ELECTRONIC PURCHASING IMPLEMENTATION AND SUPPLIER PERFORMANCE IN MANUFACTURING COMPANIES

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UGANDA CHRISTIAN UNIVERSITY

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DECLARATION

I, **ANYANGO EDINA,** declare that this work is authentically mine to the best of my knowledge and it has not been submitted to any University or Institution for any academic qualification.

Sign

Date 14th/04/2026

APPROVAL

I hereby certify that this research report has been submitted by ANYANGO EDINA S23B05/013 for examination with my full approval as the University supervisor.

Sign.....

Date....14/4/2026

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DEDICATION

This research report is dedicated to my dear Dad Mr. Burunu Apule. He has been a great source of financial and ethical support throughout my entire duration in pursuing this course. I pray that God blesses him for his love and affection towards me.

ACKNOWLEDGEMENT

I would like to begin by acknowledging my deepest gratitude to God Almighty for His Grace and provision of all that He has provided me to enable me reach this level in my studies. My heartfelt thanks go to the Uganda Christian University for providing me with conducive learning and resource materials.

More importantly, I would like to express my profound gratitude to Mr. Henry Mugisha for the continued guidance and motivation during the preparation of this report.

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ABSTRACT

The current research will be conducted to study the effects of implementation of e-procurement on the supplier performance in manufacturing firms. Due to the rising usage of IT systems in procurement process, firms have started migrating from the traditional paper-based systems to e-systems for better effectiveness and efficiency of the procurement process. The research will focus on various elements of e-procurement implementation, including e-sourcing, e-procurement integration, and monitoring of the performance of suppliers using KPIs.

Three research objectives have been identified for this research, which include evaluating the influence of e-sourcing on improving supplier performance, exploring the impact of integration of electronic procurement on supplier performance, and examining the correlation between adoption of e-purchasing and supplier performance in manufacturing organizations. The research design will comprise both qualitative and quantitative methods to gain a holistic perspective of the issue under investigation. The target population will be made up of 40 individuals within manufacturing organizations, whereas the sample size will be 36. The respondents will be selected using simple random sampling method. Both primary and secondary data will be collected using various instruments.

The proposed research is based on the existing literature, which states that e-procurement leads to improvements in operational efficiency, decrease in the cost of procurement, increase in transparency, and improved collaboration between suppliers (Croom & Brandon-Jones, 2007; Teo, Lin & Lai, 2009). At the same time, some barriers like lack of technological capabilities, resistance to changes, and expensive implementation hinder the performance of e-procurement. The results of this research will offer valuable information regarding the optimization of electronic procurement systems in order to boost the performance of suppliers and improve organizational efficiency.

CHAPTER ONE

1.0 INTRODUCTION

The following is a proposal for a study whose objective is to investigate the influence of implementing electronic purchasing on supplier performance among manufacturing firms. In today's world, where technological advances have been made in the area of information technology, firms are adopting digital devices in their purchasing processes to improve efficiency and improve relations between suppliers. This paper seeks to establish how the elements of electronic purchasing affect supplier performance among manufacturing firms. The chapter contains the background of the study, problem statement, objectives of the study, research questions, research hypotheses, significance of the study, and scope of the study..

1.1 BACKGROUND TO THE STUDY

Procurement is a key process within any business, as it entails the purchase of products and services that are required in the conduct of its day-to-day business operations. Historically, procurement was conducted manually using a lot of paperwork, negotiations, and record-keeping processes. The evolution of information technology has led to the use of procurement electronically, which involves the use of electronic purchasing (e-purchasing or e-procurement) to perform activities like sourcing, ordering, negotiating, and coordinating suppliers online (Croom & Brandon-Jones, 2007).

E-purchasing has brought about benefits such as transparency, data accuracy, efficiency, fairness, and collaboration between suppliers (Teo, Lin & Lai, 2009). Nonetheless, some issues such as inadequate IT facilities, reluctance to change, expensive cost of installing the system, and lack of stakeholder involvement remain a problem in embracing the practice (Croom & Brandon-Jones, 2007).

E-procurement has been adopted by various governments and private entities in developing countries like those found in Africa to control corruption, save costs, and enhance accountability. For example, Kenya has introduced an electronic procurement process using IFMIS to enable information exchange in real time (Chebet & Kihara, 2022). Similarly, Uganda and others have introduced e-GP systems in their processes.

For manufacturing firms, e-purchasing comes with numerous advantages, including shortened lead times, strengthened relationships between buyers and suppliers, increased order accuracy,

cost savings, and informed decisions based on real-time data analysis. However, organizations are yet to benefit from the full impact of e-purchasing due to ineffective implementation strategies, lack of skills, and irregular adoption throughout the supply chain.

It will be worthwhile to understand from manufacturing firms on the experience gained in the process of implementation and results achieved through e-procurement. This will help in enhancing the level of performance for suppliers and organization operations. This is because performance in the public sector requires that there should be a link between what is done nationwide in terms of methods and results in such a way that results should represent efficient application of budgets together with efficiency and effectiveness. Failure by community bodies to perform well is not only a threat to the state but also a threat to people directly involved with the body in question (Masudin et al., 2021). In terms of efficiency in the operations of public bodies, the improper usage of public resources when doing procurement is what leads to inefficiency the most. It will now be time to recognize the need for value for money as well as performance efficiency at all stages of community administration as part of procurement processes. Information can also be used by the government as a tool for monitoring their performance while satisfying the demand for information by citizens (Public Account Committee, 2014). From reports provided by MINECOFIN-, most of the performance issues within the ministry were attributed to poor handling of public money due to inefficiencies in procurement. The ministry used $20.4 million, $23.2 million, and $24.4 million in 2013, 2014, and 2015 respectively. Introduction of e-procurement has lately become one of the most discussed topics across various platforms but in Uganda its power is just being tapped into now. By the late 1990s, the electronic procurement model had become commonplace, revolutionizing the entire procurement chain and process owing to the introduction of EDI in the 1970s as the first type of electronic procurement that facilitated the transmission of business documents such as purchase orders and invoices among trading partners in a standardized electronic format. The traditional processes of procurement and supply chain management are now being gradually phased out in favor of the new model. In this way, the cost of procurement and supply chain has been significantly lowered without sacrificing the quality standards of the organization. Manual procurement is costly, time-consuming, and labor-intensive, while online tendering saves on all these fronts (Wait haka & Kimani, 2021). Small and medium enterprises in developing countries are rapidly shifting away from the traditional procurement met

While the benefits of e-purchasing are well known, its effect on supplier performance, especially in manufacturing sectors, is poorly understood. This research aims to investigate the effect of electronic purchasing adoption on supplier performance in manufacturing firms.

1.2 STATEMENT OF THE PROBLEM

In spite of the proven benefits associated with the use of e-purchasing, a majority of manufacturing companies have inefficiencies related to their supplier performances, characterized by long lead times, high procurement costs, quality issues, and poor communication from the suppliers. Changes in the complexities of international business operations and technology changes have rendered conventional forms of procurement inadequate, which has led to constant problems and lack of responsiveness to customer needs (Qrunfleh & Tarafdar, 2013). Lack of knowledge regarding the effects of e-purchasing on supplier performance has caused many manufacturing companies to be unable to make an informed decision on whether to adopt or integrate the system into their operations. Though many manufacturing companies try to enhance procurement process using digital means like e-sourcing and monitoring performance of the suppliers, very few have achieved notable success than expected in the industry. Thus, this study will look at the effect of e-purchasing implementation on supplier performance in manufacturing companies.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General Objective

The purpose of this study is to assess the impact of electronic purchasing implementation on supplier performance in manufacturing companies.

1.3.2 Specific Objectives

The study aims to:

i)To examine the effect of electronic purchasing implementation on supplier performance in manufacturing companies.

ii)To assess the effect of electronic purchasing implementation in enhancing supplier performance in manufacturing companies.

iii)To determine the relationship between e-purchasing adoption and supplier performance in manufacturing companies.

1.4 RESEARCH QUESTIONS

The study will be guided by the following questions:

i)What is the role of e-sourcing in improving supplier performance in manufacturing companies?

ii)What is the role of electronic procurement integration in enhancing supplier performance in manufacturing companies?

iii)What is the relationship between e-purchasing adoption and supplier performance in manufacturing companies?

1.5 SCOPE OF THE STUDY

1.5.1 Geographical Scope

The study will focus on selected manufacturing companies. These may include companies involved in production, or processing of goods.

1.5.2 Time Scope

The study will cover a period of four months, allowing adequate time for data collection, analysis, and reporting. Historical and current data will also be reviewed to provide context.

1.5.3 Subject Scope

The study will concentrate on examining the impact of electronic purchasing implementation—specifically e-sourcing, performance indicators, and procurement system integration—on supplier performance within manufacturing companies.

1.6 SIGNIFICANCE OF THE STUDY

The results of this study will be useful to the following:

To Managers in Manufacturing Firms

The study will offer knowledge that will aid the managers in improving their effectiveness in procurement, cooperation with suppliers, minimizing costs, and performance as a whole by embracing electronic purchasing.

To Employees and Suppliers

The study will aid in decision-making, communication, and coordination of procurement with the organizational objectives, thus fostering good relations with suppliers.

