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Influence of Culture on Procurement Practices in Nigeria

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Abstract

This qualitative study examines the influence of organizational culture on procurement practices in Nigeria, with particular emphasis on how cultural dynamics shape procurement decision-making, supplier relationships, ethical conduct, and strategic outcomes. Data were collected through semi-structured interviews with procurement professionals, organizational leaders, and industry experts across selected industries and analyzed thematically. The findings indicate that organizational culture significantly influences the effectiveness, transparency, adaptability, and strategic orientation of procurement practices. Transformational leadership was found to promote innovation, collaboration, strategic alignment, and sustainable supplier partnerships, while transactional and autocratic leadership approaches tend to emphasize short-term cost reduction and compliance. Ethical organizational cultures strengthen supplier selection, accountability, transparency, and risk mitigation, thereby enhancing organizational reputation and procurement integrity. The study further reveals that industry-specific conditions, technological developments, regulatory requirements, market volatility, and changing business environments require procurement strategies that are flexible and context-sensitive. Effective supplier relationship management, characterized by trust, transparency, communication, and mutual value creation, contributes to procurement resilience and improved supply chain performance. In addition, centralized, decentralized, and hybrid organizational structures influence the coordination and efficiency of procurement activities, while learning-oriented cultures encourage knowledge sharing, continuous improvement, and innovation. The study concludes that aligning organizational culture with strategic procurement objectives is essential for improving procurement effectiveness, reducing risks, strengthening supplier relationships, and achieving sustainable value creation in Nigerian organizations.

Keywords: Organizational Culture, Procurement Practices, Supplier Relationships, Ethical Procurement.

Introduction

Organizational culture and procurement practices are closely connected because the values, norms, leadership behaviours, and decision-making patterns within an organization influence how procurement activities are planned and carried out. Organizational culture provides the informal rules that guide how employees interpret policies, manage relationships, respond to risks, and make purchasing decisions. In procurement, these cultural influences can affect supplier selection, negotiation, contract management, ethical conduct, information sharing, and the willingness to adopt new practices. Recent evidence shows that organizational culture is particularly important in promoting sustainability because ethical values within an organization can influence procurement managers' willingness to consider environmental and social issues alongside cost and quality (Khan & Hinterhuber, 2024).

Organizational culture consists of the shared values, beliefs, assumptions, and behavioural expectations that influence how members of an organization perform their responsibilities. These cultural characteristics can encourage either openness, accountability, innovation, and collaboration or secrecy, excessive bureaucracy, resistance to change, and narrow short-term decision-making. In procurement, a culture that promotes transparency and ethical behaviour can encourage fair supplier evaluation, proper documentation, compliance with procurement procedures, and responsible use of organizational resources. This issue is particularly relevant in Nigeria, where procurement ethics and professionalism remain important concerns for organizational performance and accountability. Obomeghie and Musah (2024), for example, examined procurement ethics among Nigerian SMEs and emphasized the importance of transparency, integrity, accountability, and professional conduct in procurement activities.

Procurement practices refer to the processes through which organizations identify their needs, evaluate suppliers, negotiate terms, purchase goods and services, manage contracts, and monitor supplier performance. Contemporary procurement has moved beyond a narrow emphasis on obtaining goods at the lowest possible price toward a broader focus on value creation, risk management, supplier collaboration, resilience, and sustainability. Khan and Hinterhuber (2024) found that procurement managers' willingness to support sustainability is influenced by institutional pressures and individual values, while ethical organizational culture indirectly contributes to sustainable procurement decisions. Their findings also indicate that sustainable procurement can improve procurement-function performance and broader organizational performance.

The relationship between culture and procurement is also evident in leadership practices. Leaders establish priorities, allocate resources, communicate expectations, and influence the behaviour of procurement personnel. A leadership culture that encourages participation, innovation, collaboration, and continuous improvement can support procurement teams in developing stronger supplier relationships and adopting sustainable practices. Recent research indicates that top-management support and transformational leadership can help translate external sustainability pressures into effective sustainable procurement practices, particularly when supported by collaboration across organizational departments (Alharbi et al., 2025). Similarly, evidence from African organizations shows that leadership can play an important role in translating institutional pressures into sustainable procurement practices (Etse et al., 2022).

