening variable, availability of resources, is considered. Prior to the inclusion of the intervening variable, the level of implementation of Republic Act No. 9184 and its IRR obtained a beta coefficient of 0.671 with a p-value of less than 0.001. Since the p-value is lower than the 0.05 level of significance, the relationship is considered significant,

leading to the rejection of the null hypothesis. The positive beta coefficient indicates that better implementation of Republic Act No. 9184 and its IRR corresponds to improved procurement practices. Overall, the findings imply that the implementation of Republic Act No. 9184 and its IRR has a meaningful and positive bearing on procurement practices, even when availability of resources is taken into consideration. This further indicates that resource availability may only serve as

a partial intervening factor and does not diminish the essential role of proper law implementation in ensuring sound procurement practices.

World Bank (2017) ^[14] research found that nations with robust procurement legislative frameworks and compliance

systems exhibit superior procurement efficiency and transparency, irrespective of variations in financial or material resources. Nonetheless, resource limitations may impede implementation but do not negate the impact of procurement regulations.

Table 18: Test of Significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices when disturbed by the intervening variable: organizational structure

Test of Relationship	Before Intervening Variable			After Intervening Variable		
	Beta Coefficients	p-value @ 0.05*	Decision	Beta Coefficients	p-value @ 0.05*	Decision
Level of implementation of Republic Act No. 9184 and its IRR	0.671	<0.001	Significant	0.596	<0.001	Significant

*p-value < 0.05 level of significance = significant; Reject H₀

**p-value > 0.05 level of significance = not significant; Fail to Reject H₀

Table 18 presents the test of significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and procurement practices when organizational structure is introduced as an intervening variable. Prior to the inclusion of the intervening variable, the level of implementation of Republic Act No. 9184 and its IRR registered a beta coefficient of 0.671 with a p-value of less than 0.001. Since the p-value is below the 0.05 level of significance, the relationship is statistically significant, thus the null hypothesis is rejected. The positive beta coefficient signifies that stronger implementation of Republic Act No. 9184 and its IRR is linked with more effective procurement practices. The findings show that the implementation of

Republic Act No. 9184 and its IRR retains a meaningful and positive association with procurement practices, even when organizational structure is taken into account. This indicates that organizational structure may only partially affect the relationship, while proper implementation of the procurement law continues to play a vital role in shaping procurement practices.

The OECD (2015) ^[10] asserts that effective procurement systems rely more on legal frameworks, governance regulations, and compliance methods than solely on organizational structure. Although organizational structure can affect coordination and efficiency, it cannot supersede the impact of robust procurement laws and regulations.

Table 19: Test of Significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and the procurement practices when disturbed by the intervening variable: institutional capacity

Test of Relationship	Before Intervening Variable			After Intervening Variable		
	Beta Coefficients	p-value @ 0.05*	Decision	Beta Coefficients	p-value @ 0.05*	Decision
Level of implementation of Republic Act No. 9184 and its IRR	0.671	<0.001	Significant	0.571	<0.001	Significant

*p-value < 0.05 level of significance = significant; Reject H₀

**p-value > 0.05 level of significance = not significant; Fail to Reject H₀

Table 19 reflects the test of significant relationship between the level of implementation of Republic Act No. 9184 and its IRR and procurement practices when institutional capacity is treated as an intervening variable. Before the inclusion of the intervening variable, the level of implementation of Republic Act No. 9184 and its IRR yielded a beta coefficient of 0.671 and a p-value of less than 0.001. Since the p-value is lower than the 0.05 level of significance, the relationship is statistically significant; hence, the null hypothesis is rejected. The positive beta coefficient denotes that as the implementation of Republic Act No. 9184 and its IRR improves; procurement practices likewise tend to improve. In general, the findings affirm that the implementation of Republic Act No. 9184 and its IRR maintains a significant and positive link with procurement practices, even in the presence of institutional capacity as an intervening variable. This implies that institutional capacity may partially shape the relationship, but proper implementation of the procurement law and its IRR remain an essential determinant of sound procurement practices.

OECD (2015) ^[10] and World Bank (2017) ^[14] emphasized that institutional capacity improves procurement efficacy but does not supersede the impact of procurement laws and regulations.

Conversely, data from Andrews (2013) and Prier and McCue (2013) indicates that, in certain settings, institutional capacity may have a more pronounced direct impact on procurement performance. Nonetheless, the current analysis illustrates that institutional capability partially elucidates the correlation between the implementation of RA 9184 and procurement practices.

Conclusion

The study highlighted that the implementation of Republic Act No. 9184 and its Implementing Rules and Regulations significantly strengthened procurement practices at Jose Rizal Memorial State University (JRMSU). It found that procurement policies and procedures were effectively implemented, aligning with principles of transparency, accountability, timeliness, and efficiency. Systems like PhilGEPS and adherence to planning and documentation improved procurement processes. While factors such as personnel competence and organizational structure influenced practices partially, the law's compliance was the foremost predictor of procurement success. The study concluded that uniform implementation of RA 9184 positively impacted procurement performance, underscoring the importance of compliance, training, and structured

processes in enhancing governance and achieving institutional objectives.

Recommendations

The following recommendations are being made in light of the findings and outcomes:

- Regular and advanced training sessions should be conducted for procurement personnel to further improve their technical competence especially those with less experience or attended less trainings.
- Maintain and regularly review monitoring, documentation and reporting mechanisms to further reinforce transparency and accountability, ensuring continuous compliance with RA 9184 and its IRR.
- Document and communicate best practices across the university and across campuses to standardize application of RA 9184 and foster a culture of continuous improvement in the governance of procurement.
- For future studies, it is recommended to conduct a study which go beyond process compliance and measure the impact of RA 9184 on procurement outcomes such as value for money, service delivery, and stakeholder satisfaction.

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