

**THE EFFECT OF ELECTRONIC PROCUREMENT ON ORGANIZATIONAL
PERFORMANCE :A CASE STUDY OF CAPITAL SHOPPERS KAMPALA
UGANDA**

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S21B12/009

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE AWARD OF A DEGREE OF BACHELOR OF PROCUREMENT AND LOGISTICS
MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

September, 2024



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DECLARATION

I Charlotte Nabukeera, declare that this work is authentically mine and to the best of my knowledge. This report contains no traces of plagiarism or any other unethical practices. The only work used that has already been published by other persons has been purely for reference purposes.

Signature.....#60..... Date.....29/08/24.....

APPROVAL

I certify that Charlotte Nabukeera, a student of Bachelors of procurement and logistics at Uganda Christian University submitted her research findings; under my supervision.

Signature.....

Date.....

Supervisor: Mrs. Winfred Nassiwa Luyimbazi

DEDICATION

I dedicate this research report to my beloved mother Mrs. Irumba Juliet Nansubuga who has tirelessly supported me financially and ethically for the entire time I pursued this course and her endless efforts to see me educated. May the heavenly Father bless her for that kindness and love for me.

ACKNOWLEDGEMENT

First and foremost, I thank the almighty GOD for His enabling grace, mercy and abundant provisions that have brought me this far in my education. I also thank my mother Mrs. Irumba Juliet Nansubuga who has tirelessly, endlessly provided for me up to this level, supported me, encouraged me and kept me motivated throughout this journey. To my mother, Mrs. Irumba Juliet Nansubuga, thank you for always believing in me and for your endless love and support for me.

In a very special way, I would like to express my deepest gratitude to my supervisor, Mrs Winfred Nassiwa Luyimbazi, who has guided me tirelessly and helped me complete this research report. Your constant and constructive feedback were instrumental in organizing this dissertation, may the good Lord Bless you.

I wish to convey my sincere thanks to the School of Business Faculty and staff at Uganda Christian University for providing me with the necessary resources and knowledge to complete this work. Special thanks to Mr. Muloosi Pascaal for his insightful advice, encouragement and assistance, may Almighty bless him abundantly.

My heartfelt appreciation goes out to my fellow students especially Nalwadda Phoebe, Shekina Betina Shikoa, Denise Kirabo, Awori Gabbie and others. Your mutual support collaboration and discussions significantly contributed to the progress of my research hence achieving a common goal. I am deeply grateful for everything.

I am also grateful to Capital Shoppers Supermarket for their generous support in providing me with the data and insights that were crucial to this research. I would like to extend a special thank you to Mr. Frank N. Mudama, the Human Resource Manager at Capital shoppers and all other employees I met there for their assistance and cooperation in facilitating the study and allowing me conduct this study. Above all, I thank the Almighty God for granting me the strength, wisdom and perseverance to complete this dissertation.

ABSTRACT

This dissertation aimed to explore the effect of e- procurement on organizational performance within Capital Shoppers Supermarket, an organization that deals in selling commodities to different customers in Uganda. The study sought to achieve three specific objectives: to examine the effect of e-tendering on organizational performance, to examine the effect of e-auctioning on organizational performance and to investigate the relationship between e-procurement and organizational performance. To achieve these objectives, a mixed-methods research approach was adopted. Data was collected through a pre-tested close ended questionnaires and interviews with staff at Capital Shoppers Supermarket of different departments like logistics, procurement, ICT, and others.

The study revealed a strong positive correlation between the adoption of e-procurement on organizational performance, with a significant relationship between the two. The research results suggested that the consistent use of digital procurement tools like e-auctioning, e-tendering and effective management practices is very crucial for enhancing the performance of Capital Shoppers Supermarket.

Data was collected using self-administered questionnaires. This study employed both stratified sampling and simple random sampling techniques to select the sample size of 32 respondents that were involved in the study. The findings of this study revealed that embracement of electronic procurement contributes to the organization in different ways and that E-tendering contributes organizational performance inform of increasing Profit margins, enhancing operational efficiency, and promoting supplier relationships, e-auctioning is a well-known practice at Capital Shoppers supermarket and has always been practiced which was indicated by the majority of the respondents in the study who strongly agreed.

The study also recommends that Capital Shoppers Supermarket should continue utilizing e-tendering and e-auctioning to enhance operational efficiency, supplier relationship management, and overall organizational performance especially with in its procurement processes. Capital Shoppers should also invest in advanced e-tendering software that offers greater customization and analytics capabilities in order to allow better monitoring of procurement activities.

List of acronyms

| | |
|---------------|---|
| BPLM | Bachelor of Procurement and Logistics Management |
| CRM | Customer Relationship Management System |
| E-FRIS | Electronic Fiscal Receipting and Invoicing Solution |
| E-PROCUREMENT | Electronic Procurement |
| EDI | Electronic Data Interchange |
| E-GP | Electronic Government Procurement |
| ERP | Enterprise Resource Planning |
| ICT | Information and Communications Technology |
| JIT | Just-In Time |
| KPI | Key Performance Indicators |
| SA | strongly agree |
| SD | Strongly Disagree |
| SMEs | small and medium-sized enterprises |
| UCU | Uganda Christian University |
| DV | Dependent Variable |
| IV | Independent Variable |
| A | Agree |
| D | Disagree |

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides the necessary background regarding the essence of electronic procurement, statement of the problem, the purpose of the study, objectives of the study, the research questions, the significance of the study, area and scope of the study and conceptual framework.

1.2 Background of the study

1.2.1 Historical background

E-procurement is the utilization of electronic systems and technology to streamline procurement processes, represents a departure from traditional, labor-intensive methods characterized by paperwork and manual approvals (Mistry & Patel,2016). Its emergence signifies a shift towards automation efficiency, and cost savings for organizations. Therefore, the impact of e-procurement on organizational performance includes cost reduction, process efficiency, supplier relationships and overall competitiveness (Saeed et al.,2020)

1.2.2 Theoretical background

Acknowledgably, one of the best practices in procurement is electronic procurement or e-procurement. The practice of acquiring goods and services between businesses and consumers through the use of information and communication technology systems is known as e-procurement. E-procurement is a unique tool that can revolutionize the procurement process by automating processes such as e-tendering e-bidding e-sourcing e-payment supplier relationship management and records management (United Nations 2001). For companies looking to maximize their procurement operations e-procurement system integration into organizational processes has become a critical tactic to employ. Using software platforms like Electronic Data Interchange (EDI) Enterprise Resource Planning (ERP) Electronic Government Procurement (EGP) Coupa E-FRIS Customer Relationship Management System (CRM) Supplier Relationship Management System (SRM) etc. is what e-procurement entails in order to manage supplier relationships expedite the purchasing process and increase an organizations general efficiency.

1.2.3 Contextual background

Within the larger framework of the digital revolution in retail operations Capital Shoppers Supermarket in Uganda has implemented e-procurement. Businesses like Capital Shoppers Supermarket are under pressure to adapt and innovate in order to stay competitive as the retail

industry faces unprecedented disruption from technological advancements and shifting consumer preferences (Chaffey and Wood 2005). Therefore, the supermarkets adoption of e-procurement systems is a calculated response to these difficulties allowing it to modernize its procurement procedures boost supply chain effectiveness and enhance overall operational performance. Furthermore, the adoption of e-procurement can give Capital Shoppers Supermarket a competitive edge in the retail industry where factors like price competitiveness product availability and customer satisfaction are crucial. These benefits include the ability to make procurement decisions more quickly and accurately optimize inventory levels and fortify relationships with suppliers (Croom et al. 2000). Although there are clear potential advantages to adopting e-procurement the supermarket must manage a number of contextual factors such as industry-specific laws the requirement for seamless integration with current systems and the organizational culture shift necessary to accept technological change (Arshinder et al. (2017)). Capital Shoppers Supermarket can position itself for long-term success in the changing retail landscape by addressing these contextual challenges and effectively utilizing e-procurement technologies.

1.3 The statement of the problem

E-procurement has had a large impact on organizational performance and has had disruptions come in operations of different firms, Capital Shoppers inclusive. This study will dig into the anticipated impact of e-procurement adoption on the organizational performance of Capital Shoppers Supermarket, an endeavor crucial for navigating the evolving landscape of retail operations. As digitalization reshapes business practices, the supermarket industry faces mounting pressure to embrace technological advancements to remain competitive (Chaffey & Wood, 2005). Against this backdrop, Capital Shoppers Supermarket stands at a pivotal juncture, in position to take advantage of the potential benefits of e-procurement systems in enhancing its operational efficiency and strategic positioning in the market. However, while e-procurement holds promise for streamlining procurement processes, reducing operational costs, and fostering closer supplier relationships (Croom et al., 2000). However, despite of these known advantages, successful e-procurement implementation presents significant challenges. These challenges may include resistance to change among employees, concerns regarding data security and system integration complexities (Arshinder et al., 2017), and the need for organizational restructuring to accommodate new technological infrastructures (Tornatzky & Fleischer, 1990). Consequently, the overarching problem lies in elucidating how Capital Shoppers Supermarket can effectively

navigate these hurdles and leverage e-procurement technologies to optimize its procurement practices, enhance operational efficiency, and strengthen its competitive edge in the dynamic retail landscape. By addressing this problem, the study seeks to offer actionable insights and recommendations tailored to the specific needs and context of Capital Shoppers Supermarket, thereby contributing to the broader discourse on the strategic integration of e-procurement in the retail sector.

