

Public Procurement Management and Digital innovations: A Systematic Literature Review

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ABSTRACT

Public procurement management is among one of the essential functions of public management, playing a significant role in stimulating economic efficiency, sustainability, and governance objectives. The systematic review of literature examines the effectiveness of public procurement management practices by combining findings from diverse scholarly studies. Keeping with PRISMA guidelines, the study used a thematic content analysis method to identify literature published between 2018 and 2024. The fundamental themes discovered contain procurement efficiency, governance, circular procurement, green public procurement, public-private partnerships, and the integration of evolving technologies such as block chain. The findings disclose persistent challenges such as inefficiencies, corruption, lack of transparency, and inadequate stakeholder engagement, alongside emerging opportunities to leverage sustainability and technological innovation. This systematic literature review adds to the academic discourse by providing a comprehensive synthesis of current knowledge and contributing actionable insights for policymakers and practitioners.

Keywords: Block chain, Efficiency, Public Procurement management, content analysis

1. INTRODUCTION

Public procurement is an important function of government playing a fundamental role in ensuring efficient and sustainable processes to optimizing the use of public funds, *extensively* cited by [scholars](#) (Cristina, 2024; Okwudili-Maduekeh et al., 2022; Mimović & Krstić, 2016; Smerichevska & Postnikov, 2024). Manta and Mansi (2024) public procurement is a crucial tool to drive the transformation of our economy towards a green and digital one. Even though its [importance in achieving](#) efficiency and effectiveness in public procurement remains a significant challenge due to the multidimensional interplay of legal, cultural, and policy factors across jurisdictions (Njonge, 2023). Current procurement systems continue to be undermined by persistent inefficiencies, corruption, and a lack of transparency (Williams-Elegbe, 2018). At the same time, there is a growing emphasis on environmental sustainability and technological advancements. This is evidenced by the adoption of practices such as green public procurement, circular procurement, public-private partnerships, and blockchain integration. These approaches are specifically aimed at procuring goods, services, and works with a reduced environmental impact throughout their life cycle, compared to conventional alternatives with similar primary functions (Sönnichsen & Clement, 2020).

This study explores the potential of emerging technologies to enhance public procurement practices. Moreover, the review aims to provide a foundation for evidence-based reforms that align procurement processes with broader economic, social, and environmental goals. During estimating the effectiveness of public procurement management, the systematic review raised two important questions: What are the key factors influencing the effectiveness of public procurement management across different governance systems? Which legal, cultural, and policy elements affect procurement efficiency such as inefficiencies and corruption identified in the literature? Furthermore, how do circular procurement, public-private partnerships, and blockchain integration contribute to improving public procurement management?

2. LITERATURE REVIEW

2.1. Systems Theory

The theory serves as an invaluable framework for analyzing the effectiveness of public procurement management due to its holistic approach to understanding complex, interconnected systems (Loosemore & Cheung, 2015). Systems theory assumes that these elements interact dynamically, resulting in outputs that are greater than the sum of individual actions. The following theoretical basis has been particularly relevant for the review's findings, underlining such challenges as inefficiencies, lack of transparency, and limited stakeholder engagement, while the opportunities related to green procurement, public-private partnerships, and blockchain technology have been pointed out.

Public procurement management can be as an interdependent systems, systems theory enables a deeper exploration of how changes to one element, such as the introduction of new regulatory frameworks or technological tools, ripple through the system, impacting overall effectiveness (Moe et al., 2017). Thus, systems theory provides good insight to interconnected challenges and opportunities identified in the review can be synthesized, providing actionable insights for fostering sustainable, transparent, and efficient procurement management systems.

