

**IMPACT OF ELECTRONIC PROCUREMENT SYSTEMS ON SERVICE DELIVERY:
A CASE STUDY OF CAPITAL SHOPPER SUPERMARKET, NTINDA BRANCH**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
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DECLARATION

I, NYAWERE SYLVIA declare that this report is my final original work and has not been submitted before to any college, university or institution for any academic reward.

Sign: 


Date: 26/03/2025

NYAWERE SYLVIA



APPROVAL

This Dissertation entitled "IMPACT OF ELECTRONIC PROCUREMENT SYSTEMS ON DELIVERY OF SERVICES; A CASE OF CAPITAL SHOPPERS SUPERMARKET – NTINDA BRANCH" has been under my supervision and is now ready to be forwarded for examination purposes in partial fulfillment of the requirement for the award of Bachelor's Degree in Procurement and Logistics Management at Uganda Christian University.

SUPERVISOR: Mr. Kibuuka David. Signed: 

Date: 20 / 3 / 05

DEDICATION

This work is dedicated to my mother, Ms. Lillian Akoth for all the struggles she put into my education and up-bringing. May God bless her so much.

ACKNOWLEDGEMENT

I take this opportunity to thank God Almighty for giving me the ability to accomplish my research work to this level. More to that, I thank my parents for the endless support, prayers and encouragement. To the University, I say thank you for creating an accommodative time schedule that allowed me to carry out my research to the best of my abilities. To all my respondents at Capital shoppers, without you this research would not have been completed. I also wish to greatly appreciate the support I received from my Grandparents; Mr. and Mrs. Onyango Fred Achandere and my Auntie; Ms. Akumu Fisa Daphne. They have been part of my struggles not only in this research work but in many ways. Last but not least to all my fellow students who helped me here and there especially Priscilla and everybody else who supported me in one way or the other and whom I have not managed to mention here, I say thank you. May God bless you all!

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ABSTRACT

This study examined the impact of electronic procurement systems in service delivery within organizations with a case study of Capital Shoppers supermarket at Ntinda Branch- a suburb of Kampala city. The study specifically aimed 1) To investigate the impact of electronic ordering in delivery of services, (2) to find out the impact of electronic payment in delivery of services and (3) to assess the relation between electronic sourcing and delivery of services. While the existing literature suggested that there was a correlation between E-procurement and service delivery, cases studied on supermarkets were limited which left a gap for the research to continue. A total of 30 respondents from the Supermarket were used including procurement managers, purchasing agents, logistics coordinators, quality control specialists and contract specialists. Simple random sampling was used to ensure a fair representation. Data analysis was conducted using frequency tables and percentage computations, leading to meaningful interpretations and discussions. The research findings indicated that electronic procurement systems had a significant impact on delivery of services by improving efficiency, reducing delays, and streamlining purchasing processes. The researcher then therefore came up with the following recommendations: organizations to invest in advanced electronic-sourcing platforms with real-time data analytics, integrate AI driven tools for predictive procurement strategies and incorporate sustainability criteria into their procurement processes. Furthermore, Future researchers were also advised to carry on more research on supply chain disruptions and risk management.

CHAPTER ONE: THE INTRODUCTION

1.0 Introduction

In this chapter, the researcher presented the background to the study, statement of the research problem, objectives of the study, the research questions and scope of the study, the significance of the study, operational definitions of the key concepts and the conceptual framework. This study considered how electronic procurement affected delivery of services at Capital Shoppers supermarket.