1.4 Objectives of the study

1.4.1 General objective

The purpose of the study will be to examine the effect of electronic procurement on organizational performance.

1.4.2 Specific objectives

- 1) To identify the impact of E-tendering on organizational performance.
- 2) To examine the impact of E-auctioning on organizational performance.
- 3) To establish the relationship between e-procurement and organizational performance.

1.5 Research questions

- 1) What is the effect of E- tendering on organizational performance?
- 2) What is the effect of E-auctioning on organizational performance?
- 3) What is the relationship between e-procurement and organizational performance?

1.6 Scope of the study

The scope of the study covered the conceptual scope, geographical scope and the time scope

1.5.1 Content Scope

This conceptual scope will concentrate on examining the effect of e-procurement and its features, which include e-auctioning, online marketing, e-tendering, e-payment, e sourcing and the concept of organizational performance.

1.5.2 Geographical Scope

The study will be conducted at Capital Shoppers located in Ntinda branch, Kampala.

1.5.3 Time Scope

The variable of e-procurement was investigated on how it affected organizational performance and all discussions were considered from the period 2015 to 2023 and the time of study and research from March to August (2024).

1.6 Significance of the study

- (1) The information from the study will be crucial on the management of e-procurement systems and service delivery of customers in Capital shoppers.
- (2) The supermarket staff will benefit from this study as the findings would be used to cut procurement related costs and optimize resource use in order to serve their clients better. (The staff includes all procurement officers, operation managers or their equivalents in the supermarket)
- (3) The study will help fellow researchers add more information to the already exiting literature on e-procurement and organizational performance by reviewing literature and establishing study gaps to fill.
- (4) The study findings will help academicians highlight areas for further research and also will contribute to new knowledge. They will therefore refer to the current research for areas of further study based on findings in there literature review.

1.7 Conceptual framework

E-PROCUREMENT (IV)

ORGANIZATIONAL PERFORMANCE (DV)



CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a comprehensive review of literature on e-procurement services, organizational performance, dimensions of the independent variable, as well as relationship between the variables.

2.2 Definition of the key variables

2.2.1 E-procurement.

In order to improve organizational efficiency cost savings and transparency, electronic procurement or e-procurement refers to the use of the internet for the purchase and sale of goods and services through digital systems that are only accessible to registered users (James 2024). This practice streamlines traditional purchasing procedures. By utilizing internet-based platforms and digital technologies e-procurement will completely transform how businesses handle their purchasing procedures.

We will look at the advantages difficulties and potential developments in e-procurement with a special emphasis on how it can be applied to Capital Shoppers Supermarket. Reduced costs increased efficiency and increased transparency are just a few benefits of using e-procurement systems. Singh and Thompson (2015) claim that by automating repetitive tasks and reducing manual errors e-procurement lowers transaction costs.

Moreover, e-procurement systems improve transparency by offering real-time tracking and reporting capabilities which are advantageous for accountability and decision-making (Ruiz-Benitez and Lopez 2016). However, there will be a lot of difficulties in putting e-procurement into practice. According to McCue and Pitzer (2016) and Gunasekaran & Ngai (2017) these difficulties include expensive initial setup costs employee resistance to change and the requirement for continual training and support.

Furthermore, there will be a lot of work and resources involved in integrating e-procurement systems with the current enterprise resource planning (ERP). Reduce expenses expedite

procedures combine and integrate supplier networks and enhance customer support are all possible with e-procurement.

As a result, expensive prone to error paper-based transactions are replaced with interactive real-time more efficient processes. By using purchasing best practices organizations can visualize the right products more quickly more affordably and with better service in the end government employees will boost the public trust in the government.

Annual cost savings from e-procurement in the private sector typically fall between 25 and 50 percent. Similar savings may be found in the public sector. Los Angeles County cities saved \$29 million over a five-year period by closing their central storage warehouses according to a November 1997 California State Auditors Report. The purpose of e-procurement is to use the internet to increase the efficiency of production distribution logistics and other related activities.

The e-supply chain is actually a combination of other e-procurement tools an e-billing system and an e-procurement system. With the information see-through effect, it enables all parties involved to plan ahead and respond quickly upon acquisition. It also helps you your distributors and your suppliers manage the specifications quality costs and delivery times of materials and products with greater productivity. It also lowers your logistics production procurement and distribution costs while improving process and management.

Finally, it helps you find suppliers who offer the most cost-effective products or materials. It allows you to control your inventory at its lowest level—or even zero level—because your distributors and suppliers can see through it and always know when to prepare their production or respond to you at Just-In-Time (JIT). it also permits you to find suppliers who can assist you in managing your inventory by taking on the responsibility of replenishing it at the most suitable level.

2.2.2 Organizational performance

An organizations ability to achieve its goals and objectives through a variety of metrics such as financial performance, market share and customer satisfaction is referred to as its organizational performance. Richard et al. (2009) state that organizational culture strategy and leadership all play a role in determining productivity efficiency and quality of outputs.

According to Neely (2018), maintaining and improving performance in competitive environments also heavily relies on innovation and continuous improvement. The output or results of an organization as compared to the intended outputs (or goals and objectives) is what is referred to as organizational performance.

As per Richard et al. (2009), three distinct areas of firm outcomes are included in organizational performance: financial performance (profits return on assets and return on investment), sales market share and shareholder return for products total shareholder return and economic value added. An organizations ability to succeed is still largely determined by its financial performance which is measured using indicators like profits return on investment and return on assets. Hitt Ireland and Hoskisson (2020) emphasize the significance of these financial metrics in their in-depth research on strategic management stressing how these measures represent the general financial health and profitability of a company.

Contrarily, sales and market share are used to assess market performance. In order to highlight the influence of market performance on long-term financial outcomes. Anderson Fornell and Mazvancheryl (2020) establish a link between customer satisfaction and shareholder value.

Furthermore, a thorough understanding of market performance metrics such as sales growth and market penetration is offered by Kotler and Keller (2016). An additional crucial aspect of organizational performance is shareholder return which includes measures like economic value added and total shareholder return. As they both point out these metrics are essential for evaluating a company's value creation from an investors perspective.

Barney and Hesterly (2020) and Brigham and Ehrhardt (2020) both address the strategic significance of optimizing shareholder value. Even though its arguably the most often used dependent variable in organizational research nowadays organizational performance is still one of the most nebulous and poorly defined concepts. The external environment poses the largest threat to the performance of organizations. Economic political social cultural environmental and technological challenges are some of those that could result from the outside world (Snider and Rendon 2001).

Koplan and Norton (1996) define organizational performance goals as specific measurable targets that are aligned with an organizations strategic objectives. Increasing organizational effectiveness

and efficiency is the primary goal of organizational performance as it improves the organizations ability to deliver goods and/or services. The significance of establishing well-rounded objectives that encompass not only monetary results but also non-monetary elements like client contentment internal procedures and education and development is emphasized.

As a result, firms can effectively use Key Performance Indicators (KPI) to track their progress toward strategic objectives and make sure that all organizational levels are pursuing the same priorities by setting clear and aligned performance goals. As per Pettigrew et al. According to (2017), there are many different internal and external factors that affect organizational performance making it a complex concept.

In addition to accounting for non-financial factors like customer satisfaction employee engagement and innovation it highlights the significance of viewing performance holistically. Thus in this view an organizations capacity to adjust to its surroundings efficiently allocate its resources and match its internal capabilities with its strategy determines how well it performs.

The ability of an organization to accomplish its objectives and maintain high performance over time can also be strongly impacted by the roles that organizational culture and leadership play in fostering performance. Improving organizational performance is significantly influenced by employee engagement. Employee motivation output and commitment to their jobs all increase when they are well-managed and engaged and this positively affects the organizations chances of success.

Employees under good management typically experience higher levels of job satisfaction which lowers turnover rates. Organizations are able to guarantee continuity and develop a solid seasoned workforce thanks to this stability. Companies that adopt the ideas of employee engagement and management can reap benefits claims (Aon Hewitt, 2017).

As a result, motivated workers are more likely to go above and beyond the call of duty demonstrating a proactive approach to problem-solving and a desire to support the growth of the company. A greater sense of accountability and ownership may result in happier customers. This is due to the fact that workers who are engaged with their company are more likely to deliver superior customer service.

Consequently, encouraging employee engagement is a calculated strategic decision that boosts an organizations productivity profitability and long-term success. Since it helps businesses to meet customer demands adjust to changing market conditions and keep a competitive edge innovation is also a critical component of organizational performance. Prioritizing innovation can help organizations create new goods services and procedures that can boost revenue and market share. Companies that prioritize innovation are more likely to outperform their rivals in terms of financial performance according to McKinsey and Company (2018). Because innovation encourages workers to think creatively it supports a culture of continuous improvement.

