

**THE IMPACT OF ELECTRONIC PROCUREMENT FORMS ON THE ORGANIZATION
PERFORMANCE: A CASE STUDY OF SHIPAX AFRICA LTD**

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DECLARATION

I ENANG SHEKINAH OGONYA hereby declare that the work submitted in this research dissertation has never been presented before to this university or any other institute, and in cases of quotations or reference, acknowledgment and credit has been awarded where due. Therefore, all work is original unless otherwise as stated.

Signed..... Date.....

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Sign.....

APPROVAL

This is to certify that this research has been submitted in partial fulfillment of the requirement for the award of bachelor's degree in Procurement and logistics management with my approval as her supervisor at Uganda Christian University

Signed Date.....

Mr. Duncan Tumuhamy

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I would like to thank the Almighty God for the gift of life and keeping me alive this entire long without

ceasing.

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ABSTRACT

Electronic procurement (e-procurement), in recent years, has been used as a good means to cut costs significantly in businesses hence gaining the touch of competitive advantage over other businesses that have not fully complied to the use of the information technology. It enables volume purchases, allows wider choice of buyers and supplier base, improves quality, delivery, reduces paperwork and lowers administrative costs. This study analyses the effect of electronic procurement to the organization performance

The study was guided by three major objectives; To examine the impact of e-ordering on customer satisfaction, to assess the impact of e-sourcing on lead time, to examine the impact of E-commerce on responsiveness and recommend the ways through which e-procurement can fully be and effectively implemented to improve the performance of an organization.

Referring to the study findings, it can be revealed that the corporation has fully embraced and adapted e-procurement however; there is still a challenge in change management within the corporation so as to ensure compliance within the main stakeholders, (clients, suppliers and employees). There were challenges like; malicious malware and failure to comply with the technology changes in the corporation.

The solutions to the various challenges in reference to the case included, early involvement and communication with employees and stakeholders, choose right e-procurement software and practice on job training for the employees and staff.

The study further recommended that further research should investigate more on the electronic procurement implementation process which may impact the performance levels of government entities during the sourcing, quality service delivery activities among others. More research should investigate other factors that are responsible for enhancement of financial performance effectiveness to bring a comprehensive understanding of all factors that influence e-procurement implementation alongside the financial performance. Future studies should extensively study other factors to bring up a wider understanding of financial performance.

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CHAPTER ONE.

1.1 INTRODUCTION.

This chapter introduces the major concept of the researcher's study. It is to explain e-procurement and the internet. This chapter includes the back ground of study, objectives, and research questions, scope of the study and the significance of the study.

1.2 BACK GROUND OF THE STUDY.

E-procurement also known as supplier exchange is the business to business or business to consumer or business to government purchase of supplies, work and services through the Internet as well as other information and networking systems such as electronic data interchange and enterprise resource planning. (Wikipedia,2015).

E-procurement started in the 1980s, following the development of Electronic Data Interchange. A decade later, improvements in EDI allowed organizations to develop online catalogs for vendors. Today, E-procurement involves everything from supplier evaluation and selection to contract management, electronic orders and payments. (Rahul. A, 2007).

E-procurement is the business to business or the area that encompasses electronic buying and selling transactions between organizations and in which e procurement is a central function. It can help different companies to achieve enormous cost savings and productivity improvements. (Dale Neef, 2001)

E-procurement uses a web interface or some other kind of networked system that connects suppliers and customers. In the enterprise, a chief procurement officer or procurement department usually sets the policies governing the e-procurement of materials for the organization. (Mary.k. Pratt).

E-procurement includes a range of technologies that apply the speed of computer processing and the connectivity of the internet to accelerate and streamline the process of e procurement, however it can be carried out in all businesses and the benefits can only be seen in the long run however in the short run can be expensive. (Peter.B. David.F, Barry.C, David.J, Jones.D 2006).

E-procurement eliminates the need to manually carry out laborious, procurement-related tasks such as E-auctions and E-tenders, exchanging supplier contracts and filling out supplier onboarding questionnaires and the process works by connecting various entities and processes through a centralized platform. (Wikipedia, 2010).

Vendor management sometimes referred to as supplier management is one of the most important aspects of e-procurement. It involves both supplier relationship management and supplier information management. (Wikipedia 2010).

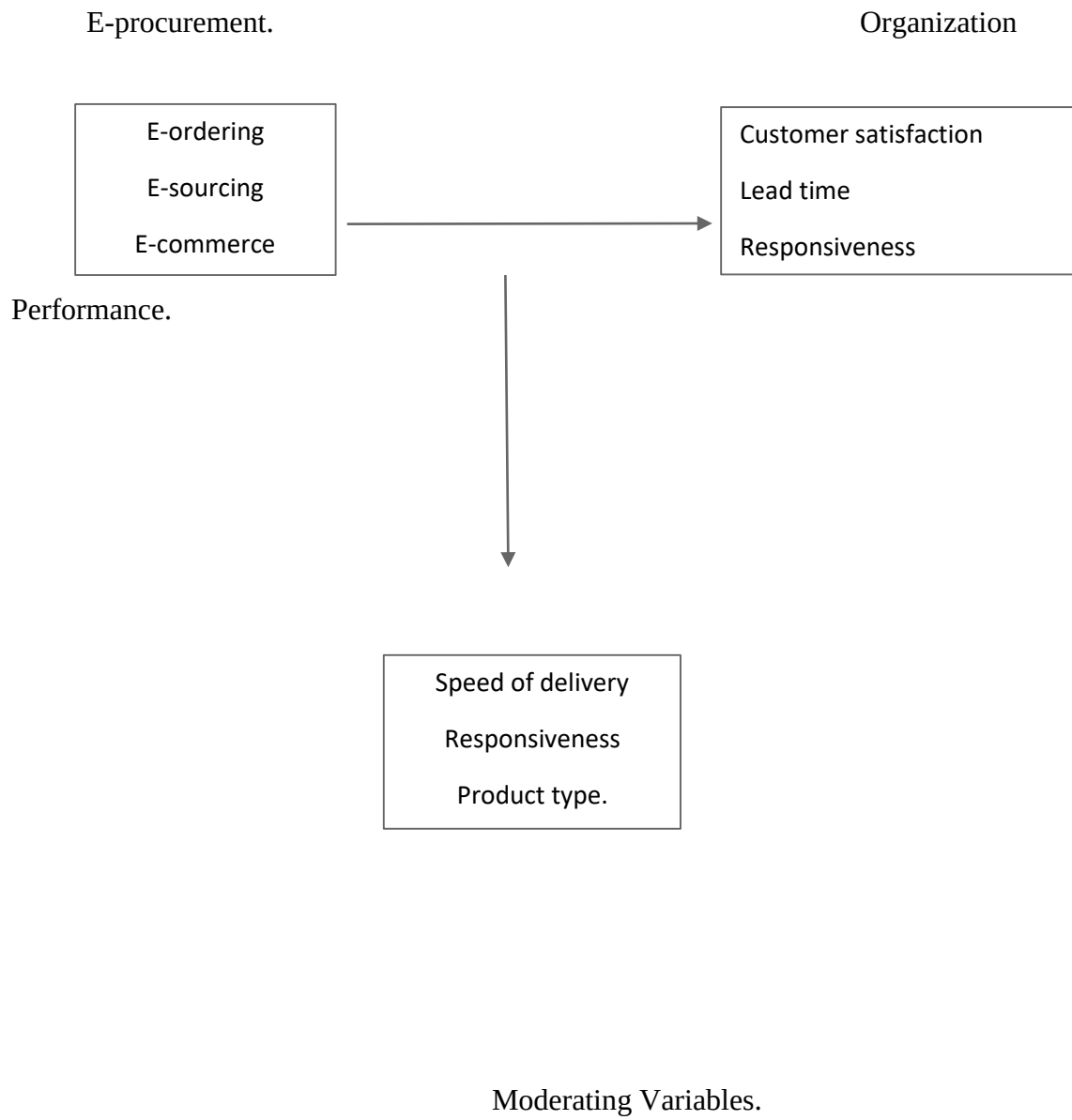
1.3 PROBLEM STATEMENT.