To Academicians and Scholars

This study will contribute empirical data on electronic purchasing and supplier performance to the academic arena.

1.7 CONCEPTUAL FRAMEWORK

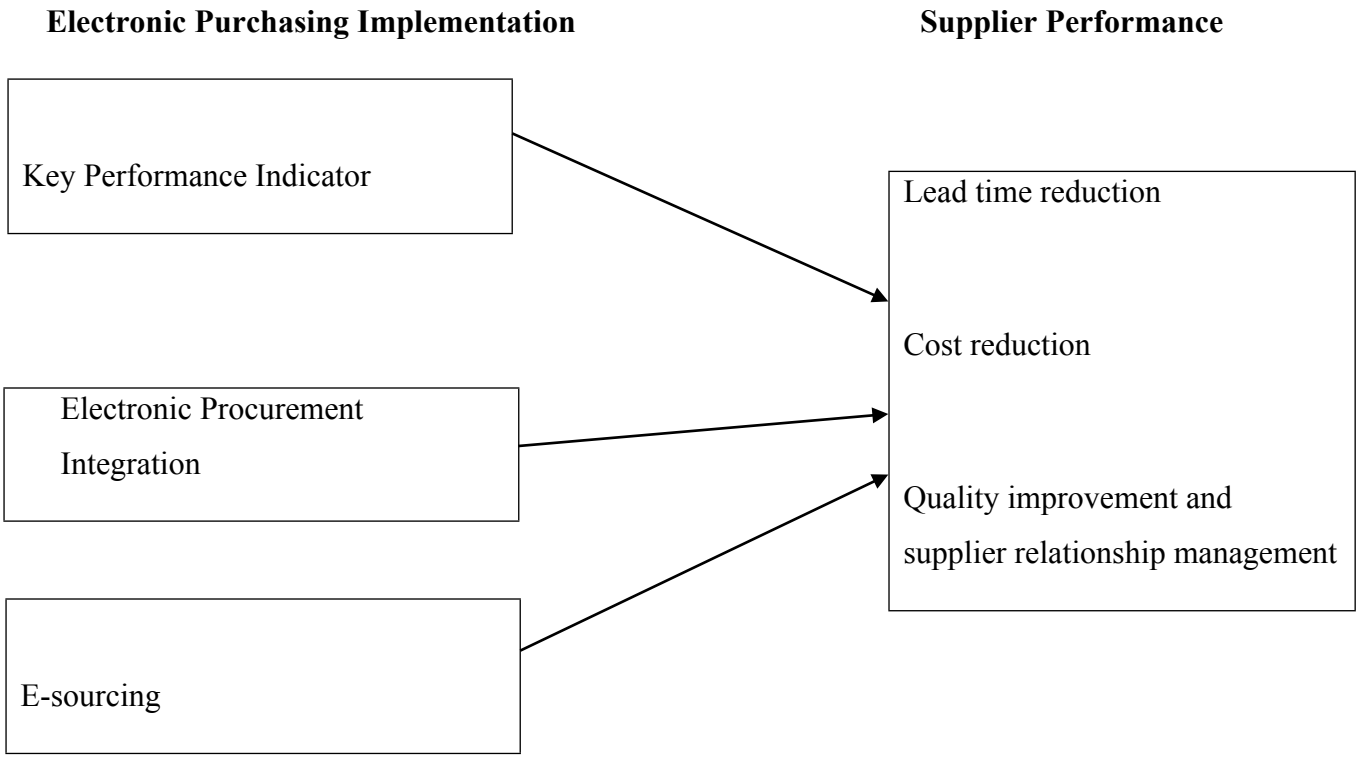


Figure 1: Conceptual Framework

Source: Researcher's Conceptualization (2024)

From figure 1 above, electronic procurement adoption was considered the independent variable that included e-sourcing, KPIs and electronic procurement integration. The dependent variable was made up of supplier performance including elements like reduction in lead time, cost, quality improvements, and supplier relationships management.

CHAPTER TWO

LITERATURE REVIEW.

2.0 **INTRODUCTION.**

The current chapter highlights a review of literature relating to the effects of implementing e-procurement on supplier performance among manufacturers, which includes the following research objectives:

(a) To assess the role of e-sourcing in enhancing supplier performance in manufacturing firms.

(b) To analyze the role of integrating electronic procurement processes in enhancing supplier performance in manufacturing firms.

(c) To investigate the link between adopting e-procurement and supplier performance in manufacturing firms.

2.1 Definition of Key Variables

E-procurement

Electronic procurement, also referred to as supplier exchange, refers to the practice of making a requisition, placing an order, and buying goods and services online. This refers to a business-to-business operation in which case the e-procurement makes use of the supplier's closed system and can only be accessed by registered users (Rahul Awati and Mary K. Pratt, 2024). Electronic procurement or supplier exchanges systems refer to systems that enable the purchase and sale of supplies, equipment, work, and services via a web-based or any other computer system and not through paper-based processes. The idea behind electronic procurement is to consolidate all interactions between organizations, their customers, and other participants in the value chain into one single point.

According to the Indeed.com Career Guide (2024), electronic procurement is a digitized method used to buy or sell goods and services utilizing the internet. This approach is characterized by the adoption of a supplier's closed system in which only registered clients can benefit from it. Through this approach, there will be a direct connection created between the supplier and the purchaser thus making business-to-business or business-to-consumer transactions easier, such as emails, invoices, purchase orders, and bids.

According to Wikipedia.org (Bob Kilcoyne, 2023), the definition of e-procurement (electronic procurement; it may also be termed supplier exchange) is the procurement and sale between firms, consumers and governments, of materials, labor, and services via internet and other forms of information or networking systems like EDI and ERP. E-procurement value chain includes indent management, e-Informing, e-Tendering, e-Auctioning, vendor management, catalogue management, purchase order integration, order status, ship notice, e-invoicing, e-payment, and contract management. It is an essential part of supply chain management which has brought about fundamental changes in traditional procurement techniques by incorporating technology. E-procurement involves the application of technology solutions to various aspects of procurement, from sourcing to payment, contracting, and purchasing processes. Its benefits have been broadly recognized in terms of efficiency optimization, cost reduction, and collaboration with suppliers (Narasimhan et al., 2009).

Supplier Performance

As stated by Oboloo Articles (2024), supplier performance is the extent to which a supplier is capable of delivering the requirements as stipulated in a contract. The requirements could be in terms of quality, delivery, cost, or others. The performance of the supplier is important for the customer as it determines future purchases. Some of the common ways through which supplier performance can be determined include on-time delivery, quality of products supplied, cost per unit, lead time, and order accuracy.

Supplier performance is also a measure of supplier performance relative to the key performance indicators that have been set out between them and the business. Suppliers who underperform can be a threat to businesses in terms of being non-compliant to regulations, disruption of operations, failure, and loss of money due to underperformance by suppliers (Gatekeeper, 2023).

2.1.1 Electronic purchasing implementation and Supplier performance.

The features of e-sourcing discussed in this section involve the use of supplier portal, electronic procurement requisition, and electronic catalogues. According to Premkumar (2009), e-sourcing refers to the identification of new suppliers for any particular spend category through the application of internet technology. The identification of new suppliers enables the buyer to be competitive in the tactical procurement process of a particular spend category hence enhancing supply chain performance (Ribeiro & Henriques, 2011).

Songip, Lau, Jusoff, and Ramli (2013) state that e-sourcing entails the creation and approval of purchase requisitions, placing of purchase orders, and delivery of goods and services ordered using internet-based software applications, which significantly enhances the performance of supply chains. In relation to e-sourcing, the products ordered are mainly indirect, while those that are directly ordered are plan-based (Van Weele, 2010). E-ordering would be very beneficial to any organization wanting to automate their purchasing processes (Salford et al., 2010).

By eliminating repetitiveness in manual work and eliminating the requirement for paper work, electronic ordering technologies can help companies cut costs, save time, and provide efficient customer service and hence result in increased supply chain efficiency (Porter & Millar, 2015). According to Mentzer (2010), online ordering technology improves sales while at the same time making order processing easier for customers, resulting in improved supply chain efficiency (Minahan et al., 2011).

E-sourcing helps in improving workflow, improving flexibility, and increasing transparency in buyer seller interactions (Moon, 2015); it facilitates negotiation and makes possible better arbitrage (Wong & Sloan, 2014). It also allows buyers to concentrate on strategic issues such as supplier base management and building relationships (Songip et al., 2013).

As noted by Mose (2012), many organizations in both the public and private sectors have applied the use of IT systems in order to improve the purchasing process. E-sourcing is defined as the use of computer technology to integrate and coordinate all processes involved in procuring goods and services from a particular vendor (Lysons, 2013).

Empirical evidence supports the concept of adopting e-sourcing. Issa et al. (2013) argue that supply chain integration is likely to result in fewer suppliers being involved. According to Mentzer (2010), firms gain from lower costs related to coordination and searching for information. However, close partnerships with preferred suppliers can be maintained.