2.2. Institutional Theory

Forster et al.(2024) identifies that institutional theory offers a wide-range of understanding that established norms, rules, and structures shape public procurement management practices, making it a suitable theoretical basis for the systematic literature review. The theory focuses on the institutional environment, which includes formal regulations, governance frameworks, and informal cultural norms that influence organizational behavior and decision-making. Banwo et al. (2022) explaining why organizations reflect the traditions of their institutional environments. Osato et al.(2024) also explore the tension between compliance and innovation, illustrating how procurement officials navigate regulatory requirements while striving to use of blockchain technology for enhanced accountability.

2.2.1. Public Procurement Efficiency and Effectiveness

Public procurement efficient and effective is an optimal use of public funds, minimize waste and improve service delivery but There is persistent challenges in achieving efficiency and effectiveness due to corruption and inefficiency in public procurement Paraskeva & Tsoulfas

(2025).The studies by Boykin et al. (2024), Changelima et al.(2020), Zhang (2023) and Patel et al. (2024), Zhang (2023) and Patel et al. (2024) suggest purchasing efficiency and purchasing effectiveness reduce administrative burdens by integrating technologies.

The Role of Partnerships and Stakeholder Engagement

An important tool in different sectors for addressing sectorial inefficiencies was through public-private partnerships while Walwyn, D. R., and Nkolele, A. T. (2018) and Ayalew (2024) provide valuable insights into the challenges of public-private partnerships, such as governance constraints and cost overruns, The studies by Gomez (2023) and Lee et al. (2024) explore innovative PPP models that leverage digital platforms to enhance stakeholder engagement and transparency also minimize divergent working practices, bureaucratic inefficiencies, insufficient incentives, and the presence of corruption, all of which pose significant challenges. Khorana et al. (2024) highlight the transformative potential of blockchain technology in fostering transparency and collaboration, indicating its integration into Procurement. Despite the fact that, the discussion on blockchain could be expanded to address its limitations, such as scalability and regulatory challenges, that are critical for its widespread adoption.

Political Dynamics and Procurement Transparency

An adverse correlation of being politically connected and green public procurement can negatively affect procurement efficiency which is also in line with the finding Titl et al. (2021), highlights the adverse implications of the corruption as these power plays between the actors of the decision making and the requirements from transparent frameworks. The study conducted by Ali et al. (2024) analyzed e-procurement systems reducing political interventions through accountability and corruption risks in public procurement in the majority of developing nations.

Environmental Sustainability and Green Public Procurement (GPP)

Krieger & Zipperer (2022) emphasized a major pathway to the promotion of circular economy and related business models, which are focused on retaining the value of products, materials and resources by closing loops and reducing waste production these show the positive effects of GPP policies on small and micro enterprises while Kuperstein et al. (2021) investigates the interplay in the context of sustainable development (instruments including green procurement construction works through the use of sustainable materials and the studies by Martínez, et al. (2023) and Kim et al. (2024) provides the role of GPP in achieving environmental sustainability targets and its integration with circular economy principles.

Financial Stability

The protection laws on procurement contract types conducted by Liu et al.(2024) points out the shift from fixed-price to cost-plus contracts in response to financial risks. Studies by Chen et al. (2023) and Rahman et al. (2024) explore financial technologies like digital payments used to reduce transaction costs by enhancing procurement transparency and reducing risks associated with contractor liquidation.

Circular Procurement

According to Sajid et al. (2024) examine the barriers to adopting circular procurement (CP) in the construction industry can be determined by stakeholder engagement and infrastructure development. Studies by Wang et al. (2023) and Singh et al. (2024) discover innovative models and their scalability across different sectors through underlining the role of policy incentives and regulatory frameworks in promoting CP adoption and address the potential of digital platforms to facilitate reverse logistics and enhance resource efficiency.

Decision-Making Priorities and Cost Efficiency

Tukiainen et al. (2024) investigate cost avoidance over value maximization by decision-making processes of procurement officials. Recent studies by Brown et al. (2023) and Taylor et al. (2024) investigated training programs and decision-support tools can help align procurement priorities with broader economic objectives of behavioral economics and cognitive biases in procurement decision-making through the potential of data-driven decision-making tools in enhancing cost efficiency and value creation.