Organizational culture also affects the ability of procurement departments to respond to technological and environmental changes. Digital procurement, data analytics, electronic sourcing, and automated decision-making require employees to accept new technologies and modify

established working practices. A culture that supports learning, experimentation, knowledge sharing, and adaptation is more likely to facilitate successful digital transformation. Ghafoori et al. (2024) argue that organizational culture is a critical factor in data-driven digital transformation because successful transformation requires changes not only in technology but also in organizational behaviours and values. Consequently, procurement departments seeking to adopt digital technologies must consider the cultural readiness of employees and management rather than concentrating exclusively on technical infrastructure.

Supplier relationship management is another area in which organizational culture can have a substantial influence. Procurement organizations that value trust, communication, fairness, and long-term cooperation are more likely to develop collaborative relationships with suppliers. Recent evidence indicates that cultural similarity between buyers and suppliers can improve communication, trust, cost efficiency, investment, and innovation, thereby contributing to better supplier performance (Ding et al., 2024). This suggests that procurement effectiveness depends not only on formal contracts and purchasing procedures but also on the quality of interpersonal and organizational relationships between buying organizations and suppliers.

The literature on organizational culture and procurement practices shows that procurement decisions are influenced by more than formal policies and economic considerations. Organizational culture provides the environment within which procurement professionals interpret organizational objectives, exercise judgement, communicate with suppliers, and respond to internal and external pressures. Recent research increasingly views procurement as a strategic function that contributes to sustainability, resilience, innovation, and organizational performance rather than simply as a mechanism for purchasing goods and services. Khan and Hinterhuber (2024) demonstrate that organizational, institutional, and individual factors interact in shaping procurement managers' sustainability-related decisions.

Organizational culture influences procurement strategy by shaping what an organization considers important when making purchasing decisions. Where an organization strongly values cost reduction, procurement personnel may concentrate primarily on price, efficiency, and short-term financial outcomes. Conversely, where the culture emphasizes sustainability, innovation, quality, ethical conduct, and long-term relationships, procurement decisions are more likely to incorporate broader criteria. Khan and Hinterhuber (2024) found that ethical organizational culture indirectly influences procurement managers' willingness to pay for sustainable products and services, suggesting that culture can encourage procurement decisions that go beyond immediate financial considerations.

Ethical culture is particularly important because procurement personnel frequently make decisions involving substantial organizational resources and interactions with external suppliers. A strong ethical culture can promote fairness, transparency, accountability, confidentiality, integrity, and compliance with established procurement procedures. In Nigeria, Obomeghie and Musah (2024) emphasize that procurement ethics and professionalism are important to organizational sustainability and reputation. However, their findings also indicate the need for organizations to strengthen policies and mechanisms that encourage procurement personnel to adhere consistently to ethical standards. This reinforces the argument that ethical procurement requires not only written rules but also an organizational environment that supports and rewards ethical behaviour.

Leadership is another major cultural factor affecting procurement practices. Leaders influence procurement through their priorities, resource allocation, communication, supervision, and personal example. Transformational leadership can encourage employees to pursue innovation, collaboration,

learning, and long-term organizational objectives. Recent evidence indicates that transformational leadership, top-management support, and interdepartmental collaboration can mediate the relationship between external pressures and sustainable procurement practices (Alharbi et al., 2025).

Sustainability has become an increasingly important dimension of procurement practice. Sustainable procurement requires organizations to consider environmental and social consequences alongside traditional criteria such as price, quality, and delivery. Khan and Hinterhuber (2024) found that procurement managers' individual values and institutional pressures influence their willingness to pay for sustainability, while ethical organizational culture plays an indirect role. Hinterhuber and Khan (2025) further found that sustainable purchasing behaviour is associated with behavioural intention, individual attitudes, capabilities, awareness of consequences, and perceived corporate social responsibility. These findings suggest that sustainable procurement depends partly on developing organizational cultures that make responsible purchasing behaviour legitimate, valued, and achievable.

The role of organizational culture is also evident in African procurement contexts. Etse et al. (2022) found that regulation and leadership support influence sustainable procurement practices in Ghanaian organizations, while more recent evidence indicates that sustainable leadership and institutional pressures can support sustainable procurement implementation in African public-sector organizations. These findings are relevant to Nigeria because organizations in both countries operate within institutional environments where regulatory expectations, leadership practices, resource constraints, and sustainability concerns interact. However, differences in institutional structures, organizational practices, and market conditions mean that findings from other African countries should not simply be transferred to Nigeria without contextual examination.