As observed by Croom and Brandon (2014), use of e-procurement technology allows companies to manage interactions with vital suppliers, control costs, guarantee optimal supplier performance, and ensure open lines of communication, thus gaining competitive advantage. However, adoption may entail substantial costs with no clear outcome (Dai and Kauffman, 2010).

For firms in Kenya, performance measurement has typically revolved around changes in price, rejects on arrival, and timely delivery. The primary criterion has been low cost through price competition (Rotich, 2011). Assessment of supply chain performance considers metrics such as lead time, quality, savings, order cycle time, and perfect deliveries (Githumbi, 2013; Korir, 2009; Makau, 2014).

The dynamic capability theory, according to Teece, Pisano, and Shuen (1997), refers to the ability of an organization to manage its resources in a way that optimizes their performance, especially in response to dynamic environmental changes (Bagozzi and Lee, 2010). Electronic sourcing comprises both internal and external sourcing processes that aim to ensure efficiency in the manufacture process through cost reductions and shortened purchasing process in manufacturing organizations, incorporating various processes such as electronic requisition, electronic cataloging, and vendor evaluation among others (Bradley, 2015). This theoretical approach will be highly significant in this particular research since the environment under analysis experiences rapid changes and can therefore be used to relate resource-based approaches to the knowledge economy approach like electronic sourcing (Mahoney, 2005; Wang, Chang & Heng, 2014).

2.2 Electronic purchasing implementation in enhancing supplier performance

As far as the literature on supply chain management is concerned, the term “SC performance” refers to the evaluation of the performance of the supply chain and the utilization of the supply chain’s capability as intangible elements (Mafini et al., 2020). Procurement refers to the systematic application of the use of electronics to acquire supplies, material, and other acquisitions for the organization. Electronic procurement finds greater application in the domain of e-business. E-business, however, involves using computerized technology such as desktop computers, laptop computers, tablet computers, and cell phones to conduct business over an extranet or the internet.

Some of these applications include e-procurement, e-logistics, e-transaction, and e-collaboration among others (Albinkhalil & Razzaque, 2021). Procurement has been considered one of the most significant applications in business. The current research will focus on procurement. It has been found from the available literature review that why e-procurement is crucial requires proper scrutiny. For instance, because e-procurement increases the effectiveness and supply chain visibility, it is the first point (Madzimure, 2020). This could mean that e-procurement applications are much more significant than any other

form of e-business when evaluating supply chain management efficiency. Moreover, considering the economic environment at present times, creation and provision of value-added services have become very important in ensuring supply chain efficiency (Faheem & Siddiqui, 2019). It can be expected that functional and operational features of the electronic procurement may help enhance processes related to creation and delivery of value-added services. E-procurement has been termed as electronic procurement in the current study and it involves some four major operations. Consider the four key operations of e-procurement as follows. First, there are the four fundamental operations of e-procurement as mentioned by different scholars which are as follows: evaluation, negotiation, sourcing, and design.

The planning of all the purchasing activities by the supply chain manager through an electronic procurement process is referred to as e-designing, while a process whereby supply chain experts prepare a list of potential sources, gather data on them, and use the gathered information to select the most appropriate source among them is called e-sourcing. The electronic procurement system (EPR) allows the supply chain manager to conduct negotiations with the selected supplier. Finally, within the scope of e-evaluation, supply chain administrators gather data from the committed supplier and its progress toward future transactions. The strategic value that can be derived from using electronic procurement can help the supply chain management in the following ways. Several studies have highlighted other different approaches to relating supply chain performance to electronic procurement, such as supply chain cooperation, information exchange, or partnership creation to link the functional aspect of electronic inventory and supply chain performance. Considering their significance for supply chain performance is anticipated to enhance due to the inclusion of the following business strategies in e-procurement policies: joint learning strategy, social exchange theory, and rich information theory, among others (Ayoub & Abdallah, 2019).

From what has been stated in the literature, there could be an improvement in supply chain performances by making use of e-procurement through the application of collaborative learning approaches, relational exchange theory, and information-intensive theories. Additionally, these methods comprise different e-procurement mechanisms such as e-negotiations, e-sourcing, and electronic designing (Ayoub & Abdallah, 2019).

There are a range of e-procurement activities that integrate and help in developing a distinctive procurement system comprising of different levels of operations. This method can help organizations achieve higher performances since it is known for recognizing possible

improvements. However, the most common model used in the literature comprises of four distinct phases of business dealings and processes, which include information gathering, negotiations, agreement formation, and post sale evaluation.

Requisition. According to some authors, it may be defined as the request and authorization of the purchase order via electronic means. When purchasing goods from the vendor, both terms refer to the procedure of obtaining goods offered by the vendor through the ERP system. The request can be made remotely in the electronic purchase order. Digital assistants (PDAs) together with other wireless technologies can be utilized to enable workers place orders and indicate where delivery should be made, thus making remote ordering possible. Due to the use of the Internet in the placement of orders, the company becomes able to save time and money; this, in turn, improves supply chain management and performance of the firm (Mutangili, 2019). Moreover, the approval of requisitions constitutes an integral part of electronic transactions. At times, suppliers may have to get approval from higher-ups in order to fill orders because the needed goods and/or the quantity indicated in the order are not found in the catalog prior to signing the contract. The approval of the requisition depends on whether the consumer wants the product or there are no enough funds. Requisition authorization is granted automatically for standard quantities and specifications at times.

The users and buyers are described, along with the needs for the products and services to be acquired, the providers' profiles, and other relevant factors. This automation system influences the number of personnel involved in processing and approving the requisition, which is reduced by this process. The source selection and purchase order acceptance are highly influential factors in the effectiveness of supply chain management (Wijaya, 2022).

There are three primary negotiation topics: the conditions arrangement, the supplier negotiations, and the contract agreement. The standardized requisition is automatically processed and approved, whereas non-standardized requisitions require negotiation (between buyer and seller).

In contrast, the literature has provided certain recommendations for setting the correct price. There are three global standard processes that can be used in e-procurement, namely customer group buying or power buying, which allows for negotiating with suppliers by customers. In addition, negotiations related to procurement can be facilitated by bilateral dialogue between the buyer and the seller using private chat or e-mail services. Mutual auctioning, bid and ask, and two-way auctioning are all great tools when it comes to

negotiations in e-procurement. Moreover, reverse auctions such as competitive bidding and Dutch auctions are widely used in e-procurement; they are also called open bidding. The performance of supply chains will largely depend on such processes because they save time and effort for the companies (Shafiee & Rejali. 2022).

In regard to the premises used in this study for e-evaluation, the research revealed a great deal of information. The details about the transaction are stored in the back office or procurement management system for future analysis, evaluation of the performance of the supplier, analysis of the buying patterns, providing the basis for making connections between industrial purchases, improving price control by ensuring that the right supplier has been chosen, and negotiating a good bargain in subsequent transactions. The preparation of such records can be a source of delayed deliveries, improper supplier management, and lack of communication, based on the findings from this research. Thus, data collection, processing, and storage are key elements of this role, if the company expects to perform better (Shafiee & Rejali. 2022). Electronic Data Interchange (EDI) is one technology that facilitates implementation through electronic networks.

E-procurement, otherwise known as electronic procurement, refers to the acquisition of goods and services through the application of information and communication technologies and electronic transactions that are legally permitted in Indonesia, based on presidential order number 54 issued in 2010. Resource searching, bargaining, ordering, and purchasing activities can now be conducted using technologies for electronic procurement. As stated by Gunasekaran et al, a second definition for e-procurement includes the act of making a purchase online. There are various online services that help companies make internal purchases. In cases where large companies are involved, e-procurement, as stated by Davila et al in 2017, is the most essential component for e-commerce operational excellence. In relation to e-procurement, as per Oliveira and Amorim in 2020, the acquisition of goods and services through the internet or e-network is what constitutes it. The following can be considered some of the aims of e-procurement, which include increasing openness and accountability, increasing market access and competitiveness, making it easier to supervise and audit the process, and having access to the latest information. The adoption of e-procurement from the perspective of procurement firms has also been considered in this regard. One area of e-procurement that has been made available through block chain technology, for instance, has been e-tendering of goods and material. Block chain has been

used in the research carried out by Mali et al. 2019 for making sure that e-tendering is done fairly and openly.

Additionally, e-catalog can be employed to provide electronic information systems with descriptions, types of technical specifications, and prices of specific goods and services offered by multiple suppliers. An effective approach for sourcing goods and materials may be discovered through this means. Online purchasing has a positive and significant impact on procurement efficiency at the conclusion of the transaction cycle.

The senior executives within the organization need to be responsible for controlling the daily activities of the business. The way in which the organization grows will depend on the efforts made by the senior management of the organization. The main aim of top management help is to improve the probability of success for the project to the highest level possible. E-procurement will require support from the top management to make it more efficient and transparent. Regarding the firm's resources, the senior management is responsible for allocating the resources.