Additionally, this atmosphere encourages cooperation and knowledge exchange both of which are critical for the development of creative ideas. Organizations can guarantee long-term success and growth by incorporating innovation into their core business strategies.

2.3 The effect of e-tendering on organizational performance

Tendering electronically via the internet involves sending out receiving and assessing requests for proposals or bids from suppliers. E-tendering allows organizations to have a more effective transparent and economical tendering process by doing away with the need for physical documents (Tindsley and Stephenson, 2008). E-tendering has completely changed how businesses purchase goods and services.

Thus, the purpose of this review is to investigate the effects of e-tendering system adaptation on organizational performance. In light of the fact that e-tendering is an essential component of e-procurement and can influence organizational performance a number of studies show that it dramatically improves operational effectiveness while lowering procurement costs.

One study, for example, was conducted by Kumar and colleagues. (2021) discovered that companies adopting e-tendering saw a 15 percent drop in procurement costs as a result of increased automation and transparency as well as a 20 percent reduction in procurement cycle times resulting in quicker and more efficient operations. For this reason, when organizations adopt e-tendering the cost-effectiveness of their procurement processes will be immensely increased. Reduced manual processing fewer administrative costs and fewer mistakes and delays in the tendering process will all be responsible for this improved cost efficiency.

E-tendering also encourages supplier relationship management. According to studies like this one e-tendering improves supplier relationship management by offering real-time updates and streamlined communication channels (Johnson 2019). Platforms for electronic tendering can offer a standardized and centralized means of communication between buyers and sellers. By doing this miscommunication should be minimized and simultaneous access to the same information should be guaranteed to all parties. According to Johnson (2019) the time spent on clarifications and follow-ups is decreased because more transparent and effective interactions are fostered by this streamlined communication.

One of the main benefits of using an electronic tendering system is the ability to offer real-time updates on the status of the tender deadlines and any changes to requirements. Providers are able to monitor their offers and get alerts quickly which makes it easier to plan resources and manage expectations. Therefore, by fostering a relationship of trust and dependability with suppliers this degree of openness and rapid information flow fosters collaboration and mutual respect between businesses and their suppliers and easier and better communication with suppliers. By implementing e-procurement technology a company can manage its relationships with its most important suppliers to ensure optimal supplier performance and maintain contact with possible suppliers throughout a business process (Eqiq Technologies, 2010).

Fairness and transparency: The procurement process is more equitable and transparent when using e-tendering systems. According to Smith and Thomass research (2020), digitizing tenders increase competition and fairness in the bidding process by lowering the possibility of corruption and collusion.

Smith and Thomas (2020) claim that the use of e-tendering systems greatly improves the procurement process of fairness and transparency which has a big impact on organizational performance particularly in Uganda.

The use of e-tendering systems can result in more fair and transparent bidding procedures in Uganda where procurement procedures have traditionally been plagued by issues like corruption favoritism and inefficiencies. Because of the greater transparency all bids will be judged on the basis of merit rather than bribery or personal ties creating a competitive environment where the

best suppliers will be chosen based on both quality and affordability. Thus companies can lower procurement costs increase overall efficiency and get better value for their money.

Furthermore, the fairness that e-tendering brings about contributes to the development of trust among all parties involved including the public employees and suppliers. Increased compliance with regulatory requirements more dependable supply chains and stronger relationships with suppliers can all result from this trust. The organizations reputation may also be improved by fewer corrupt practices and the resulting legal and financial risks which could draw in more investments and business opportunities.

Order tracking and tracing are enhanced by e-tendering it is much simpler to track down orders and make the required adjustments if an error is found in an earlier order. This is accomplished by using web-based tools for appointment scheduling that offer visibility across the clients supply chain giving employees more control and work flow automation. The 24/7 accessibility user-friendliness and cooperative atmosphere are advantageous to both carrier communities and supply chains. Through its assistance in identifying the best possible carrier capacity and rate combination for each of their transportation networks the web-based bidding software gives clients more power.

With the aid of these tools clients are able to limit scenarios according to real-world specifications including cost type of equipment transit time and complementary shipments within a collection of freight or network. These tools allow you to set up email notifications for automatic status updates and track multiple shipments using a single form.

2.4 The effect of E-auctioning on organizational performance

E-auctioning which is the practice of holding competitive online public sales of products services or assets has become a potent instrument for businesses looking to streamline their sales and procurement procedures. By emphasizing efficiency cost savings transparency supplier relationships competitiveness and overall business outcomes this review investigates the effects of e-auctioning on organizational performance. Research continually demonstrates that e-auctioning results in notable cost savings and efficiency increases. Companies using e-auctioning reported cost savings of 10–15 percent on average when it came to procurement according to Croom and Johnston (2019).

Decision-making is accelerated and procurement cycles are streamlined by the automation and real-time nature of e-auctioning processes. In a similar vein Zhu and colleagues. According to (2020) companies that use e-auctions can save a lot of money because there is more competition among suppliers which drives down bid prices. Additionally, Talluri et al. E-auctions allow businesses to bargain for better terms which lowers procurement costs even more according to (2021). These studies emphasize the financial benefits of using e-auction platforms and how they can improve a companys bottom line.

Another noteworthy feature of e-auctions is their capacity to increase operational effectiveness. Abebe and associates (2019) showed that e-auctioning streamlines the procurement process and saves time and money enabling businesses to concentrate on their core business. The results of Kumar and Yadav (2022) who noted that automated auction procedures streamline workflows and lessen administrative burdens lend support to this. Faster procurement cycles and more flexible organizational operations are the results of these efficiencies. Although efficiency and cost are important e-auctioning also affects supplier relationships.

Because of the intense price competition, Moschuris and Kaufmann (2020) contended that e-auctions may cause strained relationships with suppliers. But according to Handfield et al. (2021) proposed that when handled appropriately e-auctions can improve trust and transparency in the supplier selection procedure. Maintaining positive supplier relationships in an e-auction environment requires effective communication and fair bidding practices.

E-auctioning can also have an impact on an organizations overall efficacy as per an investigation by Lim and colleagues (2022) as per the study conducted revealed that companies that employed e-auctions experienced enhancements in procurement performance indicators including product quality and timely delivery. Moreover, as Caniato et al. (2019) point out e-auctions can promote innovation by incentivizing suppliers to present original ideas in order to win bids. These improvements support stronger and more competitive organizational performance.

The procurement process is more accountable and transparent when it uses e-auctioning. E-auction platforms preserve a clear audit trail that lessens the possibility of fraud and corruption according to studies by Smith and Brown (2021). This openness improves the organizations reputation for justice and integrity in addition to fostering trust with suppliers.

According to Lee and Park (2021) e-auctioning gives all bidders equal opportunities which encourages transparency and a fair outcome. The possibility of favoritism and corruption is decreased by the anonymity and standard operating procedures. In Uganda procurement procedures have historically been fraught with issues like corruption making transparency and equity imperative. Leveling the playing field e-auctioning would attract participation from a wider spectrum of suppliers including small and medium-sized businesses (SMEs).

2.5 The relationship between E-procurement and organizational performance

Because it can improve organizational performance e-procurement—the use of electronic techniques to manage the procurement process—has drawn more and more attention. Benefits including cost savings process efficiency and enhanced supplier relationships are all promised by the use of e-procurement systems (Yang et al. 2019). Knowing the connection between e-procurement and organizational performance is critical as companies work to enhance their procurement procedures. E-procurements potential to save costs and increase efficiency is one of the main factors pushing adoption.

E-procurement systems have the potential to significantly reduce costs through process automation and better decision-making according to research by Ahi and Searcy (2019). Organizations can minimize transaction costs cut down on human error and bargain for lower supplier prices by optimizing their procurement process. These financial savings have a positive impact on the performance of the organization.

The ability of e-procurement to reduce costs inside an organization is well known. Research conducted by Monzcka et al. (2019) and Caldwell and Howard (2018) have demonstrated that procurement expenses can be significantly decreased through e-procurement. Better supplier management less paperwork and more price transparency are the main reasons for these savings. E-procurement can significantly contribute to the improvement of supplier relationships which are critical for organizational success. Jabbour et al. (2020) state that e-procurement systems help suppliers communicate and work together more effectively which enhances supplier responsiveness and performance.

E-procurement systems have the potential to improve organizational performance by strengthening relationships with suppliers and fostering trust through the provision of real-time information and transparency. Organizational innovation and strategic alignment can be fostered by e-procurement systems. Study conducted by Jia et al (2020) shows that e-procurement systems allow businesses to connect with a larger pool of suppliers and goods which encourages creative thinking in both product creation and procurement tactics.

Additionally, by assisting in the alignment of procurement operations with overarching organizational goals and strategies e-procurement systems can enhance performance outcomes. Organizations can adopt strategic sourcing techniques thanks to e-procurement which can enhance overall performance (Croom and colleagues, 2018). Monczka et al. Kannabiran and Mithas (2019) has emphasized how strategic sourcing initiatives can be facilitated by e-procurement. These studies have demonstrated the value of e-procurement systems in assisting businesses in locating and cultivating strategic suppliers which can enhance supply chain resilience innovation and product quality. Consider Croom et al. (2018) discovered that companies with strategic e-procurement sourced goods and services had improved operational performance and customer satisfaction. The body of research indicates in summary that e-procurement can considerably improve organizational performance.