E-procurement is an important system for the development of the purchasing process (Neef,2001), which offers positive results when included in the organizational performance in the long run though in the short run it can be expensive and it is tricky but it is advantageous since recording is easy, communication is made and trust is easily built. (Croom, 2000 Essig & Arnold 2001). (Leders,Michandani and sims 2001)proposed that an organization could use e-procurement forms to maximize the opportunities that come up with globalization. The performance of an organization is not only affected by e-procurement forms but other factors like earth quakes, death. (R.Desh pande,J.U.Farley & Fredrick E.W.Jr 1997,97-108).

Shipax Africa ltd has put in place efforts like training employees on the e-procurement awareness programs to be able to identify and mitigate risks and also acquiring strong passwords that are changed regularly in order to increase on the performance of the organization. (Shipax Status report 2021/22).

Despite all the efforts done by Shipax Africa ltd,the organization still faces a challenge of security risks(security breaches) in E-procurement such as phishing attacks and ransomware which are done by un authorized third parties which has led to financial losses and reputational damage to the organization.(Shipax Performance report:2021).But Shipax Africa Ltd is trying to put in place the antivirus software program which will make sure that the organization has updated antivirus,antispay ware and anti malware soft ware installed so that their servers are continuously protected and monitored which prevents malicious programs from stealing the data.(The Executive director of Shipax Africa Ltd).Therefore this research calls for a study to find out the impact of E-procurement with in an organization performance.

1.4 CONCEPTUAL FRAME WORK



1.5 RESEARCH OBJECTIVES.

- I. To examine the impact of e-ordering on organizational performance.
- II. To assess the impact of e-sourcing organizational performance.
- III. To examine the impact of E-commerce on organizational performance.

1.6 RESEARCH QUESTIONS.

- I. What is the impact of e- ordering on customer satisfaction?
- II. How does e-sourcing affect organization's lead time?
- III. What is the effect of e-commerce on the organization's performance?

1.7 SCOPE OF STUDY.

1.7.1 Geographical scope.

The study is to be carried out from Shipax Africa Ltd located in Ntinda on Kimera close opposite Crest form.

1.7.2 Subject scope.

The study is to be focused on E-procurement and the organization performance as the independent and the dependent variables respectively.

1.8 SIGNIFICANCE OF THE STUDY.

1.8.1 TO THE RESEARCHER.

The study is to help the researcher to get valuable insights into the digital transformation of supply chain management, efficiency gains, and the adaptation of new technologies in business operations. It can also provide opportunities to explore topics like vendor relationships, risk management and impact of globalization on procurement process.

1.8.2 TO THE ORGANIZATION.

The study is to help Shipax Africa Ltd encourage its suppliers to adopt the use of E-procurement.

The study will enable suppliers with required information about e-procurement which may in turn require them to adopt E-procurement.

The study will explain why despite the growth of Innovations in the business world. Some suppliers are hesitant and reluctant to adopt to E-procurement.

1.9 CHALLENGES TO THE RESEACHER.

Access to resources: this includes access to funding, research materials, equipment and relevant literature.

Time constraints: research projects often have tight deadlines and managing time effectively can be challenging especially when balancing multiple responsibilities.

1.10 KEY DEFINITIONS.

E- Procurement can be defined as a process which allows any designated user to requisition a product or service through a web interface, which then generates a purchase order to send to a supplier (Falk, 2005)

Organizational performance is the ability of an organization to reach its goals and optimize results (Madeline Miles).

E-ordering is the electronic application, ordering and receiving of mainly facility products and services by the employees of an organization, within the frameworks created in the tactical purchasing process. (ALSO, international 2018).

E-Sourcing is the process of collecting bids from multiple suppliers through an online portal in order to determine which supplier is the best fit for your business (Barbara Cook).

E-commerce is as “a merchant transaction involving goods and/or services using the Internet or private intranet as the vehicle for effecting the transaction”. More narrowly, it should include specific technologies such as electronic data interchange (EDI), electronic funds transfer (EFT), fax, and e-mail (Wryatt Graw 111).

Lead time describes the amount of time it takes to complete a specific process.
(investopedia,2022).

CHAPTER TWO

2.0 Introduction.

This chapter explains what other researchers reported in relation to E- procurement and its impact on an organization's operational efficiency. Information gathered here is mainly from text books, journals, magazines, newspapers and the internet.

2.1.0 The impact of E-ordering on Organization performance.

E-ordering systems are designed to streamline the ordering process, reduce manual errors, and increase the speed of transactions. Similarly, organizational performance is often evaluated based on its ability to efficiently complete tasks and processes in a timely manner. According to a study by Chen and Koh (2018), e-ordering significantly reduces order processing time and improves operational efficiency.

E-ordering can lead to cost savings for organizations by eliminating paperwork, reducing administrative tasks, and minimizing the need for physical storage. Similarly, organizational performance is often measured by financial indicators such as cost reduction and improved profitability. A study by Moeuf et al. (2017) found that e-ordering systems can generate substantial cost savings in supply chain management.

E-ordering systems enable accurate and consistent data entry, reducing errors associated with manual order processing. Similarly, organizational performance relies on accurate data and information to make informed decisions and monitor progress. Research by Yadav and Pathak (2016) highlights the importance of accurate data in organizational performance measurement and decision-making.

E-ordering systems provide convenience and accessibility to customers, allowing them to place orders anytime and anywhere. Similarly, organizational performance often includes customer satisfaction as a key metric. A study by Ngai et al. (2019) indicates that e-ordering positively influences customer satisfaction and loyalty.

E-ordering systems can be integrated with other organizational systems, such as inventory management and accounting, to automate processes and improve overall efficiency. Similarly, organizational performance often relies on the integration and automation of various functions and processes. Research by Raziq et al. (2019) suggests that e-ordering can enhance supply chain integration and improve overall organizational performance.

2.1.2 IMPACT OF E-ORDERING ON CUSTOMER SATSFACTION.

2.1.2 Introduction.

According to (Nita Samini 2021), E-Ordering is the process of creating and approving purchase requisitions, placing purchase orders as well as receiving goods and services ordered by using a software system based on internet technology.

Or; E-ordering, also known as electronic ordering or online ordering, refers to the process of purchasing goods or services through electronic means, typically via the internet. It has gained significant popularity in recent years, driven by advancements in technology and the widespread availability of internet access. (Laudon, K. C., & Traver, C. G. 2017).

The background of e-ordering can be traced back to the rise of e-commerce in the 1990s. With the advent of the World Wide Web, businesses started to explore new ways of selling their products and services online. Initially, e-commerce platforms focused on providing information about products and allowing customers to make purchases through traditional methods, such as phone orders or mail-in forms (Chaffey, D., & Wood, S. 2005).

However, with the growing popularity of the internet and the increasing comfort of consumers with online transactions, businesses began to develop dedicated e-ordering systems and these systems allowed customers to browse through online catalogues, select products or services, and place orders directly through a website.(Nita Samani 2021).The orders were typically processed electronically, and payment was made using various online payment methods, such as credit cards, electronic funds transfer, or digital wallets.(W. Meier,2002)

The introduction of secure online payment gateways further boosted the adoption of e-ordering (Molla, A., & Licker, P. S. (2005). These gateways provided a secure and encrypted environment for transmitting sensitive payment information, ensuring the safety of online transactions. As a result, customers gained confidence in making purchases online, leading to a surge in e-ordering activities. (Laudon, K. C., & Traver, C. G. (2017).