The impact of a firm on other related human-resource components is the reason why the approval of top management is critical, as per Kumar et al. To guarantee the proper application of thee for all types of resources, such as human resources, it is essential that senior management is the resource allocator. The problem with the system could be due to defective data transfer. An e-procurement system should be built under open conditions that permit system connections with other systems, so that changes in the system will be simple. The adoption of e-procurement involves necessary organizational changes. With the consideration of stakeholders' needs, there seems to be an increasing demand for change management. Changes in procedures will require increased efforts from the user, as stated by Vaidya, K. E-procurement change management deserves more focus, and three ways to achieve success are suggested: consultation, communication, and problem-solving. For the successful implementation of any modifications in procurement, there should be proper consideration and adequate effort on behalf of the top management. The role of top management is vital for the overall success of the organization as they are responsible for formulating the objectives and visions of the company.

The technology platforms associated with e-information procurement have a significant role to play in the quality of information obtained. Ronchi et al state that increased numbers of

firms adopt the use of e-procurement due to increasing IT platforms. The above assertion has been predicted in the research done by Alvarez-Rodrguez et al. It is feasible for a sematic protocol of information available online through standards and common data model formal query language, and semantic data model to meet the requirements of intelligent e-procurement. EDI, FTP, teleconferencing, and online auctions have been approved by (Masudin and Kamara, and Quesada et al). Blockchain technology has been used in the development of information systems for the purpose of e-procurement. Blockchain technology in the implementation of e-procurement can be adopted in the public sector in the near future, as indicated by Akaba et al. The e-procurement system that has been put up by Thio-ac due to the blockchain expertise is secure and robust.

As a result of the prepared activities by the firm in utilizing its revenue, the performance of the firm is a complete representation of how the firm is doing within the period under consideration. Competency, sale achievement, customer satisfaction, and building affiliation all contribute to business performance. The payback on e-procurement includes greater efficiency, sales, and consumer satisfaction as well as improved relations with vendors and customers. When it comes to business success, customer satisfaction is the critical variable. Market experts, consumers, buyers, and specialists in studying buyer behavior all play a significant part in customer satisfaction/ dissatisfaction. Consumers can take advantage of lower prices since consumers enjoy greater bargaining power due to the larger number of competitors for their products and services (Shafiee & Rejali. 2022).

2.3 E-purchasing adoption and supplier performance.

Recently, the concept of electronic procurement (e-procurement) has attracted much interest since companies try to upgrade their procurement process as well as increase efficiency in their supply chains. This literature review focuses on e-procurement adoption and its effects on the performance of suppliers by discussing some of the most important factors that impact the performance results in case of e-procurement adoption.

"According to Wu, (2007) e-procurement refers to the application of Information Technology in the transaction of business from one company to another for materials and services. E-procurement encompasses ERP systems, e-MRO, e-sourcing, e-tendering, e-reverse auctioning, open access e-informing and e-market places (Smuts, 2008)." As stated by McCue and Roma (2012), examples of e-procurement tools include e-notices, e-auctions, e-catalogues, e-dossiers, e-submissions, and e-signatures.

The proposed research is premised on the following e-procurement activities: e-sourcing, e-design, e-informing, e-negotiations and e-evaluations. The above constitute the main roles that make e-procurement important in achieving supplier integration and SCP. Below is a brief description of the various elements of e-procurement:

•E-sourcing: This activity involves searching for new suppliers via online technologies with the sole purpose of minimizing sourcing expenses (Lysons & Farrington, 2012; Ombat, 2015). It only relies on an online medium for supporting all the phases involved in sourcing, which include expense analysis, demand accumulation, requirement definition, identification of suppliers, negotiations (requests for indent, proposal, or quotations), reverse auctions, bidding, evaluation and contracts.

• E-design: It is defined as setting the purchasing specifications in an electronic procurement system (Chang et al., 2013). E-design enables supplier participation in the process of developing specification designs of the products.

• E-informing: It is described as collecting and sharing purchasing information internally and externally using Internet technology, such as purchasing management information of the extranet accessible to internal consumers and suppliers (Sharma, 2012). Therefore, e-informing consists of collecting information, disseminating information, and purchasing information (Corina, 2011; Ombat, 2015).

• E-negotiation: It is defined as negotiating with business partners using electronic tools (Rinderle-ma, 2005). Hence, e-negotiation is useful for saving money during purchasing of goods and services using the Internet (Scot & Morrison, 2007).

• E-evaluation: It entails the collection of detailed data concerning the suppliers that will be used in conducting more evaluations and business deals online (Chang & Wong, 2012). According to Presutti (2003:231), the use of e-procurement technology calls for the evaluation and improvement of the purchasing process.

Utilizing the functions of e-procurement provides many advantages to firms, including saving time and costs, order fulfillment speed, decreasing the purchasing process, improving budgeting, avoiding administrative mistakes, increasing the efficiency of the buyer, and decreasing prices by consolidating purchasing power and information (Baily et al., 2008; Cameron, 2007; Wisner et al., 2012).

The concept of supplier integration involves cooperation between the company and its suppliers for the sake of ensuring effective supply flows (Das et al., 2006; Flynn et al., 2010; Germain & Iyer, 2006; Narasimhan & Peters, 2010; Petersen et al., 2005; Zhao et al., 2011). Many scholars have highlighted the benefits of supplier integration within SMEs.

For example, most SMEs often experience the issue of on-time delivery (Zhao et al., 2015). Nevertheless, by integrating with the suppliers, SMEs can exchange their orders and stock details with the suppliers. Additionally, supplier integration involving adequate communication, exchanging information, and cooperation with the suppliers reduces upstream complexity (Zhao et al., 2015). The advantages of supplier integration include improved responsiveness, flexibility, and time-saving (Chen, Yang, & Li, 2007; Fawcett, Osterhaus, Magnan, Brau, & Mccarter, 2007; Leopoulos et al., 2007; Li & Li, 2005). Supplier integration is instrumental in cutting down transaction costs due to uncertainties and minimizing production costs (Flynn et al., 2010), thus leading to better operational performance (Yu, Chavez, Feng, & Weingarten, 2014). Opportunistic behaviours are substantially minimized during supplier integration due to common vision and cooperative objectives (Prajogo, Oke, & Olhanger, 2015; Wong, Tjosvold, & Yu, 2005).

It should be noted that due to supplier integration in organizations, better organizational outcomes may be achieved through risk and business information sharing, including forecasting demands, inventory decisions, production planning and process synchronization (So & Sun, 2010). A lot of research has been conducted to examine the correlation between e-procurement integration and supplier performance (Kim, 2009; Kristal, Huang, & Roth, 2010; Lau, Yam & Tang, 2007). These findings suggest that integrative approaches allow converting integration into competitive advantages, hence contributing positively to SCP. Some studies (Bowersox, Closs, & Stank, 1999; Childerhouse & Towill, 2003; Flynn et al., 2010; Frohlich & Westbrook, 2001; Gimenez & Ventura, 2005; Thietart, 2007; Zhao et al., 2011) provided solid empirical evidence that supplier integration was positively correlated with SCP. However, the use of e-procurement solutions tends to lead to process efficiency and effectiveness. According to Monczka et al. (2015), an e-procurement system enables companies to automate their procurement activities such as requisition, sourcing, and purchase. Through the digitization of procurement operations, businesses can shorten their cycle times, avoid mistakes, and utilize resources effectively (Nanni & Razzolini, 2019).

As a result, suppliers will benefit from improved performance results as a result of quick order processing, increased order accuracy, and lower lead times (Cai & Choi, 2019). The efficiency that comes with adopting e-procurement technology will play a significant role in making the organization more agile and responsive, which will help suppliers meet consumer needs better while remaining competitive. Communication and cooperation are critical components for developing a cooperative relationship between the buyer and the supplier. Adopting e-procurement technology will make communication and cooperation easier through various means. E-procurement systems provide a common platform where all interactions take place, making procurement processes more transparent, visible, and coordinated (Wang & Lee, 2018). With real-time access to order specifications and delivery schedules, suppliers can better match their production capabilities with the requirements of their customers, leading to higher service quality and customer satisfaction (Wagner et al., 2017). In addition, e-procurement systems facilitate proactive communication between organizations and suppliers, which helps in resolving problems effectively (Pohl et al., 2020).

E-procurement adoption impacts the supplier's performance through effective relationship management approaches. With the adoption of e-procurement systems, organizations will be able to monitor their supplier's performance more effectively, track their KPIs, and create chances for improving their performance (Zsidisin et al., 2019). Using such tools as performance dashboards and vendor scorecards allows organizations to assess their supplier's performance according to certain criteria (Trent & Monczka, 2013). With the help of data and performance evaluations, organizations will be able to set certain performance standards and goals and motivate their suppliers to achieve them (Carter & Rogers, 2018). Besides, e-procurement adoption encourages organizations to create partnerships with their suppliers and solve problems together (Wynstra et al., 2018).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION.

This chapter comprised of the sources of data, data collection instruments and procedures, reliability and validity of the data, sampling procedures, design of research and limitations to the research study.

3.1 RESEARCH DESIGN

The research design was adapted to suit both qualitative and quantitative methodologies. Quantitative methodology refers to those methods that utilized numbers as well as statistical analysis in order to answer questions posed by research and also testing hypothesis. This implies that it was concerned with collecting data through quantifying it thus providing the basis for drawing generalization from the collected data. Qualitative on the other hand refers to those research methods that explored and understood phenomena under investigation as well as meanings assigned to the phenomena based on subjective interpretation of the phenomenon. It thus provided deeper insights into the phenomena under investigation.