The literature also suggests that organizational culture is not static. It can change as organizations respond to new leadership, technology, regulations, competition, market disruptions, and stakeholder expectations. A culture that previously emphasized cost minimization may gradually incorporate sustainability, innovation, supplier development, and risk management as organizational priorities change. This dynamic nature of culture is particularly important in procurement because supply markets and organizational requirements are constantly evolving. Consequently, organizations need learning-oriented cultures that encourage employees to acquire new knowledge, review existing practices, and develop improved procurement approaches.

Materials and Method

The study adopted a qualitative research approach to examine how organizational culture influences procurement practices across different industries in Nigeria. A qualitative design was considered appropriate because the study sought to understand participants' experiences, perceptions, and interpretations of how cultural values and organizational behaviours affect procurement decisions and outcomes. Qualitative research is particularly useful when researchers seek to understand complex organizational processes within their natural settings and obtain detailed explanations from participants (Creswell & Poth, 2018; Braun & Clarke, 2022). The approach therefore enabled the study to examine issues such as leadership behaviour, ethical values, communication, supplier relationships, procurement decision-making, risk management, and organizational responses to changing business conditions.

Data were collected through semi-structured interviews with procurement professionals, organizational leaders, and industry experts who had relevant knowledge and experience of procurement and organizational management. Purposive sampling was used to select participants who could provide information directly related to the objectives of the study. This sampling approach is appropriate in qualitative research because participants are selected based on their ability to provide rich and relevant

information about the phenomenon under investigation (Campbell et al., 2020). Attention was given to obtaining participants with different professional backgrounds and experiences so that the study could capture diverse perspectives across organizational and industry contexts.

The interviews were conducted either face-to-face or through virtual platforms, depending on participants' availability and accessibility. An interview guide was used to provide consistency across the interviews while allowing sufficient flexibility for participants to explain their experiences in detail. Questions focused on the influence of organizational culture on procurement decision-making, leadership styles, ethical standards, communication practices, supplier relationships, organizational structure, risk management, technology adoption, and sustainability. Follow-up and probing questions were used where necessary to obtain clarification and encourage participants to provide specific examples of how organizational culture affected procurement activities. The semi-structured format allowed the researcher to maintain focus on the research objectives while remaining open to issues that emerged during the interviews (Braun & Clarke, 2022).

To strengthen the quality and trustworthiness of the data, interviews were recorded with participants' informed consent and transcribed carefully. The transcripts were reviewed against the recordings to reduce errors and ensure that participants' views were represented accurately. Personal identifiers were removed from the transcripts to protect confidentiality and anonymity. Field notes were also maintained during and after the interviews to document relevant contextual information, observations, and initial reflections. Maintaining clear records of the research process is important for establishing transparency and demonstrating how qualitative interpretations were developed from the data (Korstjens & Moser, 2018).

The interview data were analyzed using thematic analysis. The analysis followed a systematic process involving familiarization with the data, generation of initial codes, development of candidate themes, review and refinement of themes, definition of themes, and production of the final report. Recent guidance on thematic analysis emphasizes the importance of treating themes as meaningful patterns of shared ideas within qualitative data rather than simply as topics mentioned by participants (Braun & Clarke, 2021). Accordingly, the transcripts were read repeatedly to develop familiarity with the participants' accounts. Relevant statements were coded according to recurring ideas concerning organizational culture and procurement practices. Related codes were subsequently grouped into broader themes and sub-themes that addressed the research objectives.

The study also incorporated procedures to enhance credibility, dependability, confirmability, and transferability. Researcher reflexivity was maintained throughout data collection and analysis to encourage critical consideration of how the researcher's assumptions and interpretations might influence the findings. Member checking was used, where appropriate, to clarify participants' views and confirm the accuracy of important interpretations. Peer review and discussion were also used to challenge emerging interpretations and reduce the possibility of researcher bias. Triangulation was achieved by considering information from procurement professionals, organizational leaders, and industry experts rather than relying on a single category of participant. These procedures are consistent with contemporary approaches to establishing trustworthiness in qualitative research (Korstjens & Moser, 2018; Braun & Clarke, 2021).