E-procurement enables companies to attain their performance objectives and gain a competitive edge by lowering costs increasing process efficiency fostering supplier relationships and enabling strategic sourcing. The use of e-procurement is not without difficulties despite the possible advantages. Research emphasizes problems like change aversion integration challenges and security worries (Azadegan et al. 2020). These difficulties may impede the efficient deployment and application of e-procurement systems thereby affecting the performance of the organization. In order to completely reap the rewards of e-procurement organizations must thus address these issues.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the research methodology and presents the data collection techniques that were used to investigate the research questions. This chapter entails the research design, study population, sampling techniques, data analysis and interpretation of the study.

3.1 Research Design

This study will adopt a cross-sectional research design. While using this approach, data will be collected from respondents at a single point in time without repetition, ensuring representation from the target population. Additionally, this design will utilize correlation and regression analyses to assess the effect of e-procurement on organizational performance. This method was chosen for its efficiency in reducing both time and costs while providing valuable statistical insights and detailed insights of the study (Patrik & Ugo, 2019)

The research adopts both quantitative and qualitative research designs at Capital Shoppers Supermarket Ntinda. Under the quantitative method, the researcher will use questionnaires that respondents will complete, with the data subsequently analyzed and presented through narrative quotations. The qualitative method will involve collecting detailed information through using interview guides, analyzing the data with Microsoft excel, and presenting the findings in tables or figures. This approach will enable a deeper understanding of the effect of E-procurement on organizational performance at the supermarket.

3.2 Area of Study

The study will be conducted in Capital Shoppers Supermarket in Kampala, Uganda. It was chosen because this supermarket has implemented e-procurement to enhance its service delivery to its esteemed customers

3.3 Study population

According to (Smith, 2024), research population refers to the entire group or set of individuals, objects, or events that possess specific characteristics and are of interest to the researcher. A population is where a sample is drawn.

The study population comprised of five (5) procurement officers, eight (8) heads of departments, five (5) suppliers and fifteen (14) customers within Kampala. The total population therefore added up to sixty-two (32) participants as the sample size at Capital Shoppers Supermarket in Kampala, Uganda.

3.4 Sampling size and sampling techniques

The appropriate sample size was determined using a formula of Yamane (1967) which uses a confidence interval of 95% as below;

$$n = \frac{N}{1 + N(e)^2}$$

Where;

“n” is the sample size

“N” is the population which is 62

“e” (0.05) or level of confidence 95%

$$n = \frac{32}{1 + 32(0.05)^2}$$

$$n = \frac{32}{1 + 0.08}$$

$$n = \frac{32}{1.08} \quad \mathbf{n = 30}$$

3.4.1 Sampling techniques

This study will employ both stratified sampling and simple random sampling techniques to select the sample size. The respondents will be selected relying on stratified method where samples will be chosen from departments of Capital Shoppers Supermarket. Simple random sampling involves

randomly selecting a sample of customers to ensure each one has an equal opportunity of being selected.

3.5 Data collection sources

Primary and secondary forms of data were used for data collection.

3.5.1 Primary data

Primary data will be obtained from respondents through the use of interviews and questionnaire methods of data collection. This will be more accurate and reliable for the specific purposes of the study.

3.5.2 Secondary data

Secondary data will be collected from already written literature like text books, journals, magazines and newspaper articles. More so, internet journals and using Google search engine which entails different articles and information on websites like library.net.

3.6 Methods of data collection

A close ended questionnaire and direct observation was used for data collection.

3.6.1 Questionnaire method

The research involved distributing both close-ended questionnaires and open ended questionnaires. All respondents were asked the same questions to which they answered by selecting the best alternatives of their choice for the questions by choosing any of these; strongly agree (S/A), agree (A), not sure (N/S), disagree (D) and strongly disagree (S/D). These alternatives save time. Open ended questionnaires allowed the respondents to answer formulated questions in their own words, rather than selecting from predefined options. They mostly began with phrases like “how,” “why,” “what,” and many more.

3.6.2 Interview method

The interview method was also used on the organization’s procurement officers and other departments who may not have enough time to fill the questionnaires. This could also improve the accuracy of the data to be collected.

3.7 Data collection procedures

A letter was obtained from UCU School of business so as to easily collect data with an identity of the university as a student carrying out research.

3.8 Data Analysis, interpretation and presentation

The data was sorted, edited, and processed in order to come up with the meaning. Data analysis tools like the tables that showed the frequency and percentages and statistical graphs like the bar graphs and pie charts were used. After analysis, data was interpreted using the percentage scores and then presented in an essay format.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF THE RESEARCH FINDINGS

4.0 Introduction

This chapter includes the analysis, interpretation and presentation of the data given by the respondents and discusses the findings of the entire study with reference to e-procurement on organizational performance, a case of Capital Shoppers Supermarket. The researcher used a questionnaire as a tool to obtain data from the field. Some of the characteristics considered included gender of respondents, academic qualifications, education level, departments in which they work in the organization among others. The presentation is facilitated by the use of tables, pie charts, percentages and the use of main points reached by generalization of what was found out.

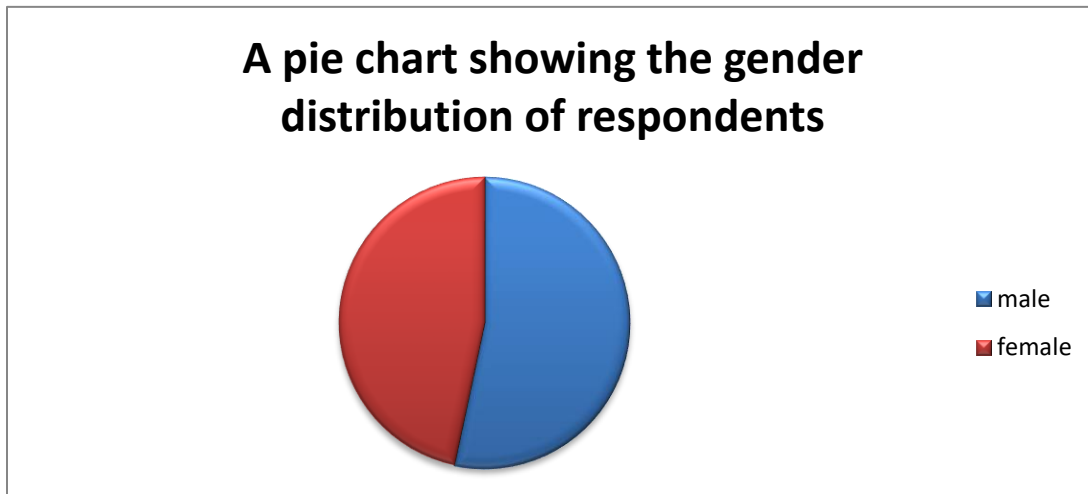
4.1 Findings on Bio-data of the respondents.

4.1.1 Findings on gender of respondents.

| Gender | Frequency | Percentage (%) |
|--------|-----------|----------------|
| Male | 16 | 53% |
| Female | 14 | 47% |
| Total | 30 | 100% |

From the information above, the distribution of the respondents according to their gender shows that majority of the respondents 16(53%) were male and the female were 14(47%). Male respondents were more than female respondents implying the organization strives for gender equality, diversity and inclusion of women at work.

Figure 1.1 A pie chart showing the gender distribution of respondents

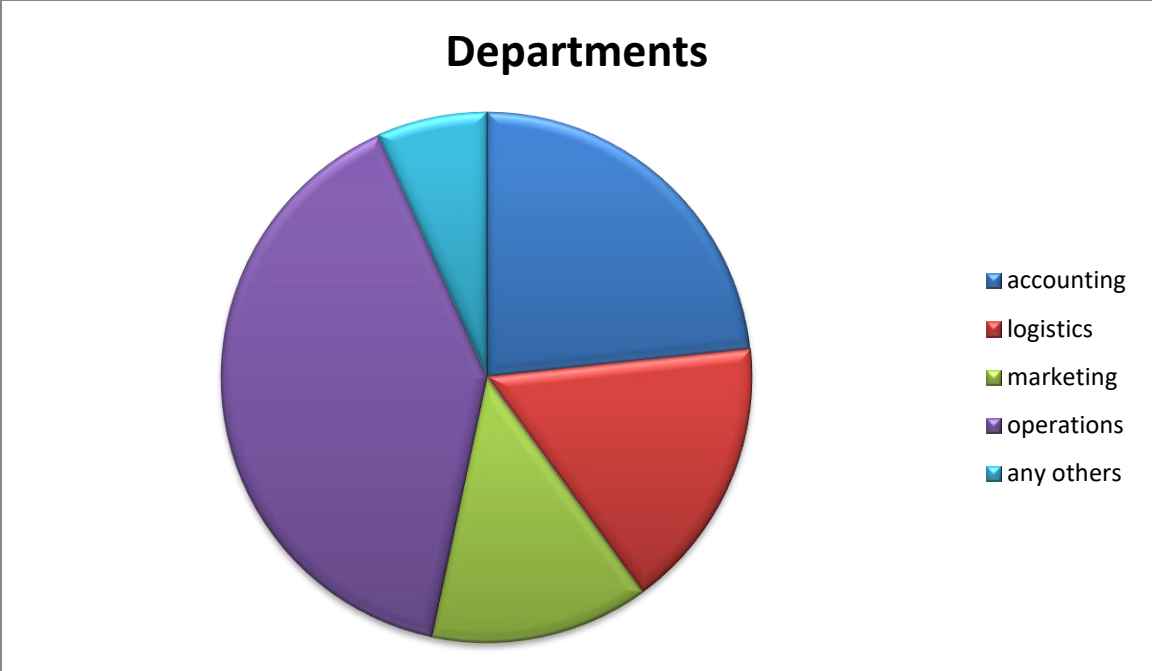


14.1.2 Findings on the departments in which the respondents work.

| Department | Frequency(f) | Percentage (%) |
|-------------------|---------------------|-----------------------|
| Accounting | 7 | 23% |
| Logistics | 5 | 17% |
| Marketing | 4 | 13% |
| Operations | 12 | 40% |
| Any others | 2 | 7% |
| Total | 30 | 100% |