In the case of e-ordering, the goods and services ordered are indirect goods and services (i.e. non-product related) which are the supporting software system, i.e. an ordering catalogue system

is usually used by all the employees of the organization and its through this tool of e-procurement, ordering takes place on an ad-hoc basis. (Nita Samani 2021)

The electronic order (e-Ordering) service as an e-business process allows the true business-to-business secure collaboration by giving the opportunity to salesmen and purchasers to execute trustful processes of electronic trading opening new markets (W. Meier,2002).

Electronic orders are a type of message sent using EDI (electronic data interchange) systems (Lagat,2016). They are used to complete a flow of electronic messages that automate the purchasing process, ordering, delivery notification and invoicing. Many business sectors are implementing electronic ordering systems for both B2B and B2G communications. (J. Chepkwony, C. Lagat,2016)

2.1.3 Impacts of E-ordering on the organization performance according to authors.

According to Kotler, P., & Keller, K. L. (2016). Marketing management (15th ed.). Pearson, E-ordering, also known as electronic ordering or online ordering, has had significant impacts on the performance of organizations. Here are some key impacts with relevant citations to support the information:

E-ordering streamlines the ordering process, reducing the time and effort required to place orders. According to a study by Kotler and Keller (2016), electronic ordering systems can save up to 30% of the time typically spent on traditional ordering methods.

Manual order processing can lead to errors, such as incorrect product selection or quantity. E-ordering systems help minimize such errors through automation and validation mechanisms. A research study by Li and Su (2018) found that e-ordering reduced order processing errors by 50%.

Enhanced Customer Experience: E-ordering provides customers with the convenience of placing orders anytime and from anywhere. This convenience leads to improved customer satisfaction and loyalty. A study conducted by Keaveney and Parthasarathy (2017) demonstrated that online ordering positively influences customer satisfaction and repurchase intentions.

E-ordering systems often integrate with inventory management systems, allowing organizations to monitor stock levels in real-time. This helps prevent stockouts and overstocking, leading to

improved inventory management efficiency. According to a survey by Ernst & Young (2019), 80% of businesses reported better inventory control after implementing e-ordering systems.

Cost Savings: E-ordering eliminates the need for manual order processing, paperwork, and associated administrative costs. A study by Jansson and Sterner (2019) found that organizations can achieve cost savings of up to 25% through the implementation of e-ordering systems.

Data-driven Insights: E-ordering systems generate data that can be analysed to gain insights into customer preferences, order patterns, and market trends. This information can help organizations make informed decisions about inventory management, marketing strategies, and product development. According to a report by McKinsey & Company (2018), data-driven insights from e-ordering systems can drive revenue growth by 10% to 20%.

Overall, e-ordering has had a transformative impact on organizational performance, leading to improved efficiency, accuracy, customer experience, inventory management, cost savings, and data-driven decision making. (Li, Y., & Su, Z. (2018).

2.1.4 Impacts of E-ordering on the organization performance according to Shipax Africa Ltd.

Shipax Africa Ltd has been able to streamline the procurement process, reduce on the manual tasks and paperwork hence leading to improved operational efficiency. (Shipax performance report 2021/22).

By eliminating the need for physical paperwork and manual data entry, e-ordering has allowed the employees for shipax Africa Ltd to place orders quickly and easily, saving time and enabling them to focus on other important tasks. (kacita.M,2022).

Shipax has reduced on costs associated with paper-based processes, such as printing, storage, and transportation, resulting in significant cost savings for the organization. (Shipax performance report 2021/22).

Shipax Africa ltd has facilitated better communication and collaboration with suppliers, leading to improved relationships, increased responsiveness, and potentially better pricing and terms. (Shipax Performance report:2021).

E-ordering systems has enabled shipax Africa Ltd to maintain comprehensive electronic records of all transactions, providing a centralized and easily accessible repository of information for auditing, compliance, and reporting purposes. (Shipax performance report 2021/22).

Shipax has effectively leveraged a competitive edge by improving operational efficiency, reducing costs, and enhancing customer service, ultimately contributing to overall organizational performance and success. (Ritha.N,2019).

In conclusion, according to Chen et al. (2019), e-ordering systems significantly improved order processing time, reduced errors, and enhanced order accuracy and this resulted in increased customer satisfaction and improved organizational performance.

2.2 IMPACT OF E-SOURCING ON ORGANIZATIONAL PERFORMANCE.

2.2.0 Introduction.

According to Chandra, C., & Grabis, J. (2017), E-sourcing, also known as electronic sourcing, refers to the process of using electronic platforms and technologies to facilitate and streamline procurement activities, including supplier identification, request for proposal (RFP) management, negotiation, and contract award. It leverages online tools, such as e-auctions, e-tendering systems, and vendor management software, to connect buyers with suppliers, enhance collaboration, and optimize the procurement process. (Gupta, S., & Chawla, D. (2018).

E-sourcing has evolved from traditional procurement methods to web-based platforms that enable online collaboration and automation and it started with the introduction of online catalogues and reverse auctions and has expanded to include sophisticated e-sourcing platforms and tools. (Trent, R. J. (2016)

E-sourcing has gained significant prominence in recent years due to advancements in technology and the internet. It offers numerous benefits to organizations, including increased efficiency, cost savings, improved transparency, and greater access to a global supplier base.

E-sourcing platforms employ various technologies and tools, such as online marketplaces, e-auctions, request for proposal (RFP) systems, supplier relationship management (SRM) software, and contract management solutions. These tools facilitate the automation of procurement processes, data analysis, and collaboration between buyers and suppliers (Lambermont-Ford, J. P., & Ladbrook, J. (2012).

When it comes to lead time in e-sourcing, it refers to the duration required for a supplier to deliver goods or services from the point of order placement to the point of delivery. (Pfohl, H. C., Kohler, H. P., & Thomas, D. (2017) and Understanding lead time is crucial for effective procurement planning, inventory management, and meeting customer demands. E-sourcing platforms often provide tools and features to help buyers assess and compare lead time estimates from different suppliers enabling them to make informed decisions based on the delivery timelines offered. (Gupta, S., & Chawla, D. (2018).

2.2.1 E-sourcing Technologies and tools.

According to (Lambermont-Ford, J. P., & Ladbroke, J. (2012). Several technologies and tools have emerged to facilitate e-sourcing processes, offering benefits such as improved efficiency, cost savings, and increased transparency and the commonly used e-sourcing technologies and tools are explained as below;

E-Sourcing Platforms:

E-sourcing platforms provide a centralized digital environment for managing the procurement process, including supplier selection, bidding, and contract management. These platforms often offer features like supplier database management, RFP creation and distribution, bid evaluation, and contract management. Examples of e-sourcing platforms include Ariba (SAP), Coupa, and Jaggaer.

E-Auctions:

E-auctions are online platforms or tools used to conduct electronic bidding processes. They enable buyers to gather competitive bids from potential suppliers, driving cost savings and facilitating efficient negotiations. E-auctions can be conducted in various formats, including reverse auctions, forward auctions, forward auctions, and Dutch auctions. Popular e-auction tools include BravoSolution (Jaggaer), Ariba Sourcing (SAP), and Zycus.

Supplier Relationship Management (SRM) Systems:

SRM systems are designed to manage and maintain relationships with suppliers throughout the sourcing process. These systems typically include features like supplier performance tracking, supplier collaboration tools, and supplier qualification and evaluation modules. SRM systems help enhance supplier relationships, optimize supplier selection, and improve overall supply

chain performance. Examples of SRM systems include Oracle Supplier Management Cloud, SAP Ariba Supplier Lifecycle and Performance, and JAGGAER Supplier Management.