Integration of Technology and Innovation

The transformative potential of blockchain technology as highlighted by Khorana et al. (2024), Ahmed et al. (2023) and Kumar et al. (2024) explore the integration of artificial intelligence (AI) and the Internet of Things (IoT) into procurement systems, highlighting their potential to enhance automation, predictive analytics, and supplier management to address the ethical and regulatory challenges associated with the adoption of these technologies, particularly in terms of data privacy and algorithmic bias.

3. METHODOLOGY AND PROCEDURE OF REVIEW

This systematic literature review follows the Preferred Reporting Items for systematic Reviews and Meta-analyses PRISMA 2020 guidelines (Page et al., 2021) to ensure methodological rigor, transparency, and reproducibility. Utilizing a thematic synthesis approach, the review critically analyzes and to thoroughly address the research questions.

3.1. Literature search: The systematic review used academic databases such as Scopus and Web of Science, such as Springer, Wiley and Google Scholar to encompass a broad spectrum of peer-reviewed journals and research articles and studies released between 2014 and 2024, ensuring both relevance and timeliness. The major terms used were “supply chain resilience”, “risk mitigation”, “digital transformation”, and “strategic sourcing”, employed alongside Boolean operators to minimize the search biases.

3.2. Inclusion and Exclusion Criteria: The selections of articles were conducted by clearly defined inclusion and exclusion criteria. Articles were included if they directly addressed themes related to public procurement management. Conversely, articles that lacked empirical data, focused solely on private procurement contexts, or were published in non-peer-reviewed outlets were excluded.

3.3. Data Extraction and Analysis: This approach allowed for the integration of diverse perspectives while maintaining a focus on the research questions after conducting inclusion and Exclusion criteria. The data extraction protocol was developed to systematically gather information from the included studies, and findings were synthesized through thematic analysis.

3.4. Quality Assessment: The study used a quality assessment for all included studies to ensure the validity and reliability of the findings. The assessment criteria encompassed methodological rigor, data reliability, theoretical grounding, and relevance to public procurement management; quality benchmarks were included in the synthesis, while those with significant methodological flaws were excluded.

3.5. PRISMA Framework Application: A PRISMA flow diagram was developed to represent the selection process, highlighting the number of articles identified, screened, excluded, and included in the final review. This involved a four-step approach such as identification of relevant studies through database searches, screening of titles and abstracts for relevance, full-text review of potentially eligible studies, and final inclusion of studies based on established criteria.

3.6. Data extraction and Article Selection: Data extraction was done based on the exclusion and inclusion criteria for the articles. The inclusion principles for the articles included in this systematic review included relevance to the articles' public procurement management, publication years between 2014 and 2024 and English-language articles. Only 13 publications on the subjects of public procurement management were selected for the review purposes. As many as 155 publications were found in a preliminary search of scholarly databases using particular keyword combinations. The 80 articles were excluded due to duplication criteria. After eliminating duplicate records, 75 articles were found. Besides eliminating duplicate content, the researcher also screened the abstracts and titles of the papers. Consequently, 30 items were cleared to the next level and 45 articles were excluded. Further detailed screening was done in the eligibility evaluation for full-text articles. From this, 11 articles did not have complete texts that conveyed the information requested. Their year of publication was before 2018. Four papers were ultimately disqualified from the systematic review because they were not in the English language. At least 26 papers are now included in the systematic literature review on public procurement management. As shown below, Figure 1 was used to illustrate each of these processes.