From the information above, the distribution of the respondents according to departments shows that the majority of the respondents 12(40%) were from operations, 7(23%) were from Accounting, 5(17%) from Logistics, 4(13%) were from Marketing and 2(7%) of the respondents were from other departments like ICT and customer care.

Figure 2: Percentage distribution of respondents according to departments.

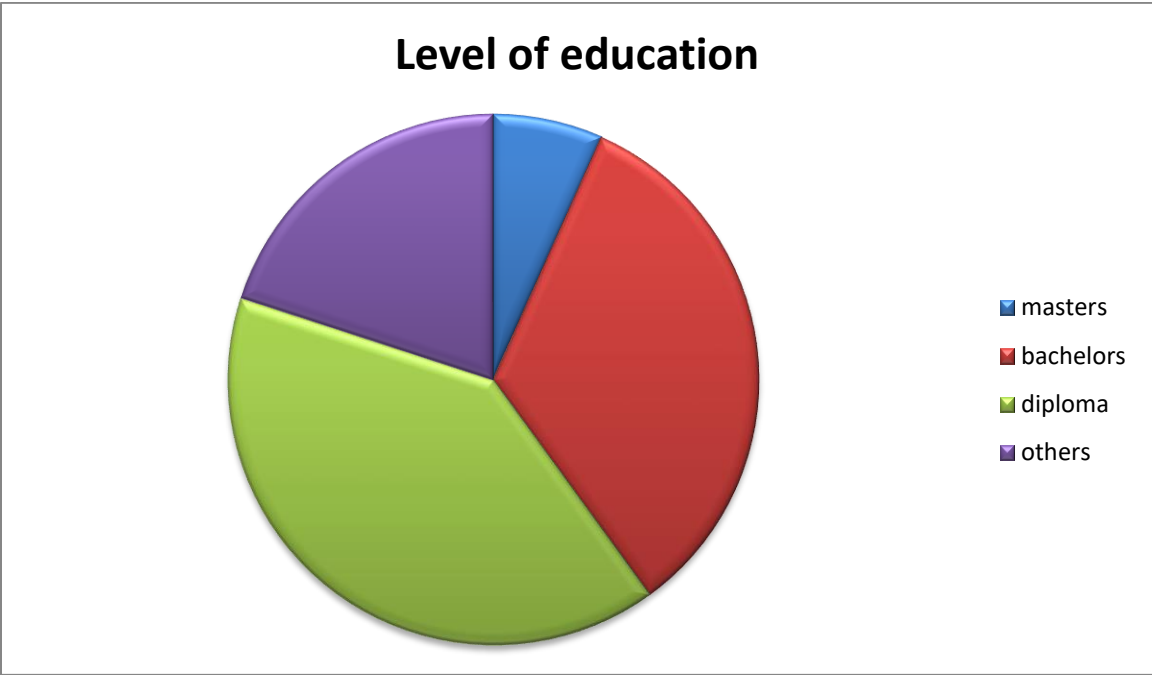


4.1.3 Findings on the level of education of the respondents.

| Level of education | Frequency(f) | Percentage (%) |
|--------------------|--------------|----------------|
| Masters | 2 | 7% |
| Bachelors | 10 | 33% |
| Diploma | 12 | 40% |
| Others | 6 | 20% |
| Total | 30 | 100% |

From the table above, 7% of the total respondents (2) were Masters Holders, 33% (10) were Bachelor’s degree holders, 40% (12) were Diploma holders and 20% (6) had other qualifications identified as Certificate. This shows that the organization employs skilled and educated and knowledgeable employees who perform to high expectations.

Figure 3: Percentage distribution of respondents according to the level of education.

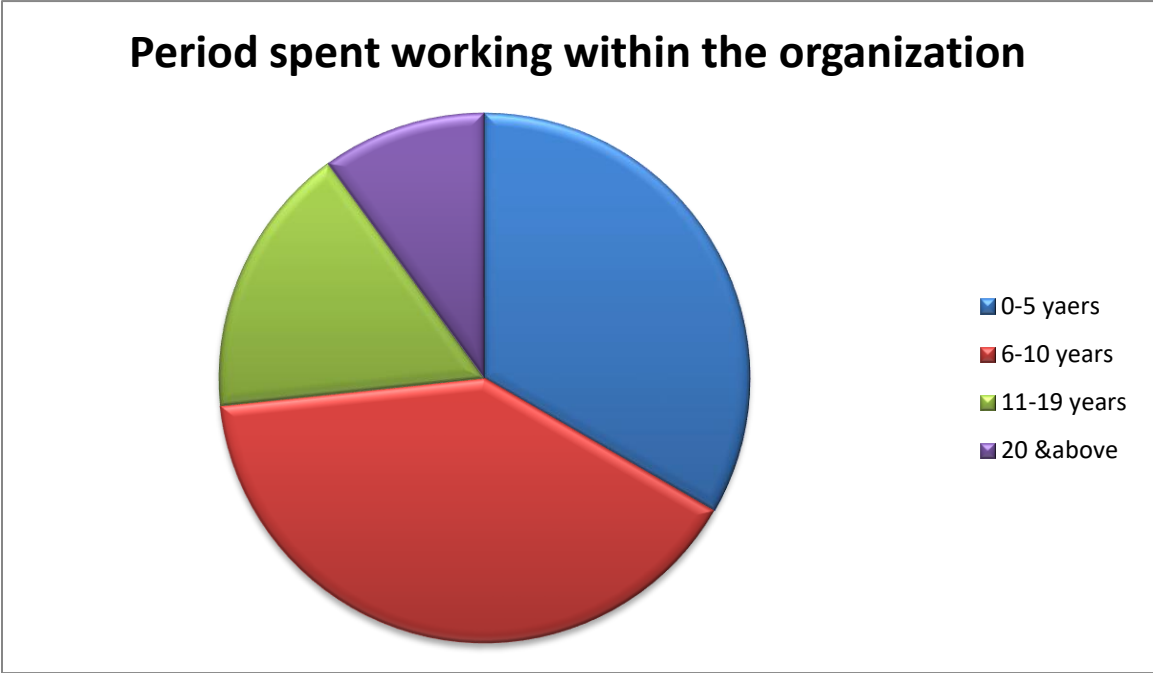


4.1.4 Findings on the period spent working with the Organization

| Period (years) | Frequency(f) | Percentage (%) |
|----------------|--------------|----------------|
| 0-5 | 10 | 33% |
| 6-10 | 12 | 40% |
| 11-19 | 5 | 17% |
| 20 and above | 3 | 10% |
| Total | 30 | 100% |

As seen from the table above, 33% of the respondents had spent 0-5 years working with Capital Shoppers, 40% had spent between 6-10 years, 17% had spent between 11-19 years and 10% had spent more than 20 years. This implies that the respondents had experience due to practice making perfect and having been doing the same activities year in year out, therefore were well informed about the operations of the organization.

Figure 4: Percentage distribution of respondents according to period spent working with the Organization.