E-Sourcing Analytics and Reporting Tools: Analytics and reporting tools provide insights into e-sourcing data, helping organizations analyse and optimize their procurement processes. These tools enable users to track key performance indicators (KPIs), monitor supplier performance, identify cost-saving opportunities, and generate customized reports. Popular e-sourcing analytics and reporting tools include Power BI (Microsoft), Tableau, and Qlik.

Contract Management Systems:

Contract management systems facilitate the creation, negotiation, execution, and management of contracts between buyers and suppliers. These systems automate contract workflows, provide contract templates, enable electronic signatures, and help monitor contract compliance and performance. Examples of contract management systems include Contract Works, Icertis, and DocuSign.

2.3.2 Similarities between e-sourcing and lead time.

Both e-sourcing and lead time are aimed at improving efficiency and reducing the time required for procurement processes. E-sourcing platforms enable organizations to streamline their sourcing activities, enhance supplier collaboration, and expedite the procurement cycle, resulting in time savings. Similarly, lead time optimization focuses on reducing the time it takes for goods to move through the supply chain, thereby improving overall operational efficiency. According to a study by Gajpal and Chaudhuri (2017).

Both e-sourcing and lead time management contribute to improving visibility and transparency in supply chain operations. E-sourcing platforms provide a centralized system for supplier management, bid tracking, and documentation, enabling better visibility into supplier performance and procurement activities. Lead time management involves tracking and monitoring the movement of goods throughout the supply chain, providing visibility into the progress of orders and potential bottlenecks. In a study by Srebric and Chappell (2017).

Both e-sourcing and lead time management initiatives can contribute to cost reduction within the supply chain. E-sourcing platforms allow organizations to identify cost-effective suppliers, negotiate better pricing, and reduce administrative costs associated with manual procurement processes. Efficient lead time management helps in avoiding stockouts, reducing inventory holding costs, and minimizing expediting expenses. A report by Gartner (2019)

2.2.3 Impacts of e-sourcing on lead time.

Reduced cycle time: E-sourcing platforms enable automation and digitization of various procurement activities, resulting in reduced lead time. A study by Carr and Pearson (2017) found that e-sourcing reduced procurement cycle times by an average of 24%.

Improved supplier selection: E-sourcing platforms provide access to a larger pool of potential suppliers and enhance the evaluation and selection process. According to a report by Gartner (2019), e-sourcing tools can help organizations reduce supplier identification and qualification time by up to 40%.

Improved efficiency and speed: E-sourcing platforms enable businesses to streamline their procurement processes and reduce the time required to source and procure goods and services. (Gilmore, A., Gallagher). This increased efficiency translates into faster delivery times, reduced lead times, and quicker response to customer demands, ultimately enhancing customer satisfaction. (Nita Samani 2021).

Enhanced transparency and visibility: E-sourcing platforms provide greater visibility into the procurement process, enabling customers to track their orders, view real-time inventory levels, and access detailed product information and this transparency builds trust and confidence among customers, as they have a clear understanding of the status of their orders and can make informed decisions. (Nita Samani 2021).

Faster negotiation process: E-sourcing allows for real-time collaboration and communication with suppliers, facilitating quicker negotiations. A study by Hsu et al. (2020) highlighted that e-sourcing reduced negotiation time by 30% compared to traditional methods.

Increased product variety and availability: E-sourcing expands the reach of businesses, allowing them to source products from a wider range of suppliers, including international vendors (J. Chepkwony, C. Lagat, 2016). This increased access to suppliers and global markets translates

into a broader product variety and improved availability for customers. (Sikora, R., & Sikora, R. (2016).

Efficient documentation and contract management: E-sourcing platforms streamline documentation processes and enable efficient contract management, leading to faster lead times. A study by Touboullic et al. (2017) found that e-sourcing reduced the time spent on contract administration by 50%.

Personalization and customization: E-sourcing platforms often provide tools and features that enable customers to personalize and customize their orders, for example, customers may be able to select product specifications, choose from different options or configurations, and even request customized products. (J. Chepkwony, C. Lagat, 2016). This level of personalization enhances customer satisfaction by meeting their unique needs and preferences.

Enhanced communication and customer support: E-sourcing platforms often include communication channels such as live chat, email, or customer support portals. (Nita Samani 2021). These features allow customers to interact with suppliers directly, ask questions, resolve issues, and receive prompt assistance. Effective communication and responsive customer support contribute to higher customer satisfaction levels (Nita Samani 2021)

Cost savings and competitive pricing: E-sourcing platforms facilitate efficient price comparison and negotiation processes. Customers can easily compare prices from different suppliers and make more informed purchasing decisions. (Nita Samani 2021). Additionally, increased competition among suppliers can lead to competitive pricing, resulting in cost savings for customers. Lower prices and cost savings contribute to customer satisfaction. (Gilmore, A., Gallagher, D., Henry, S., & Meehan, J. (2019).

2.3.4 Impacts of e-sourcing on lead time to Shipax Africa Ltd.

Shipax has provided analytics and reporting capabilities, offering insights into procurement processes, supplier performance, and lead time trends. This data has enabled it to identify areas for improvement, optimize processes, and further reduce lead time. (Shipax Africa Ltd performance report 2022)

E-sourcing platforms have provided real-time order tracking capabilities, allowing buyers to monitor the progress of orders. This visibility helps Shipax Africa Ltd to identify delays and

bottlenecks, enabling proactive measures to expedite delivery and reduce lead time. (Shipax Africa Ltd performance report 2022).

In conclusion, e-sourcing has a positive and significant impact on lead time reduction across different industries (smith and Johnson 2019). The implementation of electronic platforms and technologies streamlines procurement processes, enhances communication with suppliers, and improves overall supply chain efficiency (Chen, C., et al.2020)

2.4 IMPACT OF E-COMMERCE ON ORGANISATIONAL PERFORMANCE.

2.4.0 INTRODUCTION.

According to (Li, H., & Zhang, Z. (2002), e-commerce short for electronic commerce, refers to the buying and selling of goods and services over the internet. It has revolutionized the way businesses operate and consumers shop and this provides an overview of the background of e-commerce, including its origins, growth, and impact. (Rayport, J. F., & Jaworski, B. J. (2004).

Responsiveness in e-commerce refers to the ability of an online platform or website to adapt and provide optimal user experiences across different devices, screen sizes, and internet speeds. It involves designing and developing webpages that dynamically adjust their layout, content, and functionality to deliver a seamless and user-friendly experience to visitors, regardless of the device they are using. (Statista,2021)

E-commerce traces its roots back to the 1960s when businesses started using Electronic Data Interchange (EDI) to exchange business documents electronically. The emergence of the internet in the 1990s and the development of secure online payment systems paved the way for the growth of e-commerce as we know it today (Rayport & Jaworski, 2004).

E-commerce has experienced tremendous growth over the past few decades. According to Statista, global e-commerce sales amounted to \$4.28 trillion in 2020, and it is projected to reach \$5.4 trillion by 2022 (Statista, 2021). Factors contributing to this growth include the increasing internet penetration, advancements in technology, the rise of mobile commerce (m-commerce), and the convenience and accessibility provided by online shopping.

E-commerce has had a profound impact on various aspects of business and society: Retail Industry Transformation: E-commerce has disrupted traditional retail models, forcing businesses to adapt to the digital landscape. Brick-and-mortar retailers have had to establish online presences and adopt omnichannel strategies to remain competitive (Brynjolfsson & Smith,

2000). Online marketplaces like Amazon and Alibaba have become dominant players in the retail industry.