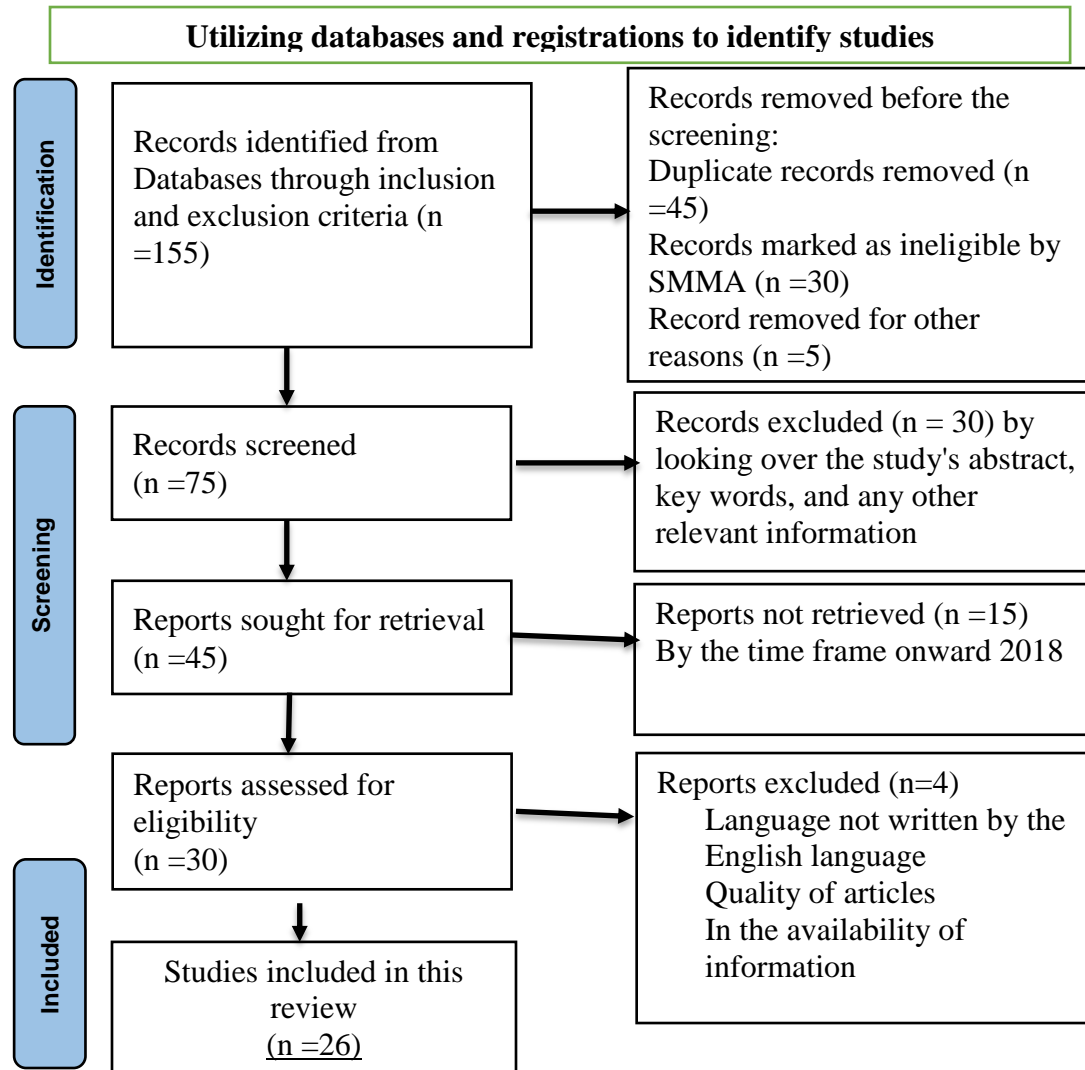


Figure 1: Preferred Literature Management Model (2020)

4. RESULTS AND DISCUSSION

4.1. RESULTS

Regional distribution of papers under review: Figure 2 below shows that the reviewed articles on enhancing public procurement management with their original country, United States 6 (23.07%), China 4 (15.38%), India 4 (15.38%) and all the remaining Germany/Austria, South Korea, Vietnam, Spain/Latin America, Finland, Ethiopia, Israel/Eastern Europe, and Bangladesh/Pakistan were represented with 12(46.15%) articles each of them from the reviewed articles. The majority of articles for enhancing public procurement management for this review were collected from the United States, China and India.