4.2. Findings on the effect of e-tendering on the performance of Capital Shoppers Supermarket.

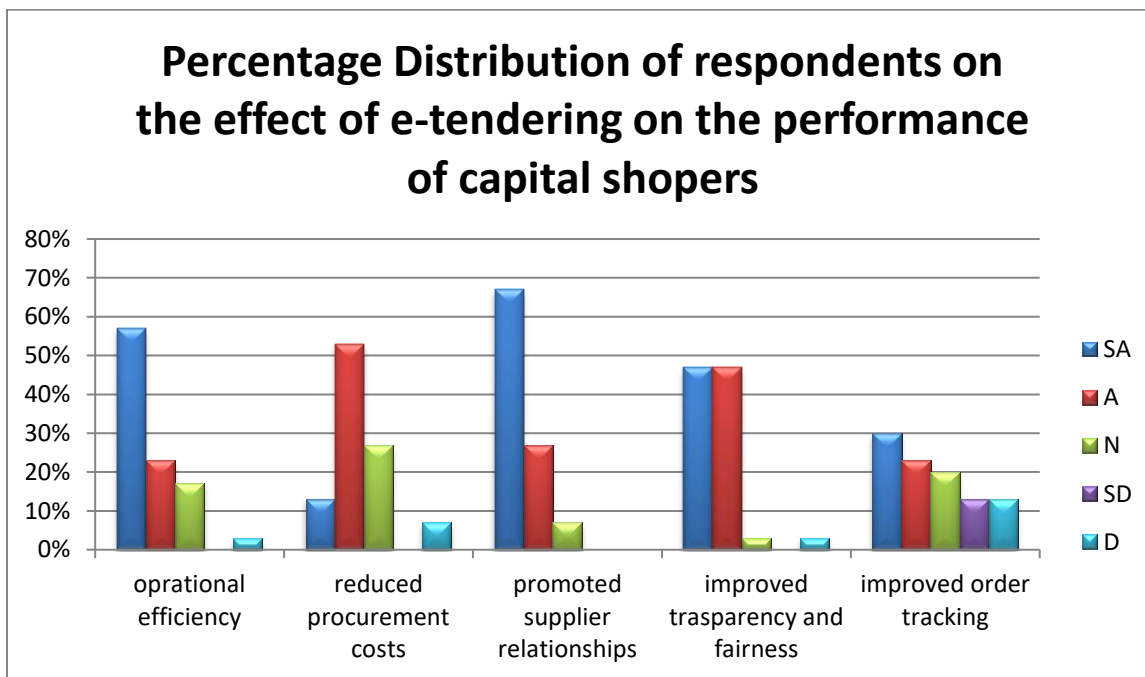
Below are the responses from the respondents in relation to strongly agree (SA), Agree (A), neutral (N), Strongly Disagree (SD) and Disagree(D)

| S.N | Categories | SA(5) | | A(4) | | N(3) | | SD(2) | | D(1) | | Total | total |
|-----|--|-------|-----|------|-----|------|-----|-------|-----|------|-----|-------|-------|
| | | F | % | f | % | f | % | f | % | f | % | (f) | (%) |
| 1. | Operational efficiency | 17 | 57% | 7 | 23% | 5 | 17% | | | 1 | 3% | 30 | 100 |
| 2. | Reduced procurement costs | 4 | 13% | 16 | 53% | 8 | 27% | | | 2 | 7% | 30 | 100 |
| 3. | Promoted supplier relationship management | 20 | 67% | 8 | 27% | 2 | 7% | | | | | 30 | 100 |
| 4. | Improved transparency and fairness in the procurement process. | 14 | 47% | 14 | 47% | 1 | 3% | | | 1 | 3% | 30 | 100 |
| 5. | Improved order tracking and tracing | 9 | 30% | 7 | 23% | 6 | 20% | 4 | 13% | 4 | 13% | 30 | 100 |

From the table above, research results reveal the findings on the impact of e-tendering on the performance of Capital Shoppers Supermarket based on respondents. Majority of the respondents believed that e-tendering significantly improves operational efficiency, with 57% strongly agreeing and 23% agreeing while 17% were neutral and 3% disagreed. Additionally, 67% strongly agreed that e-tendering promotes better supplier relationship management, 27% agreed, and 7% were neutral about it. When it comes to reducing procurement costs, opinions were a bit more varied; while 13% strongly agreed and 53% agreed, 27% remained neutral and 7% disagreed. The

transparency and fairness in the procurement process were seen as positively influenced, with 47% each strongly agreeing and agreeing, respectively and 3% both strongly disagreeing and disagreeing. Lastly, improved order tracking and tracing were recognized, with 30% strongly agreeing and 23% agreeing, while 20% remained neutral and a notable 13% disagreed. These findings suggest that e-tendering is largely perceived as beneficial, especially in terms of operational efficiency and supplier relationships, though its impact on cost reduction and order tracking received a more mixed response.

Figure 5: The effect of e-tendering on the performance of Capital Shoppers Supermarket



4.3 Findings on the impact of e-auctioning on the performance of Capital Shoppers Supermarket.

Below are the responses from the respondents in relation to Strongly Agree (SA), Agree (A), Neutral (N) and Strongly Disagree (SD), Disagree (D).

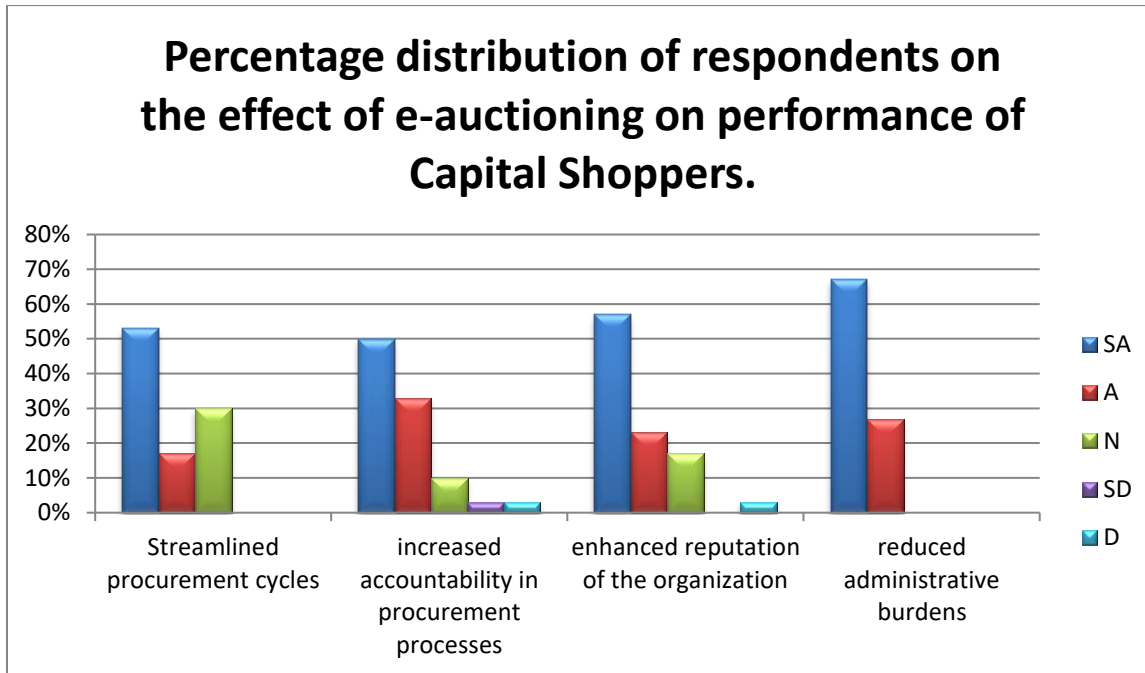
| S.N | Categories | SA(5) | | A(4) | | N(3) | | SD(2) | | D(1) | | Total | Total |
|-----|---|-------|-----|------|-----|------|-----|-------|-----|------|----|-------|-------|
| | | F | % | F | % | F | % | F | % | F | % | F | % |
| 1. | Streamlined procurement cycles | 16 | 53% | 5 | 17% | 9 | 30% | | | | | 30 | 100 |
| 2. | Increased accountability in procurement processes | 15 | 50% | 10 | 33% | 3 | 10% | 1% | 3% | 1 | 3% | 30 | 100 |
| 3. | Enhanced organization's reputation | 17 | 57% | 7 | 23% | 5 | 17% | | | 1 | 3% | 30 | 100 |
| 4. | Potential for favoritism and corruption in supplier selection process | 8 | 27% | 2 | 7% | 14 | 47% | 4 | 13% | 2 | 7% | 30 | 100 |
| 5. | Reduced administrative burdens | 20 | 67% | 8 | 27% | 2 | 7% | | | | | 30 | 100 |

From the table above, the research results indicate the findings on the impact of e-auctioning on the performance of Capital Shoppers Supermarket by respondents' opinions. Majority of the respondents strongly agreed that e-auctioning helps streamline procurement cycles, with 53% expressing strong agreement, while 17% agreed, and 30% were neutral. Additionally, e-auctioning was seen to increase accountability in procurement processes, with 50% strongly agreeing and 33% agreeing, 10% of respondents were neutral and 3% strongly disagreed and disagreed. Furthermore, 57% strongly agreed that e-auctioning enhances the organization's reputation, with 23% in agreement, 17% remained neutral and 3% disagreed.

On the potential downside, 27% of respondents strongly agreed that e-auctioning could lead to favoritism and corruption in the supplier selection process, while 13% disagreed, and 47% were neutral, 13% disagreed, and 7% disagreed. Lastly, the reduced administrative burden due to e-

auctioning was highly scored; with 67% strongly agreeing, 27% agreeing, and 7% were neutral. All in all, this data suggests that e-auctioning is viewed positively in terms of efficiency, accountability, and reputation, though there are concerns about its potential to foster corruption.

Figure 6: Impact of e-auctioning on the performance of Capital Shoppers



4.4. Findings on organizational performance

Below are the responses from the respondents in relation to Strongly Agree (SA), Agree (A), Neutral (N) and Strongly Disagree (SD), Disagree (D).