3.2 SAMPLING POPULATION

The population selected for this research consisted of 36 respondents altogether. Such a choice was guided by the practical experience that the employees had with regards to purchasing processes using an e-purchasing system and cooperation with suppliers. It made it appropriate for gathering relevant and reliable data about implementing an e-purchasing system and evaluating suppliers' performance in manufacturing organizations. This population was regarded as an appropriate one since it represented all people with sufficient expertise in terms of purchasing processes in manufacturing businesses.

3.3 SAMPLING TECHNIQUE.

For this research, probability sampling methods have been adopted. Probabilistic sampling involved the use of simple random sampling by the Researcher.

"Simple random sampling: is an unbiased selection of an element and it is a subset of a statistical population in which each member of the subset being chosen has an equal probability (Crewel, s2014)". This method was preferred because it involved minimal knowledge about the group under study and those having long-standing experience in management issues.

3.4 SAMPLE SIZE.

A study population of 40 people was used to study the phenomena and Slovene's Formula for sample size determination would be used to determine the sample size in the study. Slovene's formula was used to calculate the sample size (n) given the population size (N) and a margin of error (e). It is computed as n = N / 1+N (e) 2.

Sample size = n = N/1+N(e)2

N = population size

n = sample size

e = Level of significance of error assumed to be 0.05

Therefore;

n = 40/1+40(0.05)2

n=40/1+40(0.0025)

n= 40/1.125

n= 36.

3.5 DATA COLLECTION SOURCES.

3.5.1 Primary source of data.

Sources of primary data will be the main sources of data collection in order to get solutions for the set research problem, that is the researcher himself will conduct the surveys, interviews, experiments, and use other techniques in order to get direct information from different employees. The reason why primary data sources are being employed in this research is that they are very authentic and there is less likelihood of bias.

3.5.2 Secondary source of data.

Source of secondary data was believed to be existing data which have been analyzed before by other researchers. They may include books, articles, company documents, databases among others. The researcher intended to review literature in several journal articles, industrial publications, and databases in order to get information which can help support the background information about the topic of the research.

3.6 DATA COLLECTION INSTRUMENTS.

3.6.1 Interviews

An interview refers to an approach whereby information/data is gathered using face-to-face communication between the interviewer and the interviewee. In this case, questions are asked to gain detailed knowledge. It was expected that using the tool above would provide first-hand information about the individual perception on the concepts of the circular economy in waste management.

3.6.2 Questionnaires

The Questionnaires could be referred to as written or printed questions that have been prepared for obtaining data from the participants. They would consist of open and closed-ended questions and could either be administered by an interviewer or filled out by the participant on his/her own. The researcher was hopeful that through use of Questionnaires, there would be a lot of data obtained from many participants in a relatively short time.

3.6.3 Observations.

Observation is a form of data collection in which the researcher actively observes and documents behaviors and occurrences as they happen in the environment in which they normally take place. Observation helped in gathering empirical evidence regarding how electronic procurement systems were implemented in the real world scenario. Thus, observation helped in understanding the actual problems associated with waste reduction processes, providing an appropriate backdrop to interview and questionnaire data.

3.7 DATA COLLECTION PROCEDURES.

A letter of introduction was collected from the School of Business at Uganda Christian University (UCU) and then presented to the organization which allowed the researcher collect data.

3.8 RELIABILITY AND VALIDITY OF DATA

Bar-graphs and Pie-Charts were used as visual tools by the Researcher to ensure reliability and validity of the data from the study findings.

3.9 LIMITATIONS AND DELIMITATIONS OF THE STUDY.

It was expected that the research will face challenges related to time limitation which could influence the depth of data analysis and collection but the researcher aimed to focus on research objectives to ensure that the research stays focused and doable within the stipulated time.

It was expected that siloing information might hamper the flow of ideas and innovation by making researchers unable to benefit from diverse thoughts and opinions to formulate solutions for different organizational problems but the researcher expected to collect information from different sources such as academic journals, experts in the field etc.

In addition, the researcher expected that the availability of resources such as financial records would be limited, thereby limiting the scope of the study. However, the researcher decided to work with several stakeholders to access more resources, thus increasing efficiency.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

In this chapter, the results gathered from the field study regarding the effects of e-purchasing implementation on supplier performance among manufacturing firms are presented, analyzed, and interpreted. The result was derived from the answers given by 36 participants using questionnaire and interview techniques. The results are presented based on demographic data and research objectives. Quantitative data analysis uses frequency and percentage analysis, while qualitative data use thematic analysis.

4.1 Response Rate

Out of the 36 questionnaires distributed, all 36 were returned and properly filled, representing a response rate of 100%. This high response rate was attributed to effective follow-up and cooperation from respondents.

4.2 Demographic Characteristics of Respondents

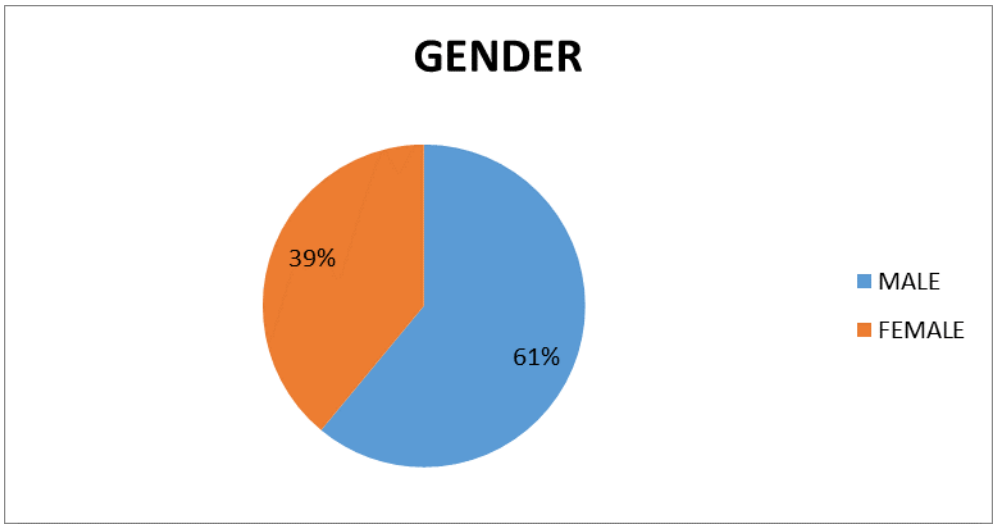
This section presents findings on gender, age brackets, education level, and departments of respondents.

4.2.1 Gender of Respondents

Gender	**Frequency**	**Percentage (%)**
Male	22	61%
Female	14	39%
Total	**36**	**100%**

The findings indicate that 61% of respondents were male while 39% were female. This suggests that the manufacturing sector remains male-dominated, particularly in procurement and supply chain-related roles.

Figure 1: Gender distribution of respondents

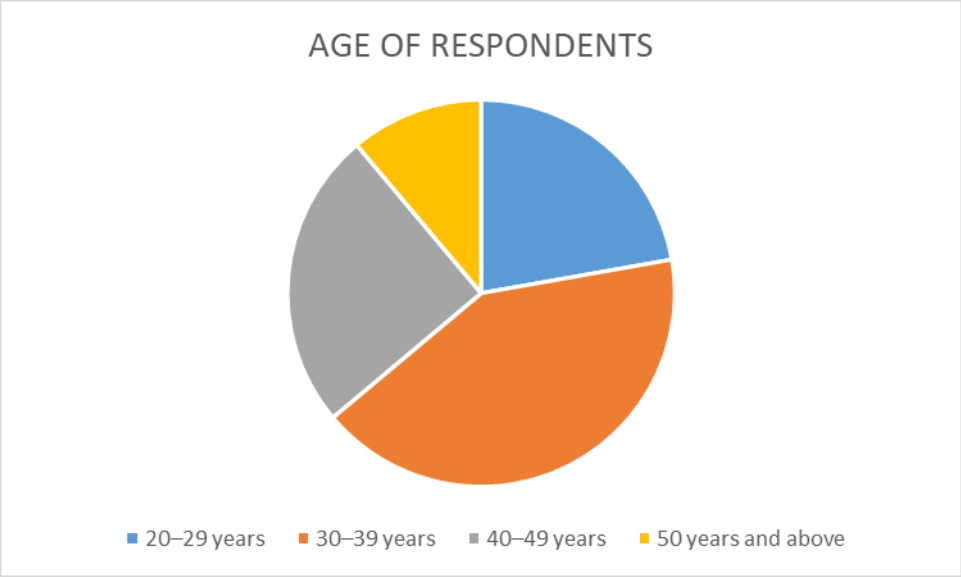


Source: primary data 2025

4.2.2 Age Brackets of Respondents

Age Bracket	Frequency	Percentage (%)
20–29 years	8	22%
30–39 years	15	42%
40–49 years	9	25%
50 years and above	4	11%
Total	**36**	**100%**