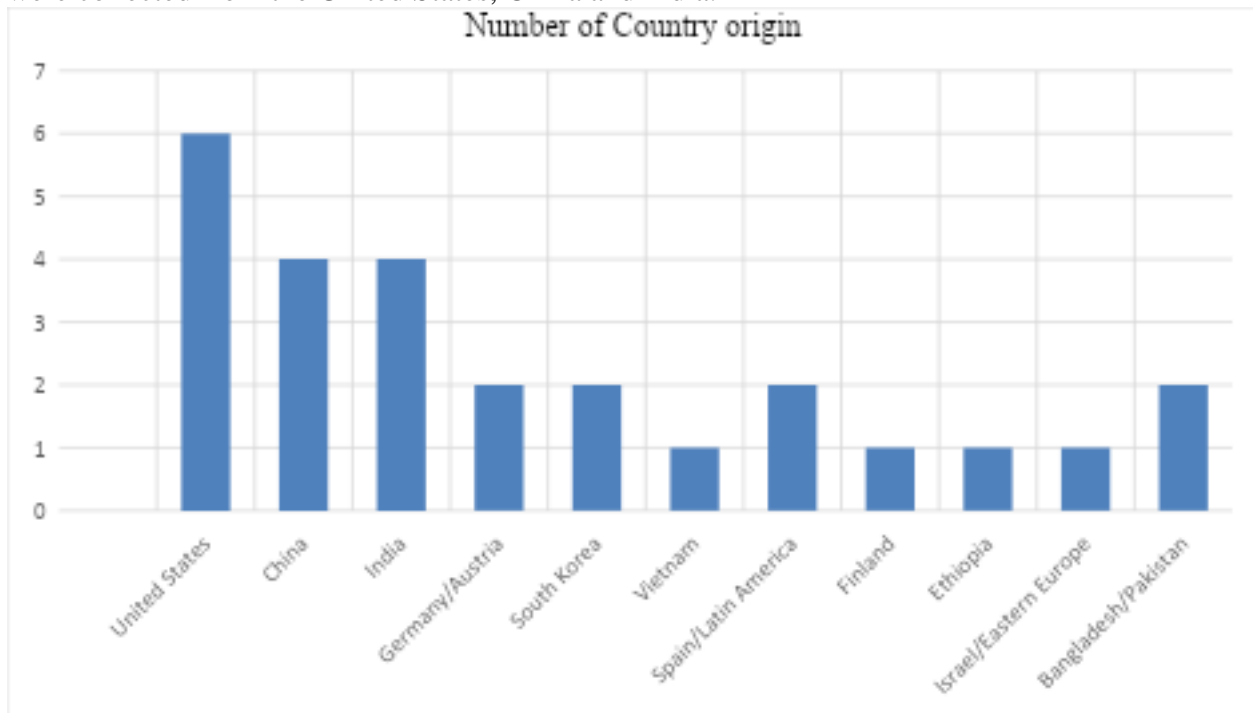


Figure 2: Regional distribution of papers under review

Source: Own Literature Review (2025)

Year of publication for articles included in the review: Figure 3 below shows that the year of publication of the articles considered in the review is displayed. The analysis shows that between 2023 and 2024, there were more publications released addressing the enhancing public procurement management than between 2018 and 2022.