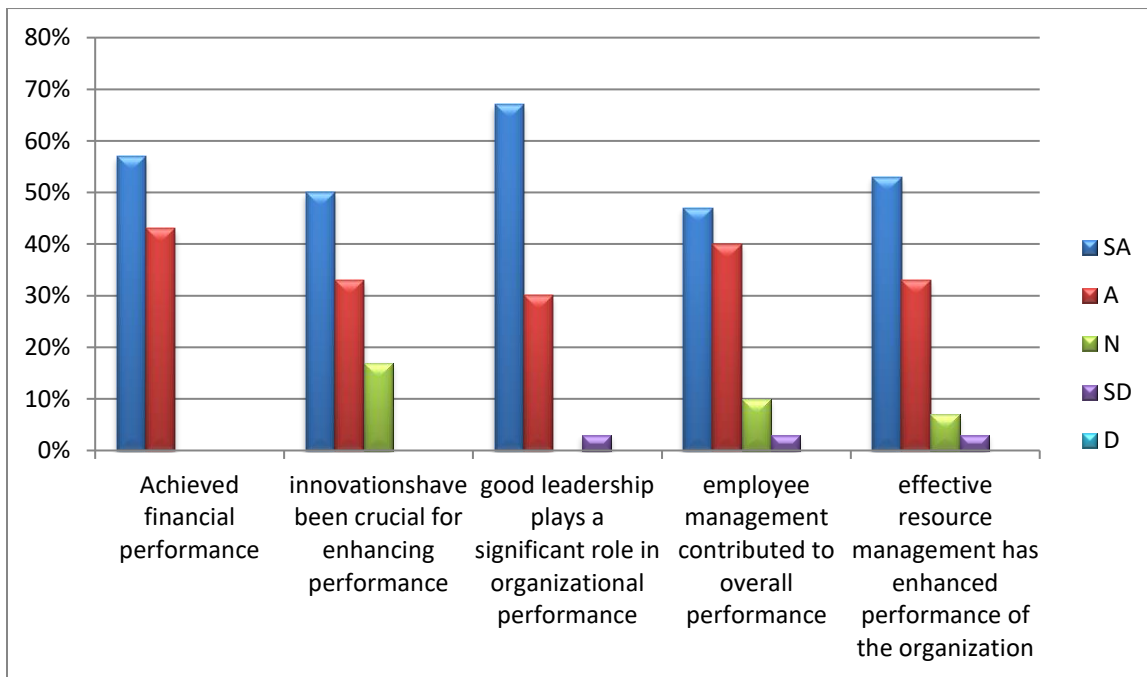
| S.N | Categories | SA(5) | | A(4) | | N(3) | | SD(2) | | D(1) | | Total | |
|-----|------------|-------|---|------|---|------|---|-------|---|------|---|-------|---|
| | | F | % | F | % | F | % | F | % | F | % | F | % |
| | | | | | | | | | | | | | |

| | | | | | | | | | | | | | |
|----|--|----|-----|----|-----|---|-----|---|----|--|--|----|-----|
| 1. | Achieved financial performance such as profits | 17 | 57% | 13 | 43% | | | | | | | 30 | 100 |
| 2. | Innovations have been crucial for maintaining and enhancing performance | 15 | 50% | 10 | 33% | 5 | 17% | | | | | 30 | 100 |
| 3. | Good leadership plays a significant role in the performance of capital shoppers | 20 | 67% | 9 | 30% | | | 1 | 3% | | | 30 | 100 |
| 4. | Employee management in capital shoppers has contributed to its overall performance | 14 | 47% | 12 | 40% | 3 | 10% | 1 | 3% | | | 30 | 100 |
| 5. | Effective resource management has enhanced performance of capital shoppers. | 16 | 53% | 10 | 33% | 2 | 7% | 2 | 7% | | | 30 | 100 |

The table above presents the findings on the organizational performance of Capital Shoppers Supermarket according to the respondents' feedback. 57% of the respondents strongly agreed that financial performance was achieved while 43% disagreeing. 47% strongly agreed that employee management has an impact on organizational performance, 40% agree, while 10% were neutral and 3% disagreed which showed a positive feedback. 50% strongly agreed, 33% agreed and 17% were neutral about innovations being crucial for maintaining and enhancing organizational performance. 53% strongly agreed and 33% agreed that resource management enhance

organizational performance, while 7% remained neutral and 3% disagreed. These results indicate that respondents perceive financial performance, innovation, leadership, employee management, and resource management as key factors which positively contribute to the overall performance of capital shoppers.

Figure 7: Organizational performance.



CHAPTER FIVE

DISCUSSIONS, SUMMARY, CONCLUSION AND RECOMMENDATIONS OF THE FINDINGS.

5.0. Introduction

This chapter presents the major findings in chapter four and draws discussions, summary, conclusion and recommendations of the findings.

5.1. Discussion of the findings.

5.1.1. Discussion of the findings on the effect of e-tendering on organizational performance.

As regards the impact of the e-tendering procedure on the performance of an organization as per the table above, it was noted from the research findings that e-tendering has been important in the performance of Capital Shoppers Supermarket according to respondents. One of the major advantages is that it leads to better operational effectiveness as indicated in the table above in which most respondents were of the view that e tendering enhances operational efficiency the most, 57% strongly agreed and 23% agreed, 17% were neutral and 3% disagreed with this view. Correspondingly, Kumar et al., (2021) This paper further indicated several changes taking place after the introduction of electronic tools, a reduction in the duration of processes in the procurement cycle was noted to occur by 20% among companies who adapted to e-tendering processes.

From the pool of respondents in the research study above e us it was clear that e tendering helped with 67% adding that e tendering encourages better supplier relationship management on the ones' who strongly agreed while 27% agreed with it and 7% was lukewarm about it. Johnson, (2019) advanced the idea that e-tendering provides means conducive to the maintenance of proper relationships with the suppliers in the course of tendering.

In addition, 47% of the respondents strongly agreed that e tendering positively affected the transparency and fairness in the procurement process at Capital Shoppers Supermarket on the other hand as a negative impact only 1% strongly agreed that there was fairness on e-tendering.

5.1.2 Discussion on the effect of e-auctioning on organizational performance.

The study also investigates the impact of e-auctioning on organizational performance at Capital Shoppers Supermarket to establish that, E-Auctioning has enabled us streamline our procurement cycle by 53% of respondents strongly agreed, while another fell into strong agreement and was followed by 17%, who conceded; however, an equal split being neutral stood at 30%. According to Kumar and Yadav (2022), automated auction processes can make your workflows faster while also decreasing administrative work. Those efficiencies result in quicker procurement cycles and a more responsive organization.

Moreover, the outcomes disclosed that e-auctioning significantly influences on resultant of Capital Shoppers Supermarket. Statement pertaining to Procurement process showed Extremely Strongly Agree (50%), Strongly agree/others Agreement 33%, Indifferent/No opinion Neutral 10%, Disagree/ Strong disagree Disagree 3 % and Reference point No.

Equally, Smith and Brown (2021) show that e-auction platforms record all bid activities, providing a clear audit trail that reduces the potential for fraud and corruption. This transparency not only builds trust with suppliers but also enhances the organization's reputation for fairness and integrity.

Furthermore, 67% of the respondents strongly agreed and 27% agreed that e-auctioning plays a significant role in reducing administrative burdens which was highly recognized while 7% of the respondents were neutral. Similarly, Kumar and Yadav (2022) reported that automated auction processes streamline workflows and reduce administrative burdens.

5.1.3 Discussion on the Organizational performance of Capital Supermarket.

The study's findings reveal that of the respondents 57 percent strongly agreed that Capital Shoppers Supermarket had achieved financial performance while 43 percent disagreed indicating a split view of the supermarkets financial performance. Richard and others (2009) claimed that financial performance (profits return on assets and return on investment) are the three main areas of firm outcomes that are included in organizational performance.) sales and market share of the product and shareholder return (total shareholder return economic value added). Additionally, a positive response was received from the respondents who were divided with 40% agreeing 10% neutral and 3% disagreeing that employee management affects organizational performance. An

additional 47% strongly agreed with this statement. According to Aon Hewitt (2017) businesses can reap benefits from adopting employee engagement and management.

Consequently, motivated staff members are more likely to go above and beyond the call of duty demonstrating a proactive approach to problem-solving and a desire to support the success of the company.

Furthermore, when asked if innovations are essential for sustaining and improving organizational performance 50% strongly agreed 33% agreed and 17% disagreed. Companies that prioritize innovation are more likely to outperform their rivals in terms of financial performance according to McKinsey and Company (2018).

Furthermore, 53% strongly agreed and 33% agreed that resource management enhance organizational performance, while 7% remained neutral and 3% disagreed. These results indicate that respondents perceive financial performance, innovation, leadership, employee management, and resource management as key factors which positively contribute to the overall performance of capital shoppers.

5.2 Summary of the findings.

The majority of respondents to the study expressed a generally positive opinion indicating that e-tendering at Capital Shoppers Supermarket is commonly seen as advantageous. E-tendering enhances supplier relationships and operational efficiency according to 80% of respondents who strongly agree or agree.