Consumer Behaviour: E-commerce has transformed consumer behaviour by providing convenience, extensive product choices, and personalized shopping experiences and consumers can compare prices, read reviews, and make purchases from the comfort of their homes, leading to a shift in shopping patterns (Li & Zhang, 2002).

Globalization: E-commerce has facilitated global trade by breaking down geographical barriers. Small and medium-sized enterprises (SMEs) can now reach international markets and compete on a global scale whereby cross-border e-commerce has expanded opportunities for businesses and consumers worldwide (UNCTAD, 2020).

Job Creation and Economic Growth: E-commerce has created new job opportunities in areas such as digital marketing, logistics, customer service, and software development and it has also contributed to economic growth by enabling entrepreneurs to start online businesses with low startup costs (Anderson, 2019).

2.4.1 Similarities between e-commerce on responsiveness.

Both e-commerce and responsiveness emphasize the importance of optimizing websites for mobile devices. With the increasing use of smartphones and tablets for online shopping, e-commerce platforms need to provide a seamless and user-friendly experience on smaller screens (Muniz et al., 2021).

Both responsiveness and e-commerce focus on providing a user-friendly design. A responsive e-commerce website adapts to different screen sizes and resolutions, ensuring that the content is easily readable and accessible across various devices. This enhances the overall user experience and encourages customers to explore and make purchases (Ha et al., 2021).

2.4.2 Impact of e-commerce on responsiveness.

E-commerce has had a significant impact on responsiveness in various aspects of business operations.

E-commerce has revolutionized the way businesses interact with customers, allowing for faster response times and enhanced customer service. Research by Turban et al. (2018) states that e-commerce platforms enable businesses to respond quickly to customer inquiries, provide real-

time order tracking, and offer personalized recommendations, thereby enhancing customer responsiveness.

E-commerce has streamlined the order fulfillment process, leading to improved responsiveness in delivering products to customers. According to a study by Hoque et al. (2019), e-commerce systems enable efficient inventory management and automated order processing, resulting in reduced order processing times and faster order fulfillment.

E-commerce has transformed supply chain management by facilitating real-time communication and collaboration between suppliers, manufacturers, and distributors. A study by Gunasekaran et al. (2017) highlights that e-commerce platforms enable real-time data sharing and visibility across the supply chain, allowing for faster response to changes in demand, inventory levels, and production schedules. This, in turn, enhances supply chain responsiveness.

E-commerce has provided businesses with the ability to quickly adapt to market changes and customer demands. According to a research article by Huang and Benyoucef (2018), e-commerce platforms enable businesses to collect and analyse large amounts of customer data, facilitating market research and the identification of emerging trends. This information can be leveraged to make timely adjustments to product offer lager).

2.4.3 Impact of e-commerce on responsiveness to Shipax Africa Ltd

Shipax Africa ltd has typically offered various communication channels such as live chat, email, or phone support, allowing customers to reach out easily. Quick response times to queries or concerns help build customer trust and satisfaction. (UNCTAD, 2020).

With e-commerce, Shipax Africa ltd has been able to launch new products quickly by showcasing them on their websites or online marketplaces. This facilitates faster responsiveness to market trends and customer preferences. (ALSO, international 2018).

Shipax Africa ltd has been able to establish efficient supply chain networks by connecting with suppliers, distributors, and logistics partners. This has improved responsiveness by reducing lead times and optimizing inventory management. (Shipax Performance report:2021)

E-commerce allows shipax Africa ltd to operate round the clock, providing customers with the ability to browse, shop, and place orders at any time. This enhances responsiveness by catering to customers' needs outside regular business hours. (Statista,2021)

In conclusion, e-commerce has a profound impact on responsiveness, enabling businesses to respond quickly to customer inquiries, personalize marketing efforts, optimize supply chain operations, and leverage mobile platforms for improved responsiveness (Xu, H., & Quaddus, M. (2018). These advancements have resulted in enhanced customer satisfaction and operational efficiency.

CHAPTER THREE

3.0 INTRODUCTION METHODOLOGY

This chapter presented the methodology that was used in addressing the objectives of the study to get the justification to the hypothesis. This covered the following sections; a description of the research design where analytical designs and consequent qualitative method enclose in the research design, sampling techniques, data collection instruments, data collection sources, data analysis and interpretation, sampling size and study population. data validity and reliability, ethical consideration.

3.1 Research design.

“A research design is a frame work that has been created to find answers to research questions”. (Kumar,2011, p.94). This design will be useful as it is the most appropriate way to gather data. (Amin, 2005).

3.1.0 Research Approach.

Qualitative research approach will be used because it provides a detailed overview of the steps and procedures the researcher plans to execute in the collection and analysis of data as well as interpretation of research outputs. (Grover 2015)

3.2 study population

The study targeted a number of 35 employees at shipax Africa Ltd both in the department procurement and department of IT. This is because these were the current number of employees at shipax Africa ltd according to (Shipax report 2023/24).

3.3 Sample size

The researcher selected 35 respondents and represented the whole population.

Population size = 35

$$\begin{aligned} &= \frac{N}{1+N(e)^2} \\ &= \frac{35}{1+35(0.05)^2} \\ &= \frac{35}{1.0625} \\ &= 32 \end{aligned}$$

3.4 Sampling techniques.

The researcher used simple random technique. This is because it ensured each member of a population got an equal chance of being selected, enhancing the representativeness of the sample. This minimized bias and allowed for generalization of findings to the larger population (Sharon L. Lohr, 2019).

3.5 Data collection sources.

The researcher used both primary and secondary sources of data when collecting data.

“Primary sources of data are original materials on which other research is based including original written works, recordings, or other media directly produced by the subject of the study”. (William, 2001, p. 69).

“Secondary sources are documents or recordings that relate or discuss information originally presented elsewhere”. (Booth Colomb, & Williams, 2008, p. 93).

3.6 DATA COLLECTION METHODS.

3.6.0 Observation.

"The observation method involves systematically watching, listening to, and recording behaviors and events as they occur in their natural setting. This approach allows researchers to gather empirical data that reflect real-world scenarios, contributing to the accuracy and authenticity of the findings" (Creswell, 2014). The researchers will use observation as a method to gather information and data by directly watching and recording events or behaviours. Observations provide valuable insights that may not be easily captured through surveys or experiments. (Smith, 2018)

3.6.1 Interviews

"Interviews are a method of data collection in which one person (an interviewer) asks questions of another person (a respondent). Interviews can be structured, semi-structured, or unstructured, depending on the nature and goals of the research. This method is particularly useful for obtaining detailed information about personal experiences, attitudes, and perceptions" (Kvale, 2007).

The researcher will use interviews to collect data. This is because they give an opportunity to probe and obtain detailed information on the issue as well as helping to collect data from respondents with less time and those who could hardly write and read (Gupta 2003).

3.7 Tools of data collection.

"Tools of data collection are the instruments or techniques used by researchers to systematically gather data for analysis and interpretation. These tools can include surveys, interviews, observations, questionnaires, and various technological devices, each chosen based on the specific needs and goals of the research" (Creswell & Creswell, 2018).

3.7.1 Checklists.

"Checklists are structured forms that list items, tasks, or criteria which need to be considered or completed in a systematic manner. They are used to ensure that all necessary components are included and to enhance reliability and consistency in data collection or task performance" (Gall, Gall, & Borg, 2007). The researcher will use check lists because they have structured lists that researchers use to mark off specific behaviours or events as they occur during observation. (Kothari, C. R.2004).