Results and Findings

The qualitative analysis of the semi-structured interviews revealed that organizational culture has a strong influence on procurement practices across the industries represented in the study. Participants described culture as an important factor affecting how procurement decisions are made, how suppliers

are treated, how risks are managed, and how procurement objectives are connected to wider organizational goals. The findings showed that leadership, ethical values, industry conditions, supplier relationship management, organizational structure, learning orientation, and external pressures interact to shape procurement practices. This finding is consistent with recent evidence that strategic procurement, supplier relationship management, risk management, and sustainable procurement can contribute to organizational performance when they are aligned with organizational objectives (Adda, 2024).

A major theme from the interviews was the role of leadership in shaping procurement culture. Participants reported that transformational and participative leadership generally encouraged innovation, teamwork, employee involvement, and long-term supplier relationships. Such leadership approaches encouraged procurement staff to consider quality, sustainability, supplier development, and long-term value rather than focusing only on immediate cost reduction. In contrast, transactional and autocratic leadership was associated more strongly with hierarchical decision-making, strict compliance, and short-term cost considerations. Recent research similarly indicates that management support and leadership are important in translating organizational priorities and external pressures into sustainable procurement practices (Etse et al., 2022; Alharbi et al., 2025).

Ethical values and organizational responsibility also emerged as important influences on procurement decisions. Participants explained that organizations with strong ethical cultures were more likely to emphasize transparency, fairness, accountability, responsible supplier selection, and compliance with procurement requirements. Such organizations tended to consider whether suppliers demonstrated acceptable ethical and environmental standards rather than relying solely on price and convenience. This finding supports recent research showing that ethical organizational culture can indirectly influence procurement managers' willingness to support sustainability, while sustainable procurement can improve procurement and organizational performance (Khan & Hinterhuber, 2024). Similarly, recent work on sustainable procurement shows that procurement decisions are influenced by attitudes, capabilities, and behavioural intentions, particularly when sustainability is incorporated into organizational priorities (Hinterhuber & Khan, 2025).

The interviews also revealed clear differences in procurement practices across industries. Participants from technology- and innovation-oriented organizations emphasized speed, flexibility, experimentation, digital tools, and rapid responses to changing markets. Their procurement cultures tended to encourage risk-taking and continuous learning. Participants from highly regulated sectors, particularly healthcare and pharmaceuticals, placed greater emphasis on compliance, safety, quality assurance, reliability, and adherence to sector-specific requirements. Manufacturing participants, on the other hand, emphasized cost efficiency, supply continuity, supplier reliability, and resilience. These differences indicate that procurement culture is partly shaped by the operating environment and strategic requirements of each industry. Recent research similarly identifies procurement strategy, risk management, sustainable procurement, and supplier relationship management as interconnected elements of organizational performance (Adda, 2024).

Supplier relationship management (SRM) was another major theme. Participants indicated that organizations with collaborative cultures were more likely to develop long-term relationships based on trust, communication, transparency, joint problem-solving, and shared objectives. These practices enabled organizations to obtain better information from suppliers, identify problems earlier, encourage innovation, and improve supply continuity. In contrast, transactional and adversarial approaches were associated with limited communication, frequent price-based negotiations, weaker trust, and fewer opportunities for joint improvement. Recent evidence shows that relational capability can strengthen

the benefits of sustainable supplier selection, particularly in improving procurement performance and delivery outcomes (Kweka et al., 2024). Similarly, Adda (2024) found that supplier relationship management contributes positively to strategic procurement.

Organizational learning and knowledge sharing were also identified as important factors supporting procurement innovation. Participants explained that procurement departments that encouraged training, knowledge sharing, experimentation, feedback, and cross-functional cooperation were better able to adopt new technologies and improve procurement procedures. Organizations that were resistant to change tended to rely on established practices even when market conditions or technologies changed. This finding is supported by recent research demonstrating that organizational culture is an important component of successful digital transformation because technological change requires corresponding changes in organizational values, behaviours, and working practices (Ghafoori et al., 2024).