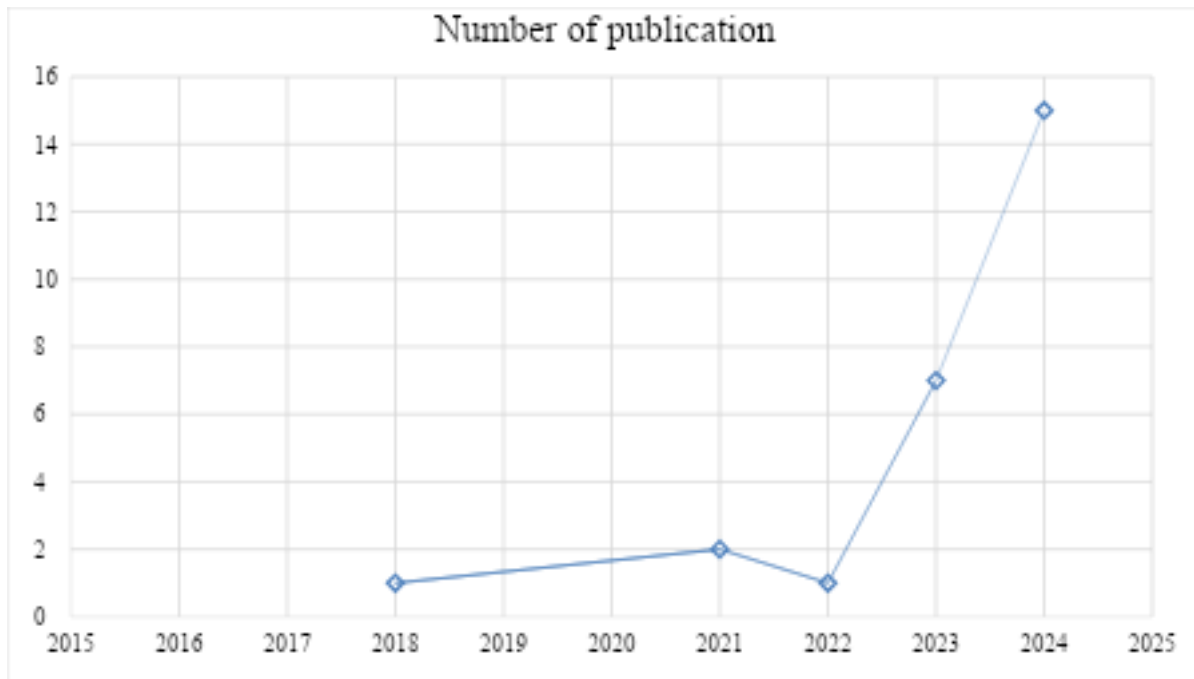


Figure 3: Years and number of publications

Source: Own Literature Review (2025)

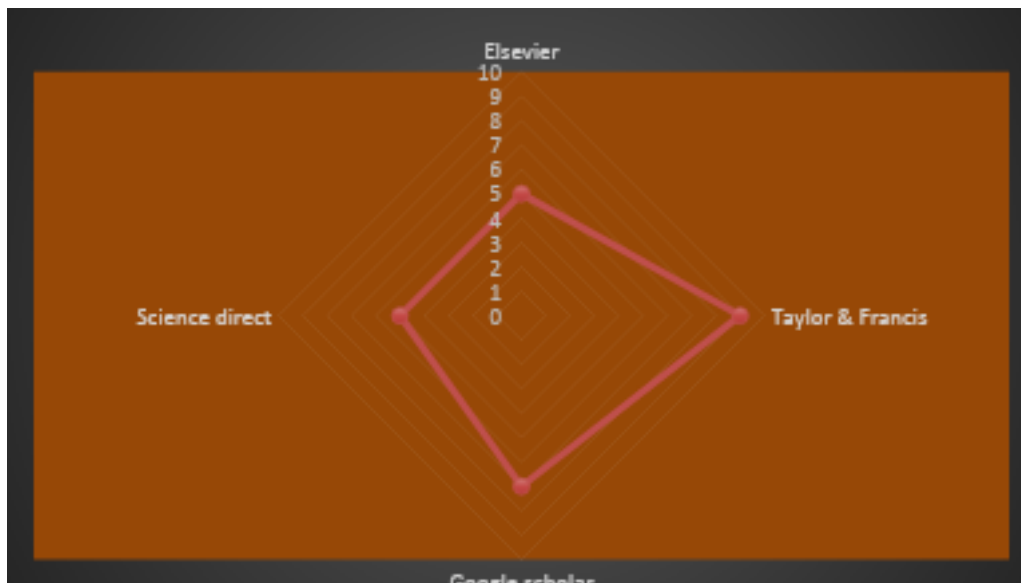
Distribution of research approach across the publications under review: Figure 4 below shows that each investigation used a combination of qualitative, quantitative, mixed methods and other (Systematic Review of literature). As result, 3 (11.53%), 7 (26.92%) and 16 (61.53%) respectively. Thus, it can be inferred that the majority of articles reviewed systematically used quantitative research approaches.