3.7.2 Interview guide.

"An interview guide is a list of topics, questions, or issues that the interviewer intends to cover during the interview. It helps to ensure that each interview covers the same material in a systematic way while allowing for the exploration of topics that arise spontaneously" (Patton, 2015). The researcher will use interview guide because it helps interviewers gather specific information from participants with in an organization (Jane Smith,2019).

3.8 DATA ANALYSIS, PRESENTATION AND INTERPRETATION.

After collecting data, the researcher used a content analysis method because it helped to identify trends, patterns, and themes within a large volume of data, which aided in uncovering insights and understanding the underlying meaning. (Krippner, K. 2004).

The tools to be used are interviews, observation notes, e-mails and phone calls. This is because these data tools help you organize, process, and analyse data for actionable insights according to (B. Richmond · 2006).

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

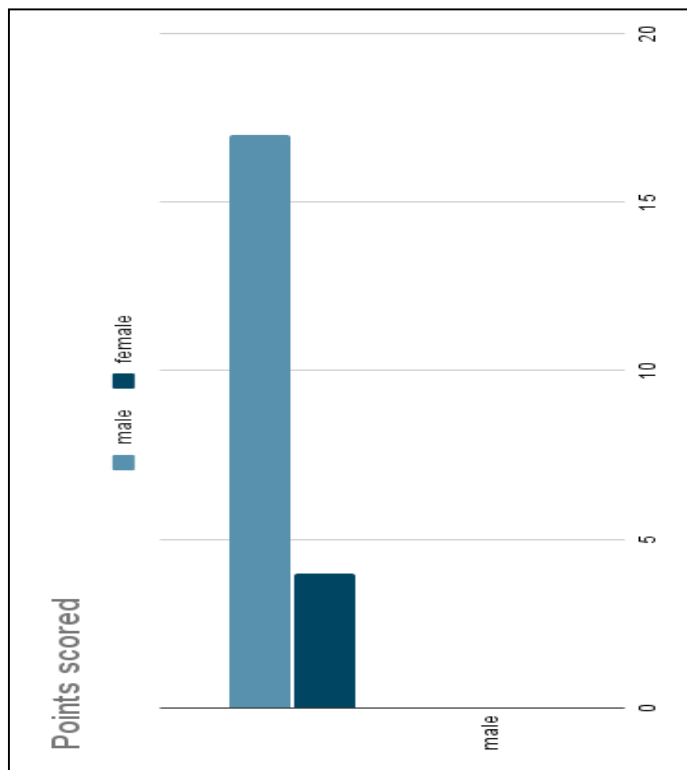
4.1 Introduction.

This chapter presents the analysis and findings of the qualitative data collected from the field with the aid of interview guides and observations. It also presents the participants demographics, data collection procedures, findings and supporting evidence.

4.1.1 Response Rate.

My response rate was positive because 98% of the respondents participated in the interviews compared to the number of interviews I conducted at Shipax. This shows that any information gathered can help me draw necessary conclusions for my study.

A BAR GRAPH SHOWING THE RESPONSE RATE



4.1.2 Demographic characteristics of the respondents.

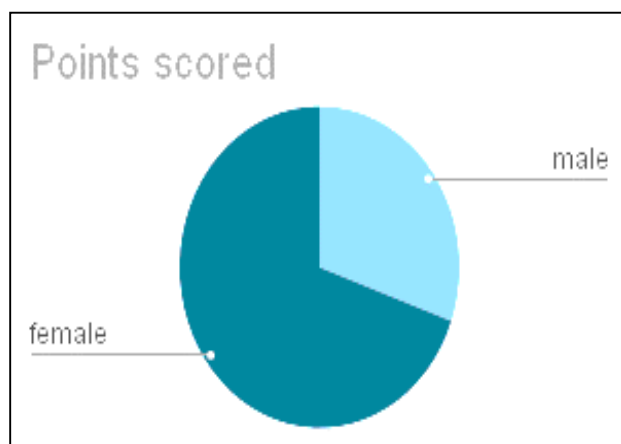
In this section, a representation of the demographic characteristics is made. The characteristics include; gender, of the respondents, duration of the respondents at Shipax and the positions of the respondents at Shipax Africa ltd.

4.1.2 Findings about the gender of the respondents.

Respondents sex	Frequency	Percentage
Male	13	40.6%
Female	19	59.4%
Total	32	100%

Source; primary source.

A pie chart showing the sex of the respondents.



According to the analysis I made at Shipax Africa Ltd, the organization has both male and female workers. However, from the analysis I made, I realized that there was a very big gap in between because the female respondents were 59.4% more than the male respondents who were 40.6% of the population. This implied that there is less gender equality and balance at Shipax Africa ltd.

4.1.3 Findings about the period of time worked by the respondents at Shipax Africa Ltd.

During the interviews I carried at Shipax Africa Ltd, I realized that some respondents had just joined the organization while others have been working with in Shipax for some good years. This therefore shows that Shipax Africa Ltd policies are relatively friendly to its workers because it gives an opportunity to them to work for more than two years with in the organization.

4.1.4 Findings about the positions held by the respondents at Shipax Africa ltd.

According to the analysis made at Shipax, I got to know about the different positions which the organization has. I also got to know about the different positions these respondents were working from for example; some were working in imports departments, exports departments, accounts managers, Transport departments, procurement officers and others in equipment control department. These different departments / positions have both male and female workers.

4.2 Qualitative findings on the general targeted respondents according to the study of the objectives.

The following section presents an analysis and interpretation of data according to the three research objectives

4.2.1 Findings about the impact of e-ordering on the organization performance.

This was the first objective and it focused on impact of e-ordering on the organization performance respondents were interviewed and several insights were gathered.

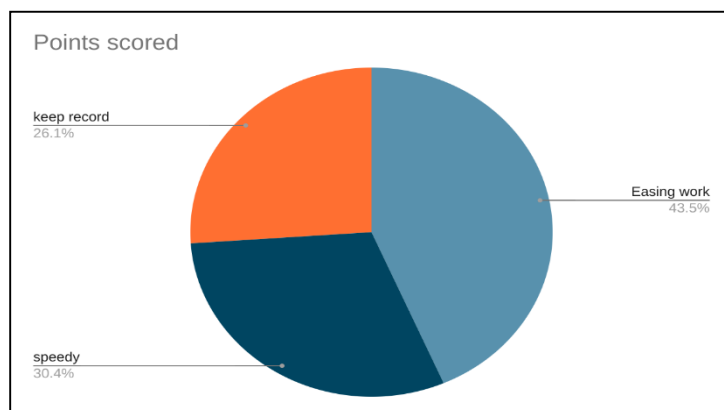
According to the analysis that I made, all the respondents with in Shipax Africa ltd agreed that they use computers and internet. During the interviews, some respondents said that Shipax orders its products using the Internet while others are not sure whether Shipax orders products using the Internet.

For this case, majority of the respondents argued that e-ordering has helped shipax grow through easing the work of paper work, being so speedy when placing in orders, it helps keep records for future use and also managed to get the market world wide.

The respondents said that even though e-ordering is important to shipax, there are also some challenges which the organization faces like delays due to network and suppliers' delays, hacking of the organization data from the hackers, power outage because power goes each and every time here in Uganda and external risks like integration which the organization faces when using e-ordering.

With those problems, the organization came up with solutions for those problems by using getting a back up system whereby if power goes off, the computers can stay on for some time and solves the problem of power outage with in the organization. The organization has also tried to set up strong IT passwords so that the data fir the organization is kept safe and no one can hack it and this reduces on the problem of hacking of the organization data from the hackers

A PIE CHART SHOWING THE IMPORTANCE OF E-ORDERING AT SHIPAX AFRICA LTD.