1.1 Background of the study

Historically, procurement was largely a manual process that involved physically visiting stores to select and purchase goods. Buyers or procurement officers would often rely on printed catalogues, face to face interactions or phone calls to place orders. These traditional methods were time consuming and required significant human effort at every stage. Handling procurement transactions this way typically involved following slow, bureaucratic procedures, often with limited coordination between departments or external partners(Hawking et al. 2004). With the advancement of technology,particularly the rise of the internet, organisations began to recognise the potential benefits of shifting from manual procurement to digital systems. This shift gave birth to what is now referred to as electronic procurement. According to Shaw and Subramaniam (2002), e- Procurement played a vital role in development of business to business B2B e-commerce. It allowed companies to streamline their procurement operations by improving integration between systems and enabling more effective coordination across different organisational units. Electronic procurement systems offered significant advantages over traditional methods. Not only did they speed up the transaction process, but they also created opportunities for cost savings and competitive sourcing. Businesses could now access a wider pool of suppliers, compare prices more efficiently and make informed decisions without the need for physical presence. As explained by (Hawking & Stein 2004), e-procurement became a key driver in extending and optimizing supply chain networks. The introduction of internet based procurement platforms was not an abrupt replacement of traditional processes. Instead, it built upon the foundations laid by earlier procurement practices. Organisations slowly transitioned their organisational activities online driven by the

realisation that digital tools could offer long term strategic value. As of today, electronic procurement is seen as an operational tool but also as a critical component in enhancing supply chain performance and overall business competitiveness.

Though IT literacy levels are reportedly low in Uganda, E-Procurement was practiced to some significant levels. Patrick and Robert (2009), contend that, by now, most companies have ridden one or more strategic sourcing waves that have collectively saved their organizations billions of dollars. Yet even after having benefited from these initiatives, the average company still leaves on the table unrealized savings equaling 5 to 10 percent of its total spending. These savings are not lost because of ill-conceived strategies or organizational incompetence; rather, their loss is inherent based on incomplete procurement operating models.

The term e-procurement referred to the integration of the procurement process, which included operations such as negotiation, ordering, receipt, and post-purchase review (Croom and Brandon-Jones, 2007). Morris et al. (2000) defined e-procurement as a system that utilized Internet technologies and services to automate and streamline an organizations processes – from requisition to payment.

Leis(2011) also defined electronic procurement as the business to business requisitioning, ordering and purchasing of goods and services over the internet.(Kaufmann,2008) also says that electronic procurement also known as supplier exchange is a business to business or business to client or business to government purchase and sale of supplies, works and services through the internet as well as other information and networking systems, such as electronic data interchange and enterprise resource planning.

In addition, (Chaffey, 2002) in Mohini and Doug conceptualized electronic procurement as an electronic integration and management of all procurement activities including purchase request, authorization, ordering, delivery and payment between a purchaser and a supplier. Thomson and Singh (2001) advocated that electronic procurement process included sourcing of buyers and sellers, a digital catalog of products, online bidding, ordering, payments, and goods dispatch notices (fulfillment), logistics and supply chain management. Therefore, there was a need to establish an electronic procurement management information system to avert in advance the challenges of unclear accountability, streamlining the entire purchasing process and increase the level of profitability since is recognised as a private organization.

Enterprises gained the benefits electronic-procurement could deliver: Raju Seth (2009) further said that the broad spectrum of e-Procurement was much more than just a plain vanilla system for making purchases online. It was a comprehensive platform - using the Internet to make it easier, faster and cost effective for businesses to source their requirements on a timely basis, and in a way that was aligned with organizational goals and objectives. In the current scenario, characterized by focus on key strategic initiatives, lesser time-to-market and increased global competition, e- Procurement aided organizations in streamlining their entire purchasing process, so that they could focus on core business activities and increase profitability.

However, James and Emmanuel (2015), revealed that employ competence, inadequate legal framework, inadequate technological infrastructure and security of procurement transaction data were challenges to electronic procurement adoption in the organization under review.

Hawking et al (2004) further investigated that the barriers to electronic procurement in Australia Identifying and ranking these in order of importance as: inadequate technical infrastructure, lack of skilled personnel, adequate technological infrastructure of the business partners, lack of integration with business partners, implementation costs, company culture, inadequate business processes to support electronic procurement, regulatory and legal controls, security, cooperation of business partners, inadequate electronics procurement solutions and upper management support.