Table 1. Leadership Styles and Procurement Priorities

Leadership Style	Procurement Priorities
Transformational	Innovation, employee participation, long-term supplier partnerships, sustainability, and strategic alignment
Transactional	Cost reduction, efficiency, performance targets, and compliance with established procedures
Autocratic	Hierarchical decision-making, short-term cost control, centralized authority, and limited supplier participation

The findings indicate that leadership style shapes the priorities given to procurement activities. Transformational leadership encourages procurement teams to consider innovation, collaboration, supplier development, and long-term organizational value. Transactional leadership places greater emphasis on efficiency, measurable performance, and compliance, while autocratic leadership tends to concentrate decision-making at senior levels and may reduce flexibility and supplier involvement. Recent studies similarly emphasize the importance of management and leadership support in implementing sustainable procurement strategies (Etse et al., 2022; Alharbi et al., 2025).

Table 2. Ethical Culture and Supplier Selection Criteria

Ethical Culture	Supplier Selection Criteria
Strong ethical culture	Integrity, transparency, responsible business practices, sustainability, quality, and compliance
Inconsistent ethical culture	Combination of ethical, cost, quality, and convenience considerations
Weak ethical culture	Greater emphasis on price and immediate operational efficiency, with limited attention to ethical issues

The findings show that ethical culture influences the criteria used to evaluate and select suppliers. Organizations with strong ethical cultures were more likely to examine supplier integrity, transparency, environmental responsibility, and compliance. Where ethical standards were weak or inconsistently applied, participants reported greater emphasis on immediate cost and operational convenience. This finding is consistent with evidence that ethical organizational culture influences procurement managers' sustainability-related decisions and can contribute indirectly to procurement performance (Khan & Hinterhuber, 2024).

Table 3. Industry Dynamics and Procurement Agility

Industry Sector	Procurement Agility
Technology and innovation	High adaptability, rapid response to technological developments, experimentation, and innovation
Regulated industries	Compliance, safety, reliability, quality assurance, and adherence to sector requirements
Manufacturing	Supply continuity, cost efficiency, supplier reliability, resilience, and operational efficiency

The results indicate that industry characteristics affect the level and type of procurement agility required by organizations. Technology-oriented organizations require rapid responses to changing technologies and markets, while regulated industries place greater emphasis on compliance and safety. Manufacturing organizations give considerable attention to cost control, supplier reliability, and supply chain resilience. These differences demonstrate that procurement practices should be adapted to the strategic and regulatory conditions of individual industries rather than applying a single procurement model across all organizations.

Table 4. Supplier Relationship Management (SRM) Practices

SRM Approach	Key Practices
Collaborative SRM	Open communication, mutual trust, joint problem-solving, information sharing, and shared value creation
Transactional SRM	Price-focused negotiations, short-term contracts, limited information sharing, and emphasis on immediate savings
Strategic SRM	Long-term partnerships, supplier development, performance-based agreements, innovation, and resilience

The findings demonstrate that organizational culture affects how suppliers are perceived and managed. Collaborative cultures encourage trust, communication, and joint problem-solving, whereas transactional cultures focus mainly on price and immediate purchasing outcomes. Strategic SRM goes further by integrating supplier relationships with organizational objectives, innovation, risk management, and long-term performance. This is consistent with recent evidence that supplier relationship management and sustainable procurement can strengthen strategic procurement and organizational performance (Adda, 2024).

Table 5. Organizational Structures and Procurement Effectiveness

Organizational Structure	Impact on Procurement Effectiveness
Centralized	Standardization, stronger control, consistent procedures, and economies of scale
Decentralized	Faster decisions, responsiveness to local needs, flexibility, and customized procurement
Hybrid	Combination of centralized oversight with decentralized operational flexibility

The findings suggest that no single organizational structure is universally appropriate for procurement. Centralization provides stronger control and standardization, while decentralization allows procurement decisions to respond more quickly to local requirements. Hybrid structures can provide a balance between organizational control and operational flexibility. The appropriate structure therefore depends on organizational size, industry requirements, geographical spread, procurement complexity, and the level of coordination required.

Table 6. Learning Cultures and Procurement Innovation

Learning Culture	Impact on Procurement Innovation
Continuous learning	Knowledge sharing, skills development, experimentation, adaptation, and innovation
Resistance to change	Limited innovation, dependence on traditional practices, and slow adaptation
Knowledge management	Sharing of best practices, organizational memory, cross-functional learning, and improved decision-making

The findings show that learning-oriented cultures support procurement innovation by encouraging employees to acquire new knowledge, share experiences, and experiment with improved procurement approaches. Conversely, resistance to change can prevent procurement departments from adopting new technologies and responding effectively to market developments. This finding corresponds with recent evidence that organizational culture is a key factor in successful digital transformation and organizational adaptation (Ghafoori et al., 2024).