Figure 2:Age bracket distribution of respondents



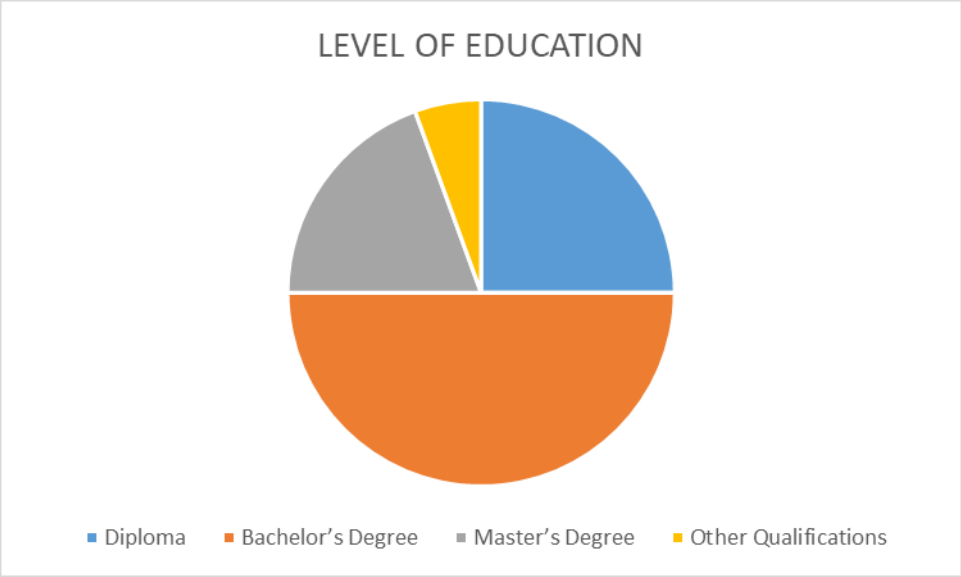
Source: primary data 2025

A large number of people interviewed (42%) were within the age bracket of 30–39 years, followed by 25% within the age range of 40–49 years. It is evident that most of the interviewees were at their economically productive stage, implying credible answers from procurement process experiences.

4.2.3 Level of Education of Respondents

Level of Education	Frequency	Percentage (%)
Diploma	9	25%
Bachelor's Degree	18	50%
Master's Degree	7	19%
Other Qualifications	2	6%
Total	**36**	**100%**

Figure 3: Level of education of respondents



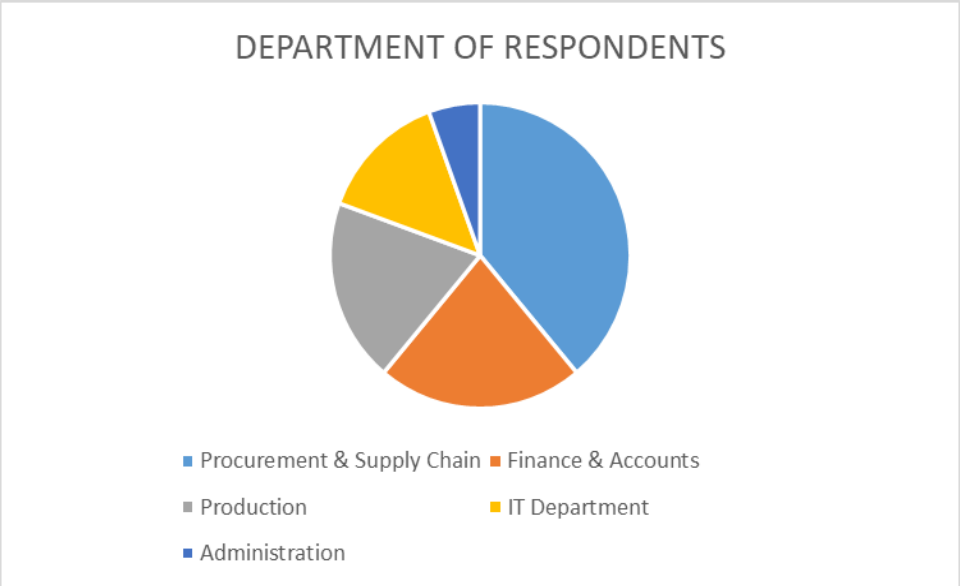
Source: primary data 2025

From the results, 50% of the participants had a bachelor's degree, while 19% had a master's degree. This suggests that most of the respondents were highly educated individuals who could comprehend the concept of e-procurement and supplier performance.

4.2.4 Departments of Respondents

Department	Frequency	Percentage (%)
Procurement & Supply Chain	14	39%
Finance & Accounts	8	22%
Production	7	19%
IT Department	5	14%
Administration	2	6%
Total	**36**	**100%**

Figure 4: Department of respondent



Source: primary data 2025

The largest number of participants (39%) came from the Procurement & Supply Chain Management Department, while 22% belonged to the Finance Department. It was an adequate sample since procurement and finance departments are responsible for implementing electronic purchasing and monitoring suppliers' performance.

4.3 Findings on the Role of E-Sourcing in Improving Supplier Performance

Table 4.3: Role of E-Sourcing in Improving Supplier Performance

Statements	SA		A		SD		D		N	
	F	%	F	%	F	%	F	%	F	%
(a) E-sourcing tools have improved identification and evaluation of new suppliers	6	17%	18	50%	5	14%	3	8%	4	11%
(b) E-ssourcing has boosted sales by easing customer order processes	15	42%	15	42%	3	8%	3	8%	0	0%

(c) E-sourcing has reduced manual processes and paperwork	12	33%	15	42%	0	0%	2	6%	7	19%
(d) E-sourcing improved requisition, ordering and receiving processes	8	22%	13	36%	3	8%	5	14%	7	20%
(e) E-sourcing improved supplier interaction and competitive advantage	12	33%	13	36%	3	8%	2	6%	6	17%
(f) E-sourcing streamlined workflow and improved transparency	9	25%	17	47%	2	6%	2	5%	6	17%

Source: primary data 2025

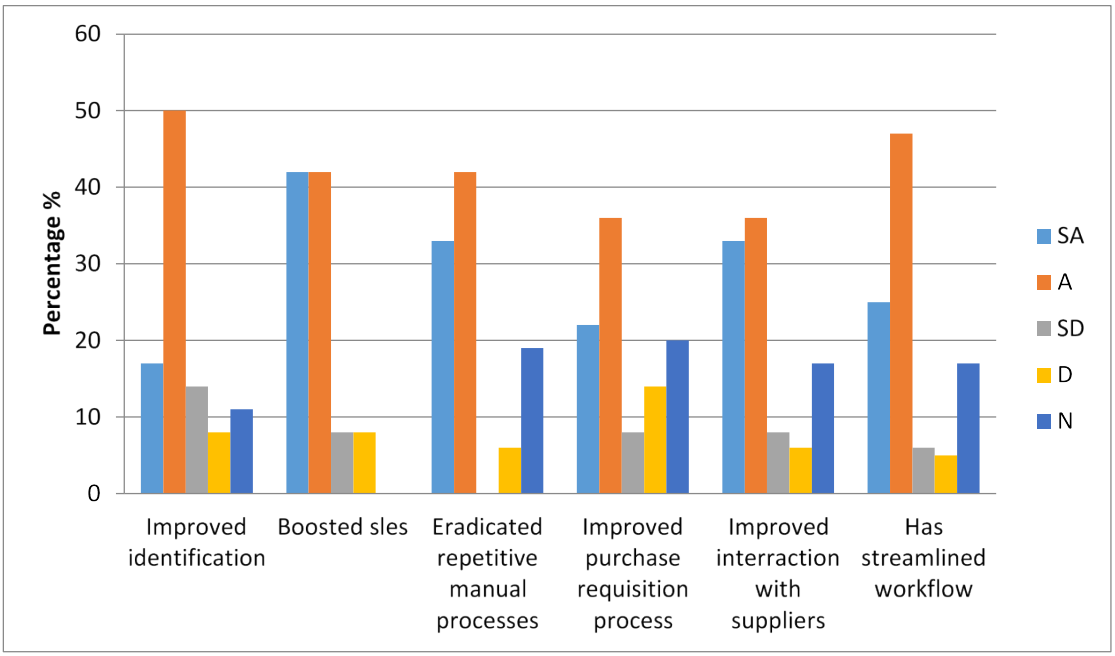


Table above represents how the respondents perceive the importance of e-sourcing in improving the performance of suppliers.

From the responses, it is clear that most of the respondents felt that e-sourcing plays a major role in supplier identification, efficiency of processes, sales increase, and elimination of manual processes. For instance, 67% (17% strongly agree and 50% agree) felt that e-sourcing helped improve the performance in identifying and evaluating suppliers. Similarly, 84% believed that e-sourcing helped to increase sales through simplified order placing.

In addition, 75% believed that e-sourcing minimized paperwork and manual processing thus minimizing costs and increasing productivity. Also, most of the respondents felt that e-sourcing helped to improve communication between buyers and suppliers.

Despite the few who disagreed with the statements, there was a very positive response about the impact of e-sourcing in improving supplier performance.