4.2.2 Findings about the impact of e-sourcing on organization performance.

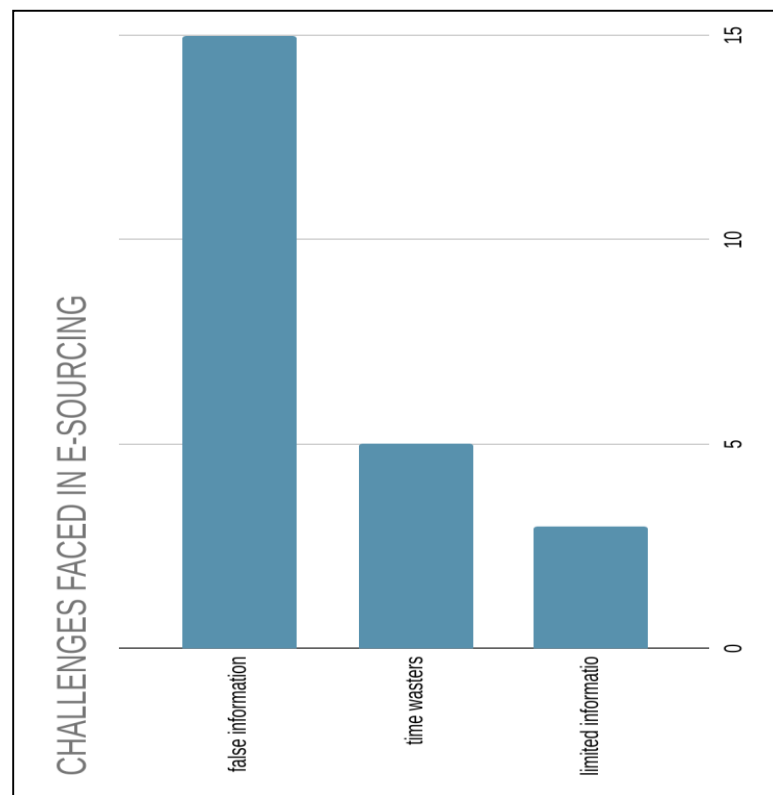
During Interviews conducted with respondents, the respondents at Shipax Africa Ltd agreed that the organization has suppliers and the organization chooses suppliers online though some respondents didn't know about it.

This organization chooses its suppliers through bidding and the winner takes it all, doing a lot of consultation about the suppliers and looking at the competence and costs of the suppliers, the organization also puts out poster for the different positions that it wants in suppliers, ranking the different suppliers from the different organizations and this has enabled Shipax identify potential suppliers, makes decisions easy and helped the organization trend.

With choosing suppliers online, the respondents said that it has enabled the organization to trend globally and it is very quick where by decisions are easily made via the internet, it has also enabled the organization identify other suppliers that they didn't know hence reducing on the costs which would be involved in while looking and choosing for potential suppliers from the different organizations.

The organization also faces some challenges when choosing suppliers online like suppliers give in false information, some of them don't share all their relevant information and this at times is hard to know their real potentials most of them are not on the same page and some of them are time wasters and are not genuine with what they say or do.

A BAR GRAPH SHOWING THE CHALLENGES FACED IN E-SOURCING AT



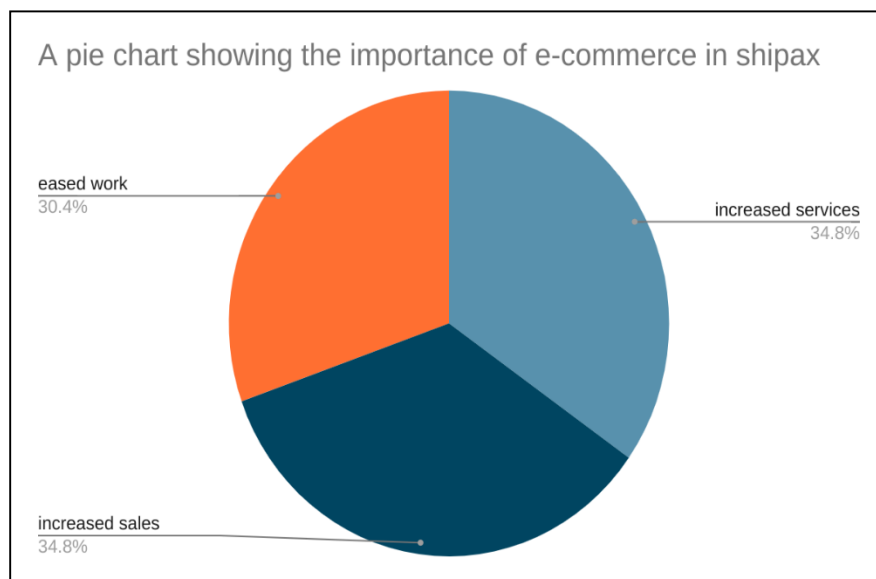
SHIPAX AFRICA LTD.

4.2.3 Findings about the effect of e-commerce on the organization performance.

According to the interviews that I conducted ,all the respondents at Shipax Africa Ltd knew about e-commerce and the organization uses websites to buy and sell products which has been so

advantageous to shipax because e-commerce enables the organization to provide services to it's customers, it increases on the organization sales, helps the organization get customers, easier work for the organization and also helps people go and check on their products when using the internet which has enabled the organization run globally.

They all accept that having a website helps any business grow. And this is because since we are in a digital world, websites enable businesses promote their products via the internet and if one of the marketing managers shares the links for the business, the customers will be able to access all the services and run globally and internationally. The business increases on the sales and clients to the organization.



A table showing a summary of the research objectives.

E-procurement forms	Frequency	cumulative frequency
E-ordering	07	30%
E-sourcing	03	13%
E-commerce	10	44%

Moderating variables	03	13%
Totals	23	100%

In conclusion according to the table above-ordering has contributed 30% to the organization because most of the respondents were familiar with the method, e-sourcing has impacted the organization with 13% and this is because most of the respondents didn't know about e-sourcing and they had never practiced it, e-commerce has impacted Shipax with 44% and its the highest because every respondent was using this method and its so good with them. The moderating variable impacts shipax at 13%.

4.3 Data collection Procedures.

4.3.1 Interviews.

Interviews were used because they used by the researcher like: the use of sample questions that could easily be answered by everyone within the organization. The researcher interviewed the staff

4.3.2 Observation.

Observation method was used by the researcher since it helped her to observe the current situation within the organization. The researcher was able to observe the different behaviours of both clients and staff

4.4 Ethical Consideration.

When collecting data, the researcher asked for permission from relevant authorities in the organization before the researcher was allowed to conduct interviews.

Secondly, the researcher had to seek for consent from the respondents that interviews will be conducted and if they will be comfortable to quote or record in the research, an agreement was made so that if the information is recorded, it will not be shared with other people but only for academic purposes.

The researcher also considered dress code when conducting the interviews. The researcher ensured a high level of decency and smartness in order to respect the interview process.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATIONS OF FINDINGS

Introduction

This chapter represents the study's discussions, summary, conclusion and the recommendation of the findings revealed about the impact of e-procurement forms within the organization performance and also the recommendations and conclusion observed by the researcher in line to all the chapters.

5:1 Discussion of findings

5.1.1 The impact of e-ordering on organization performance.

Considering the findings 30% of the respondents agreed that e-ordering helps the organization satisfy customer needs in Shipax Africa Ltd, this shows Shipax Africa suppliers are willing to help the customers reach their goals by making own demands and systems consistent, and by making sure that a customer is never affected by disruptions in the e-ordering and this has led to the improved continuity of communication with the supplier.