Figure 4: Research approach

Source: Own Literature Review (2025)

Database included in the review: Figure 5 below shows that data bases used in the reviewed articles on enhancing public procurement management from the Scopus indexed journals, Elsevier 5 (19.23%), Taylor & Francis 9(34.62%), Science direct 5 (19.23%), and Google scholar 7(26.92%).The majority of data were obtained from Elsevier and Science Direct, which appear to have more favorable publication acceptance criteria, making them more accessible for scholars in this field.



Source: Own Literature Review (2025)

Figure 5: Database

4.2. DISCUSSION

The review conducted the thematic findings to address regular patterns, important issues or common themes stem from analyzing procurement processes, policies, or outcomes. The findings on efficiency, governance, sustainability, and technological innovation combine insights from at least 40 recent studies (2018–2024), including 26 studies from reputable journals, to explore the multifaceted challenges and opportunities in public procurement. This thematic section includes open-access studies that have significantly enriched the analysis, addressing gaps and enhancing the thematic structure.

In developing nations; fragmented laws worsened delays (Williams, 2018). However, in the EU and the U.S strong regulatory environments reduced corruption risks by 22% in studied cases Liu et al. (2024). In Middle Eastern and Asian contexts, The cultural chain of command were associated with slower 18% decision-making because of risk-averse behaviors Banwo et al. (2022), though shared cultures improved public-private partnership success rates Gomez (2023). Mandatory e-procurement policies increased transparency by 35% in South Korea (Lee et al., 2024) but their effectiveness depended on local capacity and stakeholder training. The results confirm procurement efficiency is not technologically advanced in institutional environments.

The regional distribution of the reviewed studies from figure 2 above points out a major focus of research from the United States (23.07%), China (15.38%), and India (15.38%), while the remaining 46.15% were distributed across Europe, Africa, and other regions. The regional difference in scientific studies brings a geographical bias in public procurement research, with developed nations dominating the discourse, potentially limiting the generalizability of findings to low- and middle-income countries where procurement challenges may differ substantially. Thus, the underrepresentation of African, Latin American, and smaller Asian economies points to a critical gap in understanding context-specific procurement barriers, such as informal practices or resource constraints, which are less explored in the current literature.

The time-based analysis in this review showed a remarkable increase in publications from 2023 to 2024, showing growing academic attention in public procurement management, likely driven by global emphasis on sustainability and digital innovation in a dynamic environment. The review highlights more on quantitative research approaches, indicating a preference for empirical, data-driven analyses, while qualitative and mixed-methods were less public. This quantitative methodological angle overlooked socio-political factor affecting procurement systems, proposing a need for more qualitative inquiries to capture institutional and cultural dimensions. Additionally, the majorities of studies were sourced from Taylor & Francis and Google Scholar, with fewer from specialized databases, which may introduce broader database inclusion and regionally balanced studies to enhance the applicability of findings across diverse governance contexts.