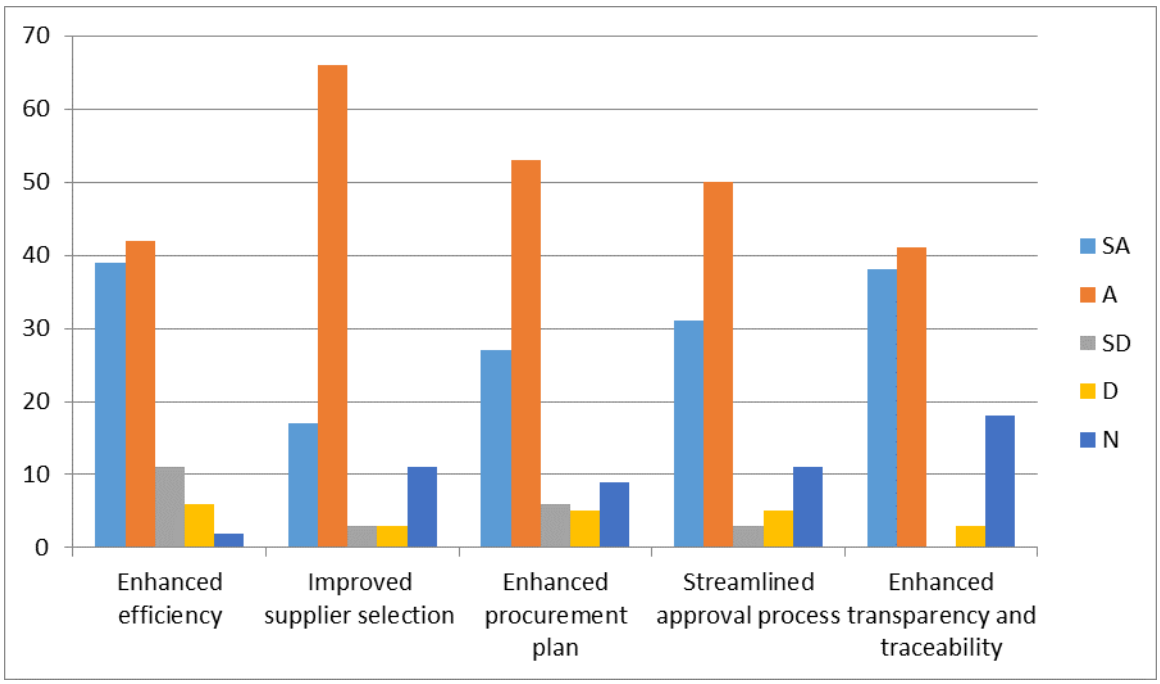
4.4 Findings on the Role of E-Purchasing Practices Integration on Supplier Performance

Table 4.4: Role of E-Purchasing Practices Integration on Supplier Performance

Statements	SA		A		SD		D		N	
	F	%	F	%	F	%	F	%	F	%
(a) Integration enhanced purchasing efficiency through e-catalogs and electronic systems	14	39	15	42	4	11	2	6	1	2
(b) E-purchasing improved supplier selection and delivery schedules	6	17	24	66	1	3	1	3	4	11
(c) Integration streamlined approval processes and value-added services	10	27	19	53	2	6	2	5	3	9
(d) E-purchasing reduced errors in purchase orders and invoices	11	31	18	50	1	3	2	5	4	11

(e) Integration enhanced transparency and information sharing	14	38	15	41	0	0	1	3	6	18

Source: primary data 2025



It can be noted that the integration of e-procurement techniques plays an important role in improving the performance of suppliers.

As a matter of fact, an overwhelming number (81%) felt that the e-purchasing integration increased purchasing effectiveness. In addition to that, 83% believed that supplier selection and order delivery planning became more effective through the integration process. In addition, it also made the approval process smoother, as 80% of respondents agreed to this point.

In addition, 81% confirmed that e-procurement integration helped reduce errors in purchases and invoices, while 79% stated that transparency and information exchange improved.

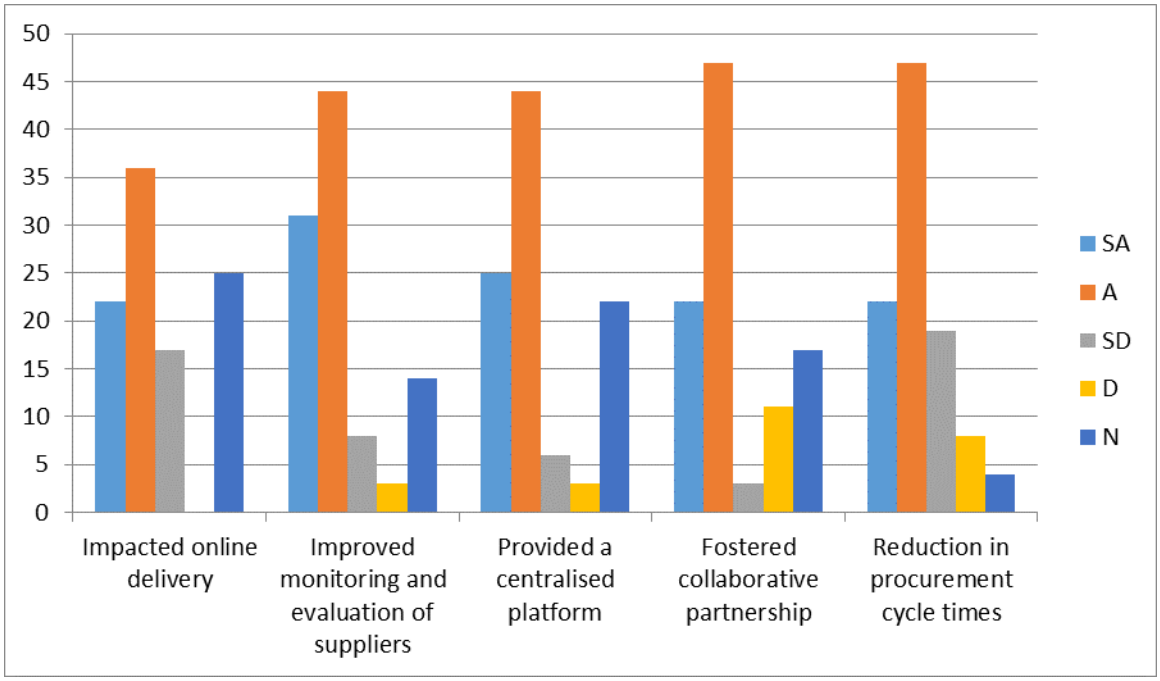
4.5 Findings on the Relationship Between E-PurchasingAdoption and Supplier Performance

Table 4.5: Relationship Between E-Purchasing Adoption and Supplier Performance

Statements	SA		A		SD		D		N	

	F	%	F	%	F	%	F	%	F	%
(a) E-ppurchasing improved online delivery and information sharing	8	22	13	36	6	17	0	0	9	25
(b) E-purchasing improved monitoring and evaluation of suppliers	11	31	16	44	3	8	1	3	5	14
(c) E-purchasing enhanced transparency and coordination	9	25	16	44	2	6	1	3	8	22
(d) E-purchasing fostered collaborative partnerships	8	22	17	47	1	3	4	11	6	17
(e) E-purchasing reduced cycle time and improved order accuracy	8	22	17	47	7	19	3	8	1	4

Source: primary data 2025



Findings show that there exists a generally positive correlation between adoption and performance of suppliers.

Adoption positively influenced online deliveries and information exchange, with 58% of respondents agreeing to this. On the other hand, 25% were undecided while 17% disagreed. A stronger correlation of 75% was evident with regard to effective supplier monitoring and evaluation.

In similar vein, 69% believed that adoption promoted transparency and coordination among supply chain partners. Adoption also fostered effective collaborative relationships within the business organization, and operational efficiency. 69% indicated that the adoption promoted operational efficiency within their businesses, but higher percentages of disagreement in this case were noted.

Therefore, it can be concluded that there exists a positive correlation between adoption and performance of suppliers.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECCOMMENDATIONS

5.0 Introduction

In this chapter, the discussion, conclusions, and recommendations of the research conducted on the impact of implementing electronic purchasing on supplier performance among manufacturing firms are provided. Discussion on the findings of the research in relation to the existing literature is presented first, followed by the summary, conclusions, and recommendations.

5.1 Summary of the Findings

Results from the study reveal that e-sourcing is very important for improving the performance of suppliers. This technology makes supplier identification easier, reduces order complexity, saves time in doing paperwork, and improves communication within the purchasing process.

The results also reveal that using e-purchasing practices leads to great improvements in the effectiveness of purchasing, supplier selection, and coordination. Errors are minimized, approval process becomes faster, and information exchange between partners becomes efficient and clear.

It was revealed that there is a positive correlation between e-purchasing and supplier performance. E-purchasing enhances communication, supplier performance monitoring, information sharing, and cooperation. However, the impact on efficiency depends on implementation and effectiveness of the practice adopted.

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5.2 Discussion of the Findings

5.2.1 Role of E-Sourcing in Improving Supplier Performance

From the study findings, it is evident that the use of e-sourcing has significantly contributed to the improvement of supplier performance in manufacturing firms. In most cases, respondents agree that the use of e-sourcing instruments, which include supplier portals, electronic requisition and catalogue, has enhanced the identification and assessment of suppliers. The finding means that use of digital e-sourcing technology makes it easy for organizations to access suppliers.