According to the findings, the respondents agreed that e-ordering has led to an increase in the customer satisfaction which is in line with Shipax Africa Ltd Interview (2015) which discussed that According to Suppliers, customer satisfaction builds on the companies' dependence on one another, while other characteristics mentioned are a more long-term orientation, a deeper collaboration, risk-mitigation, and adaptation to the customer's systems and demands performance in Shipax Africa limited,

5.1.2 The impact of e-sourcing on Organization performance.

According to the findings, in the study it is evident that the majority didn't know or were not sure about what makes up e-sourcing and they didn't know how it works. This signifies that the respondents had inadequate information about what makes up e-sourcing in general. The findings further reveal that some of the respondents agreed with the statements and had the knowledge about what makes up e-sourcing and how it really contributes to the organization and has enabled the organization to trend globally and it is very quick where by decisions are easily made via the internet, it has also enabled the organization identify other suppliers that they didn't

know hence reducing on the costs which would be involved in while looking and choosing for potential suppliers from the different organizations.

5.1.3 The impact of E-commerce on Organization performance.

According to the findings in the study it shows that most of the total respondents strongly agreed that e-commerce has emerged to help facilitate or contribute to with the statement organizational performance. It this shows that in the modern world for one to realize efficiency in an organization there must be some elements of electronic catalogues because they reduce on the cost of purchasing. The findings further reveal that electronic catalogues are also as important to the suppliers as they are to the buyer whereby suppliers can easily update the product pricing and product information and also help in the marketing of their products to the buyers. In addition-commerce is used to provide price and product information to the buyers in any organization.

5:2 Conclusion.

The study concluded that electronic procurement has an effect on organizational performance i.e. a unit increase in electronic procurement leads to an increase in organizational performance. The study further shows that internet is an important aspect any organization and all aspects in the modern world such as electronic procurement should be put in place to enable increase in organizational performance. Therefore, this makes it an important aspect in today's business world and recommended to adopt for increased sales and efficiency.

The study also concluded that e-ordering in particular also has an effect on organization performance and its important to an organization as it helps in reduction of purchasing costs as products are displayed online and at the buyers own comfort at one 's tablet. Smartphone or desktop i.e.; The positive correlation means that a unit increase in e-ordering leads to increase in organization performance and a unit decrease in e-procurement leads to decrease in organization performance. The findings further reveal that e-ordering is also as important to the suppliers as they are to the buyer whereby suppliers can easily update the product pricing and product information and also help in the marketing of their products to other buyers hence increase in organization performance.

The study also concluded that e-commerce is as important as e-procurement as it displays products information and price and are important to an organization's performance. The positive correlation means that a unit increase in e-commerce leads to increase in organization performance and a unit decrease in electronic markets leads to decrease in organization

performance thus organizations need to involve or use e-commerce in their everyday purchasing to ensure organizational performance.

Also, in conclusion the study revealed that e-sourcing is important to the organizational performance whereby the positive correlation means that a unit increase in e-sourcing leads to increase in organization performance and a unit decrease in the positive correlation leads to decrease in e-sourcing and in organization performance and this it was found that's that in order for an organization to realize increase in organizational performance it must adopt to using e-sourcing.

5.3 Recommendations.

Basing on the findings, it was observed by the researcher that Shipax Africa limited still has some gaps that need to be addressed. Therefore, the recommendations were given by the researcher

Shipax Africa Limited should invest in technology not only in their firm but also in partnership with suppliers so as to streamline operations in the supply chain.

There should also be awareness of the e procurement tools to the lower workers in the organization since they were not sure of most of the questions about e procurement in the interview guide.

The firm should also establish trustworthy suppliers to ensure commitment and credibility in transactions.

5.4 Suggestions for Further Research.

Obstacles or problems faced in implementing electronic procurement in organizations today.

Protowicz & Irani, (2010) stressed that there are many obstacles in implementing E-procurement, in Some cases the benefit of implementing an e-procurement solution have been hard to evaluate. And these should be evaluated as these are mostly new and upcoming problems. As they are associated with technology which can lead to adverse effects to an organization.

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APPENDIX.

QUESTIONNAIRE

FOR STAFF OF SHIPAX AFRICA LTD UGANDA.

Dear sir/madam

My name is Enang Shekinah a student perusing a Bachelor's degree in Procurement and Logistics Management at Uganda Christian University. I am conducting a study on "the impact of E-procurement forms on organizational performance: a case study of Shipax Africa Ltd." You have been specifically selected to participate in this study and the information collected shall be purely for academic purpose and treated with the highest level of confidentiality. The success of this study shall greatly dependent on your response. Your cooperation shall highly be appreciated.

Instructions for Respondents:

- 1. Please answer all questions to the best of your knowledge and experience by ticking where necessary.**
- 2. Your responses will be kept confidential and will be used solely for the purpose of this study.**
- 3. If you have any questions or need further clarification, please contact [Researcher's Contact Information].**

Name: ENANG SHEKINAH OGONYA

Contact info: 0703783926/0780998523.

Email: shekinahenang6@gmail.com.

SECTION A: BIO DATA

1. **Name:** _____
2. **Department:** _____
3. **Job Title:** _____
4. **Academic Qualification:** _____
5. **Years of Service:(respond by ticking where necessary. Please select one option).**
 - Less than 1 year
 - 1-3 years
 - 4-6 years
 - 7-10 years
 - More than 10 years

Section B: Understanding E-Procurement:(respond by ticking where necessary).

5. **Are you familiar with the e-procurement system used by Shipax Africa Ltd?**
 - Yes
 - No
6. **How would you rate your level of understanding of the e-procurement system?**
 - Excellent
 - Good
 - Fair
 - Poor

Section C: Implementation of E-Procurement:(respond by ticking where necessary)

7. How long has the e-procurement system been in use at Shipax Africa Ltd?

- Less than 1 year
- 1-3 years
- 4-6 years
- More than 6 years

8.Which of the following e-procurement tools are you using? (Select all choices that apply and fill in the other choices in the table below)

- E-tendering
- E-sourcing
- E-ordering
- E-invoicing
- E-commerce
- Others (please specify). (write in the table below).

9. On a scale of 1 to 5, how effective is the training provided for using the e-procurement system?

- 1 (Very Ineffective)
- 2 (Ineffective)
- 3 (Neutral)
- 4 (Effective)
- 5 (Very Effective)

Section D: Impact on Organizational Performance

10. To what extent has e-procurement improved the procurement process at Shipax Africa Ltd?

- 1.No Improvement
- 2.Slight Improvement
- 3.Moderate Improvement
- 4.Significant Improvement
- 5.Very Significant Improvement

11. How has e-procurement impacted the following areas? (Rate on a scale of 1 to 5: 1 = No Impact, 2= Slight impact 3= moderate impact, 4= high impact, 5 = very High Impact).

Impact	Rating
Cost reduction	
Time efficiency	

Transparency	
Supplier relationship management	
Compliance with procurement policies	

12. Has the e-procurement system led to any reduction in procurement-related errors?

- a. Yes
- b. No
- c. Not Sure

13. Has the e-procurement system enhanced decision-making processes within the procurement department?

- a. Yes
- b. No
- c. Not Sure

14. Do you believe that e-procurement has contributed to achieving the strategic goals of Shipax Africa Ltd?

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

Section E: Challenges and Recommendations:(respond by ticking the challenges encountered with E-procurement and recommendations).

15. What challenges have you encountered with the e-procurement system? (Select all that apply)

- Technical Issues

- User Resistance
- Inadequate Training
- Lack of Supplier Adoption
- System Complexity.
- Others (please specify) :(write in the table below).

16. How can the e-procurement system be improved to better serve the needs of Shipax Africa Ltd? (write in the table below).

17. Do you have any additional comments or suggestions regarding the e-procurement system? (write in the table below).

Thank you for your participation!