Table 7. External Influences and Procurement Strategies

External Factors	Influence on Procurement Strategies
Market volatility	Flexible sourcing, price monitoring, contingency planning, and risk management
Regulatory environment	Compliance, documentation, supplier screening, and adjustment of procurement criteria
Geopolitical risks	Supplier diversification, supply chain resilience, alternative sourcing, and scenario planning

The findings indicate that external pressures require procurement departments to remain adaptable. Market volatility encourages organizations to strengthen risk management and develop alternative sourcing arrangements. Regulatory changes influence supplier selection and procurement procedures, while geopolitical risks increase the importance of supplier diversification and supply chain resilience. These findings are consistent with recent research identifying risk management, sustainable procurement, and strategic procurement as important contributors to organizational performance (Adda, 2024).

Discussion

The findings demonstrate that organizational culture is an important factor in determining how procurement activities are planned, implemented, and evaluated. Culture influences the values and behaviours that guide procurement decisions, relationships with suppliers, risk management, and the achievement of organizational objectives. The findings particularly highlight the importance of

leadership in establishing procurement priorities. Transformational leadership was associated with innovation, employee involvement, strategic alignment, and long-term supplier relationships, whereas transactional and autocratic leadership approaches were more closely associated with cost control, formal procedures, and centralized decision-making. This suggests that organizations seeking to improve procurement performance should develop leadership practices that encourage strategic thinking, collaboration, innovation, and employee participation rather than focusing exclusively on short-term financial outcomes.

The findings further demonstrate that ethical organizational culture has important implications for procurement integrity and supplier management. Organizations with strong ethical values were more likely to emphasize transparency, accountability, fairness, responsible supplier selection, and compliance with established procurement requirements. A strong ethical culture can therefore reduce the likelihood of unethical supplier behaviour, conflicts of interest, and reputational damage. This is particularly important because procurement decisions often involve significant financial resources and close interactions between organizations and external suppliers. Organizations with weak or inconsistent ethical standards may experience difficulties in applying ethical principles consistently throughout their supply chains. Consequently, ethical values should be embedded in procurement policies, employee training, supplier evaluation, contract management, and organizational leadership rather than treated as separate compliance requirements.

Organizational learning also has important implications for procurement innovation. The findings indicate that organizations that encourage continuous learning, knowledge sharing, employee development, experimentation, and cross-functional collaboration are more capable of improving procurement practices. Such cultures enable procurement personnel to learn from previous experiences, adopt new technologies, identify better sourcing strategies, and respond effectively to changing market conditions. In contrast, resistance to change can encourage dependence on traditional procurement procedures and reduce organizational responsiveness. Procurement departments should therefore support continuous professional development and establish mechanisms for sharing procurement knowledge and lessons learned across departments.

External environmental conditions further reinforce the need for flexible procurement strategies. Market volatility, inflation, regulatory changes, supply disruptions, technological developments, and geopolitical uncertainty can affect supplier availability, prices, delivery schedules, and procurement risks. Organizations operating under such conditions need procurement cultures that encourage flexibility, scenario planning, supplier diversification, risk assessment, and rapid decision-making. Maintaining strategic alignment during periods of uncertainty requires procurement professionals to balance immediate operational requirements with longer-term organizational objectives. Effective risk management should therefore be incorporated into strategic sourcing, supplier evaluation, contract management, and supply continuity planning.

Conclusions

This study concludes that organizational culture has a substantial influence on procurement practices across different industries. The findings demonstrate that leadership, ethical values, industry characteristics, supplier relationship management, organizational structures, learning cultures, and external environmental conditions shape procurement decisions and outcomes. Procurement effectiveness is therefore influenced not only by formal procedures and technical capabilities but also by the organizational values and behaviours that guide how procurement personnel perform their responsibilities. The study concludes that transformational and participative leadership can create

favourable conditions for procurement innovation, collaboration, strategic alignment, and long-term supplier partnerships. Transactional and autocratic approaches may be useful for maintaining control, compliance, and cost discipline, but excessive reliance on these approaches may restrict innovation and employee participation. Organizations should therefore develop leadership approaches that combine accountability and cost awareness with strategic thinking, collaboration, innovation, and employee empowerment.

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