Findings from the current study corroborate those of Premkumar (2009) and Ribeiro & Henriques (2011), in which the authors point out that the use of e-sourcing technology helps to enhance supplier selection through use of Internet-based technologies.

Furthermore, study findings have shown that there are significant benefits associated with the application of e-sourcing technology, which include improved sales performance through streamlining of ordering process by customers. This finding agrees with that of Mentzer (2010), whereby the author argues that ordering process enhances responsiveness and satisfaction.

In addition to the above findings, the research results indicated that e-sourcing leads to decreased manual processes and paperwork, which results in increased efficiency. According to Porter & Millar (2015), digitization helps reduce any redundant work, thus increasing organizational efficiency.

Additionally, respondents confirmed that e-sourcing increases efficiency in procurement activities, including requisitioning, ordering, and receipt of goods. This finding corroborates that provided by Songip et al. (2013) about the positive effect of e-sourcing on procurement processes.

Also, it was found out that e-sourcing facilitates supplier communication and increases competitive advantage. Improved collaboration and interactions among buyers and suppliers positively affect performance results. This fact can be corroborated with Croom & Brandon-Jones' (2007) findings regarding the positive effect of e-procurement systems on supplier communication and organizational competitive advantage.

Finally, it can be said that e-sourcing contributes to increased efficiency and flexibility of procurement workflows. This statement supports Moon's (2015) view on the role of digital procurement in improving transparency and collaboration among organizations.

5.2.2 Role of E-Purchasing Practices Integration on Supplier Performance

It can be observed from the results that incorporating e-purchasing strategies improves supplier performance. Many of the respondents agreed that the use of such strategies as e-catalogs and electronic information system improves purchase processes and makes it easier to access information.

As it was mentioned by Madzimure (2020), the use of such systems improves operational efficiency and supply chain performance.

In addition, it was discovered during the research that integration improves supplier selection and scheduling deliveries. This means that there is proper planning and coordination of actions in integrated systems.

Such an observation matches the results received by Ayoub & Abdallah (2019).

E-purchasing integration in procurement practices also facilitates approval processes as well as value-added services. Efficiency gained through automation leads to quick decision-making which, in turn, increases efficiency of the organization. This result corroborates Faheem & Siddiqui (2019) who stressed the importance of value-added services for the effectiveness of supply chains.

Moreover, the research identified that e-purchasing integration helps to decrease errors and inconsistencies in purchase process. The use of automation contributes to decreased human error and, thus, increases reliability. It can be noted that this result confirms the findings of Mutangili (2019) on the positive effect of digital purchasing system on accuracy.

Finally, the research revealed that e-purchasing integration promotes transparency, information exchange, and traceability. This means that digital systems allow for timely access to data related to the purchasing process. Such a trend supports the ideas expressed by Ronchi et al. (2020).

5.2.3 Relationship Between E-Purchasing Adoption and Supplier Performance

The results of the research show a positive correlation between e-purchasing implementation and supplier performance; however, there is variance in the degree of impact among participants.

The findings suggest that e-purchasing leads to better processes for online deliveries and communication. This means that using electronic devices makes it easier to communicate and coordinate activities. This is supported by the findings of Wu (2007), indicating that e-purchasing makes information exchange more efficient.

Moreover, e-purchasing systems help monitor and evaluate supplier performance. Using dashboards and performance indicators, companies can successfully assess supplier performance. This result aligns with Zsidisin et al. (2019), suggesting the significance of digital solutions for managing supplier performance.

Moreover, it was found that e-purchasing leads to increased visibility and improved coordination within the supply chain. This is consistent with the arguments presented by Monczka et al. (2015) who have stated that e-purchasing contributes to increased coordination.

It was also found out that e-purchasing encourages cooperation between suppliers and customers. Better communication and information flows lead to the development of strong relationships and improved processes in general. This conclusion is supported by Croom et al. (2016), who suggested that e-purchasing promotes collaboration in supply chains.

On the other hand, there were contradictory opinions on how e-purchasing influences operational performance. There was an opinion that e-purchasing may help reduce cycle time, which contradicted a number of other views that considered e-purchasing as ineffective.

5.3 Conclusion

In summary, the research has shown that the implementation of an e-purchasing system results in improved performance of suppliers in manufacturing firms. E-sourcing improves

selection of suppliers, increases efficiency, and builds better supplier relationships. On the other hand, the integration of an e-purchasing system increases efficiency, decreases errors, and fosters transparency.

Moreover, the application of an e-purchasing system also results in the improvement of supplier performance because of enhanced communication, coordination, and monitoring. Nevertheless, sometimes the potential advantages of the e-purchasing system cannot be achieved fully because of implementation, skills, and integration problems.

Thus, the research has proven the effectiveness of e-purchasing systems and their successful implementation.

5.4 Recommendations

Boost Training and Capacity Development: Companies can consider providing continuous training for staff to ensure that they learn how to make efficient use of the e-purchasing technology. This would help maximize the potential of the systems and achieve better results from their use.

Promote System Integration: E-purchasing systems must be fully integrated into all parts of manufacturing companies to enhance coordination and efficiency in the process.

Promote Supplier Relationships: Suppliers should be considered more as partners rather than mere clients. This is achievable through better communication facilitated by e-purchasing technologies.

Incorporate Advanced Technologies: Manufacturers should incorporate technologies such as automated system for detection of errors and analytical tools to support efficient procurement decisions.

Conduct Regular Performance Assessment: Performance of the purchasing and supplier activities should be continuously evaluated for improvements.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear Respondent, my name is Anyango Edina Reg No. S23B05/013 a student at Uganda Christian University perusing a Bachelor's Degree in Business Administration, Third year, second semester.

I am undertaking research titled Electronic procurement implementation and Supplier performance in manufacturing companies and your insights and responses are incredibly valuable to assess and understand how electronic purchasing practices can effectively impact on supplier performances.

I take to assure you that your responses will be strictly kept with a high level of confidentiality and solely used for academic purposes.

INSTRUCTIONS.

Please answer all questions as accurately as possible.

The information provided will be kept confidential and used solely for academic purposes.

Kindly tick in the box provided below from Section 1to 5. And select option that best describes your experience or opinion.

SECTION A.

(BIO DATA)

Section 1: Gender of the Respondent.

a. Male ☐ b. Female ☐

Section 2: Age bracket of the respondents.

a. 18-27 Years ☐

b. 28-37 Years ☐

c. 38-47 Years ☐

Section 3: Level of Education

a. Diploma ☐ b. Degree ☐ c. Masters ☐

Any other please specify.

Section 4: Length of service in the organization.

a. 0-10Yers ☐ b. 10-20Years ☐ c. 20-25Years ☐ d. 25 & above ☐

section 5: Department in which you belong.

a. Procurement ☐
b. Marketing ☐
c. Finance ☐
d. Logistics ☐

Any other please specify

SECTION B

INSTRUCTIONS.

In this part and parts that follow, you are required to rate your level of agreements with the statements by selecting the option that best represents your opinion. SA- Strongly Agree, A-Agree, SD- Strongly Disagree, D- Disagree, NA/D- Neither Agree or Disagree

a) **ROLE OF E-SOURCING IN IMPROVING SUPPLIER PERFORMANCES.**

S/N	ROLE OF E-SOURCING IN IMPROVING SUPPLIER PERFORMANCES.	SA	A	SD	D	NA/D
1	E-sourcing tools have improved identification and evaluation of new suppliers					
2	E-sourcing has boosted sales by easing customer order processes					
3	E-sourcing has reduced manual processes and paperwork					
4	E-sourcing improved requisition, ordering and receiving processes					
5	E-sourcing improved supplier interaction and competitive advantage					
6	E-sourcing streamlined workflow and improved transparency					

SECTION C:

b) **ROLE OF E-PURCHASING PRACTICES INTERGRATION ON SUPPLIER PERFORMANCE.**

S/N	ROLE OF E-PURCHASING PRACTICES INTERGRATION ON SUPPLIER PERFORMANCE.	SA	A	SD	D	NA/D
1	E-purchasing integration enhanced purchasing efficiency through e-catalogs and electronic systems					
2	E-purchasing improved supplier selection and delivery schedules					
3	E-purchasing integration streamlined approval processes and value-added services					
4	E-purchasing reduced errors in purchase orders and invoices					
5	E-purchasing integration enhanced transparency and information sharing					

c) RELATIONSHIP BETWEEN E-PURCHASING ADAPTION AND SUPPLIER PERFORMANCE

S/N	RELATIONSHIP BETWEEN E-PURCHASING ADAPTION AND SUPPLIER PERFORMANCE.	SA	A	SD	D	NA/D
1	E-purchasing improved online delivery, order and information sharing with suppliers					
2	E-purchasing improved monitoring and evaluation of suppliers through enhanced management practices					
3	E-purchasing enhanced transparency and coordination across the supply chain					
4	E-purchasing fostered collaborative partnerships between buyers and suppliers which led to continuous improvement					
5	E-purchasing reduced cycle times, minimize errors, improved order accuracy and reduced lead times					

Thank you for your cooperation and responses.