Electronic procurement was a tool that helped firms reduce service costs and increased the speed of service delivery (Helmsing, 2005). Service delivery was a crucial aspect of business, aiming to provide services from vendors to customers (Callum Thompson, 2023). It bridged the gap between customers' needs and service providers' offerings. (Callum Thompson, 2023). Effective service delivery required understanding customer's needs, planning, clear processes, and robust IT infrastructure (David Macarthur, 2023).

Capital Shoppers Supermarket offered various services, including electronic payment systems, to enhance customer experience (Olivia and Sterman, 2001). However, electronic procurement methods like electronic data interchange, electronic tendering and electronic auditing improved service delivery by streamlining processes and reducing response times (Tinashe, 2014).

1.2 Statement of the problem

Capital Shoppers supermarket in Ntinda has been experiencing a decline in performance, partly due to the inefficiencies in its electronic payment and procurement systems. The supermarket spends excessive time gathering without timely processing, leading to delays in service. Customers frequently report issues such as malfunctioning payment systems, poor communication with management and unsatisfactory service. Additionally, weak electronic sourcing processes have strained relationships with suppliers and hindered operational efficiency. In a highly competitive retail environment, contributed to high customer turnover and reduced market competitiveness. This study aimed to investigate how the adoption of electronic procurement can improve service delivery, customer satisfaction and overall organisational performance.

1.3 General objective

The general objective of the study was to examine the impact of electronic procurement systems in delivering services.

1.4 Objectives of the study

- i. To investigate the impact of electronic ordering in delivering services at Capital Shoppers supermarket.
- ii. To find out the impact of electronic payment in delivering services at Capital Shoppers supermarket.
- iii. To establish the relation between electronic sourcing and delivering services at Capital Supermarket.

1.5 Research questions

- i. What was the impact of electronic ordering in delivering services to customers at Capital Shoppers supermarket?
- ii. What was the impact of electronic payment in delivering services at Capital Shoppers supermarket?
- iii. What was the relationship between electronic sourcing and delivering services at Capital shoppers supermarket?

1.6 Scope of the study

The scope of the study was as follows:

1.6.1 Content scope

The scope of the study was to investigate the relationship between e-procurement and the delivery of services in an organization.

1.6.2 Geographical scope

The study took place in Kampala District, Nakawa Division at Capital shoppers' supermarket Ntinda Branch.

1.6.3 Time scope

The study was conducted from April – September, 2024.

1.7 Significance of the study

The research findings have been found to very useful in the following ways:

- i. It has added to the body of the existing body of knowledge especially in the area of procurement and logistics management.
- ii. Future researchers in similar areas will find this research helpful during their literature review activities.
- iii. The research findings in this research will help not only management of capital shoppers' supermarkets in many ways but also other different organizations in similar ways.
- iv. This is an academic research without which, the researcher may not receive her award of bachelors in Procurement and Logistics management.