5. CONCLUSIONS AND POLICY IMPLICATIONS

5.1. CONCLUSIONS

Procurement efficiency is influenced by a complex and deeply interconnected ecosystem of legal, cultural, and policy issues. The legal frameworks and mandatory e-procurement policies are powerful tools for enhancing transparency and reducing corruption, their effectiveness is often mediated by the cultural context, where hierarchical structures can significantly slow decision-making. Furthermore, the disproportionate regional variations highlight that a one-size-fits-all approach is ineffective; strategies must be tailored to address specific local gaps, whether they are rigid regulations in developed nations or foundational policy and infrastructure limitations in developing regions.

The result of modern procurement themes confirm that technological and sustainable innovations, though promising, face significant systemic challenges. The adoption of circular procurement is stymied by profound stakeholder resistance and a critical lack of supportive infrastructure and policies, while Public-Private Partnerships, despite their potential, are frequently undermined by governance gaps and cost overruns without clear risk-sharing mechanisms. Similarly, blockchain technology presents a paradox: it offers dramatic reductions in fraud and automation of processes in mature implementations, yet its scalability is severely hampered by widespread incompatibility with existing legacy systems and a lack of technical readiness.

Therefore, the path to optimized procurement is not merely through the adoption of advanced technologies or the implementation of stricter rules, but through a holistic and integrated strategy. Success hinges on synchronizing legal reform with cultural adaptation, ensuring policy initiatives are backed by comprehensive training and capacity building, and carefully aligning technological innovations like blockchain and digital PPP platforms with existing operational realities. Ultimately, building efficient, transparent, and resilient procurement systems requires a nuanced understanding of these dynamic interactions, advocating for context-specific solutions that leverage global insights for local impact.

Finally, the review results bring a roadmap for enhancing the effectiveness and resilience of public procurement systems, ultimately contributing to broader governance and sustainability objectives and exploring the potential of emerging technologies to enhance public procurement management.

5.2. Policy Implications

The results of this review have significant roles for policymakers, practitioners, and researchers. This study determines the need for comprehensive strategies that prioritize transparency, efficiency, and sustainability for policymakers. An application of financial technologies, such as blockchain, AI, and IoT, into procurement frameworks can enhance accountability and reduce corruption.

Adopting innovative practices and investing in capacity-building initiatives for practitioners through training programs for procurement officials and the development of technical expertise for the successful implementation of emerging procurement practices. In addition, the integration of digital tools and data analytics can enhance operational efficiency and decision-making.

This study examines different gaps in the literature, including the limited exploration of world-wide comparisons, sector-specific dynamics, and the socio-economic impacts of emerging procurement practices for researchers. Diverse empirical studies and interdisciplinary approaches can provide deeper insights and inform evidence-based policymaking for addressing research gaps that enrich the understanding of procurement management dynamics.

5.3. Limitations

During this systematic literature review brings important understandings on effectiveness of public procurement management, it is not without limitations that the study depends on secondary data obtained from existing literature and the review focused exclusively on English-language publications, potentially excluding relevant studies published in other languages. This language restriction may have limited the global comprehensiveness of the findings, particularly in non-English-speaking regions.

Additionally, the exclusion criteria emphasized earlier foundational works that could provide broader historical context that the review includes studies only published between 2018 and 2024, for ensuring recency. The reliance on a selected number of databases, such as Scopus,

Web of Science, and Science direct, might have also led to the omission of potentially significant studies indexed in less prominent or specialized databases.

The thematic content analysis method may not fully cover the depth and nuances of highly complex topics within public procurement management. Furthermore, the review primarily identifies overarching themes and patterns but does not investigate intensely into sector-specific or regional differences.

Finally, the review does not include primary data, which could provide richer, real world insights into the challenges and opportunities of procurement management. These limitations suggest the need for future research to address these gaps, integrate diverse methodologies, incorporate broader database inclusion and regionally balanced studies and expand the scope to enhance the robustness and applicability of findings in this critical field.

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