The respondents' opinions on e-tendering's ability to lower procurement costs are more divided with 66% agreeing 27% disagreeing and 7% being neutral. While opinions on order tracking are divided with 33 percent strongly agreeing and 33 percent disagreeing transparency and fairness are strongly agreed upon and agreed upon with 94 percent of respondents holding these views.

In general, it is believed that e-tendering improves supplier management and operational efficiency. Less is known about its importance in terms of order tracking improvement and procurement cost reduction. The Capital Shoppers Supermarket e-auction study demonstrates that e-auctioning is seen favorably. Nearly all respondents (70 percent agree or strongly agree) feel that

e-auctioning shortens the procurement cycle. E-auctioning improves accountability according to 83% of respondents who also strongly agree.

Additionally, e-auctioning enhances the organizations reputation because eighty percent of respondents strongly agreed or agreed. The notion that e-auctioning lessens administrative burdens was also affirmed and strongly supported by 94% of the participants.

Nevertheless, there are some worries that e-auctioning could encourage corruption and favoritism of the respondents 27% strongly agreed with this statement while 47% were neutral. Overall e-auctioning is praised for its benefits in terms of efficiency and accountability despite the fact that corruption is a concern. The study's conclusions about Capital Shoppers organizational performance show that respondents had a favorable opinion of the company.

The majority of respondents—57 percent—agreed that financial performance of profits was achieved while 43 percent disagreed. Forty percent of respondents agreed and forty percent strongly agreed with the impact of employee engagement and management on performance indicating a favorable opinion of this influence.

Fifty percent of the respondents strongly agreed thirty percent agreed and seventeen percent were neutral about the role of innovation in improving organizational success. Because 86 percent of respondents strongly agreed and agreed that resource management has a significant impact on organizational performance compared to 7 percent who were neutral and 3 percent who disagreed resource management is widely acknowledged as being important. This feedback demonstrates that Capital Shoppers Supermarket views financial performance innovation leadership personnel management and resource management as essential to organizational success.

5.3 Conclusion

In conclusion, the research study has highlighted that both e-tendering and e-auctioning significantly contribute to organizational performance of Capital Shoppers Supermarket. E-tendering enhances operational efficiency and supplier relationship management, with strong support for its positive impact on transparency and fairness, though its effects on cost reduction and order tracking have contradictory attitudes according to respondents. Similarly, e-auctioning is recognized for streamlining procurement cycles, increasing accountability, and enhancing the

organization's reputation, despite the concerns about potential favoritism and corruption. Additionally, the key organizational factors such as financial performance, innovation, leadership, employee management, and resource management are recognized by respondents as crucial drivers of excellence. Overall, the study findings suggest that the consistent use of digital procurement tools like e-auctioning, e-tendering and effective management practices is very crucial for enhancing the performance of Capital Shoppers Supermarket.

5.4 Recommendations

There's need for Capital Shoppers Supermarket to continue utilizing e-tendering and e-auctioning to enhance operational efficiency, supplier relationship management, and overall organizational performance especially with in its procurement processes. To maximize these benefits, Capital Shoppers should invest in advanced e-tendering software that offers greater customization and analytics capabilities in order to allow better monitoring of procurement activities. This can enable the supermarket to identify cost-saving opportunities and streamline its operations further. Additionally, expanding the use of e-tendering to the supply chain can ensure a more consistent and reliable sourcing process hence contributing to better financial performance and customer satisfaction.

However, to address the concerns regarding potential favoritism and corruption in e-auctioning, Capital Shoppers supermarket should ensure regular strict monitoring and accountability techniques to ensure transparency and fairness in the procurement process. Additionally, Capital Shoppers should invest in ongoing staff training to optimize the use of these digital tools and to improve order tracking for customers and cost management hence giving financial bonuses to the supermarket. By combining these technological advancements with strong leadership, innovation, and resource management, the supermarket can further strengthen its competitive edge and maintain sustained growth.

E-auctioning is effective in enhancing accountability and the organization's reputation; there are concerns about the potential for favoritism and corruption. To address these kinds of issues, Capital Shoppers Supermarket should establish clear and transparent guidelines for the e-auctioning process, ensuring that all suppliers are evaluated based on merit and adherence to criteria. The supermarket should also consider implementing third-party audits of the e-auctioning process to

provide additional monitoring and to reassure both the suppliers and the internal stakeholders of the system's fairness. Furthermore, the supermarket should collect regular feedback from suppliers involved in the e-auctioning process and analyze it to identify any potential areas of concern to make continuous improvements.

Finally, it is crucial for Capital Shoppers Supermarket to invest in the professional development of its employees, particularly those involved in procurement and supply chain management. As the company continues to adopt better digital tools, comprehensive training programs should be introduced to ensure that staff is fully educated and equipped to utilize these tools effectively. This training should cover not only the technical aspects of e-tendering and e-auctioning but also best practices in procurement management, ethical standards, and risk management. By building a highly skilled and knowledgeable workforce, Capital Shoppers will be better positioned to utilize these technologies to their fullest potential, thereby driving innovation, improving resource management, and sustaining long-term organizational success.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear Respondent,

My name is Nabukeera Jane Charlotte Reg. No. S21B12/009, a student at Uganda Christian University offering Bachelor of Procurement and Logistics Management 3:2. I am undertaking a research study on “THE EFFECT OF E-PROCUREMENT ON ORGANIZATIONAL PERFORMANCE.” I pledge to have confidentiality since it is only for academic purposes. Your responses will be valuable to my study at your organization.

INSTRUCTIONS

Please tick and fill in where necessary

SECTION A: BIO DATA

1. GENDER

Male Female

2. AGE BRACKET

18-20 26-30 31-35 36-40 41-46 50 and above

3. LEVEL OF EDUCATION

Diploma Degree Masters Any other specify

4. LENGTH OF SERVICE AT THE ORGANISATION

0-5 6-10 11-19 20 and above

5. DEPARTMENT IN WHICH YOU BELONG

Accounting Logistics Marketing

Operations Any other specify

SECTION B: E-TENDERING ON THE PERFORMANCE OF CAPITAL SHOPPERS SUPERMARKET.

NB;

SA: Strongly agree (5)

A: Agree (4)

N: Neutral (3)

SD: Strongly disagree (2)

D: Disagree (1)

| S.N | STATEMENTS | SA (5) | A (4) | N (3) | SD (2) | D (1) |
|-----|--|-----------|----------|----------|-----------|----------|
| 1. | E-tendering in Capital Shoppers has enhanced operational efficiency. | | | | | |
| 2. | E-tendering in Capital Shoppers has reduced procurement costs. | | | | | |
| 3. | E-tendering has promoted supplier relationship management in Capital Shoppers. | | | | | |
| 4. | E-tendering has improved transparency and fairness in the procurement processes of Capital Shoppers. | | | | | |
| 5. | E-tendering has improved order tracking and tracing in capital shoppers system. | | | | | |

SECTION C: E-AUCTIONING ON THE PERFORMANCE OF CAPITAL SHOPPERS SUPERMARKET.

NB;

SA: Strongly agree (5)

A: Agree (4)

N: Neutral (3)

SD: Strongly disagree (2)

D: Disagree (1)

| SN | STATEMENT | SA (5) | A (4) | N (3) | SD (2) | D (1) |
|----|---|-----------|----------|----------|-----------|----------|
| 1. | E-auctioning has streamlined procurement cycles of Capital shoppers. | | | | | |
| 2. | E-auctioning has increased accountability in the procurement processes of Capital Shoppers. | | | | | |
| 3. | E-auctioning has enhanced Capital Shoppers' reputation | | | | | |
| 4. | E-auctioning has potential for favoritism and corruption in supplier selection processes of Capital shoppers. | | | | | |
| 5. | E-auctioning has reduced administrative burdens in Capital shoppers. | | | | | |

SECTION C: ORGANIZATIONAL PERFORMANCE

NB;

SA: Strongly agree (5)

A: Agree (4)

N: Neutral (3)


SD: Strongly disagree (2)

D: Disagree (1)

| SN | STATEMENT | SA (5) | A (4) | N (3) | SD (2) | D (1) |
|----|--|-----------|----------|----------|-----------|----------|
| 1. | Capital Shoppers Supermarket has achieved its financial performance such as profits, return on assets and return on investment. | | | | | |
| 2. | Innovations of Capital Shoppers Supermarket have been crucial for maintaining and enhancing performance in competitive environments. | | | | | |
| 3. | Good leadership of Capital Shoppers Supermarket plays a significant role in driving its overall performance. | | | | | |
| 4. | Employee management done in Capital Shoppers has contributed to its overall performance. | | | | | |
| 5. | Effective resource management of Capital Shoppers has enhanced its performance and ability to achieve its goals. | | | | | |

Thank you for sharing your valuable insights!

APPENDIX 2: INTRODUCTORY LETTER

 **UGANDA CHRISTIAN UNIVERSITY**
A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

16th Aug, 2024

TO WHOM IT MAY CONCERN


Name: CHARLOTTE NABUKEERA Reg. No S21B12/009

A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

The Effect of E-Procurement on Organizational Performance .A case study of Capital Shoppers Supermarket -Kampala

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance


.....
Mukisa Simon Peter
Research coordinator

A Centre of Excellence in the Heart of Africa

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