1.8 Conceptual framework

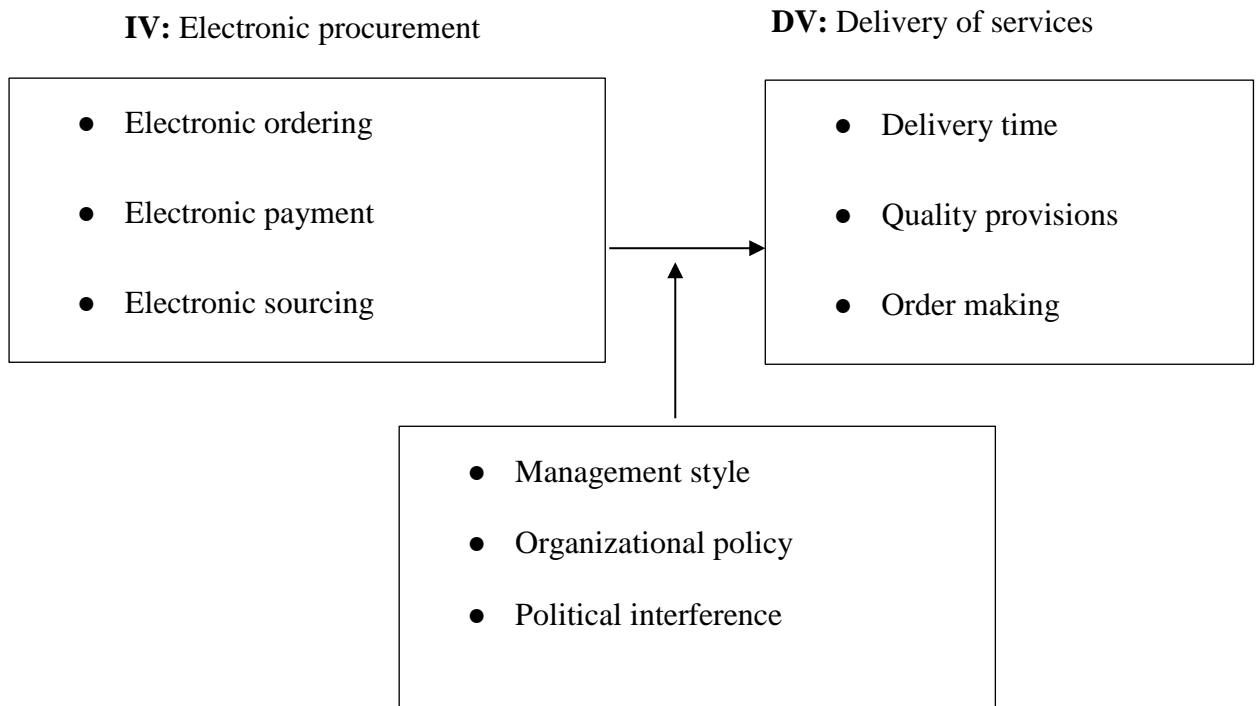


Figure 1: Conceptual framework

The above figure shows that the independent variable is electronic procurement which was operationalized to; electronic ordering, electronic payment and electronic sourcing. On the other side, the dependent variable was shown to be delivery of services and Broken down to delivery times, quality provisions and order making. The diagram further showed the intermediate variables as; management style, organizational policy and political interference

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter consists of reviewed related literature to this research. It has been organized according to the objectives of the study including: electronic ordering and delivering services, electronic payment and delivering services and electronic sourcing and delivering services. Finally it contains the conclusion under the chapter.

2.1 Electronic ordering and service delivery

It is currently widely accepted by both academia and practitioners that e-ordering systems provide a potential benefit in terms of effectiveness and efficiency for purchasing processes (e.g. Croom, 2005; Boer et al., 2002). The potential benefits of these applications have been widely demonstrated in practice showing shorter order cycle times and a higher compliance with organizational contracts. In addition, the use of applications to support standardized purchasing processes can provide the input for spend analysis and, in turn, contribute towards realizing purchasing objectives such as supply base optimization or moving towards a Centre-led purchasing organization (Harink, 2003). With the online products and services ordering method, products and services are ordered online and delivered to the customer. Customers go online and place orders for their products and services. Due to the rapid growth in the use of the internet and the technologies associated with it, several opportunities are coming up on the web. So many businesses and companies are now undertaking their business with comfort because of the internet. Varsha Chavan, Priya Jadhav (2015) the proposed system provided the flexibility to the Customers/Users to order from the supermarket. It also provided recommendations to the customers from the supermarket owners uploaded on a daily basis. In electronic ordering, there are no limitation on the amount of order the customer wants. It would provide real-time customer feedback and ratings along with the comments to the supermarket owner. It gave appropriate feedbacks to users, so if there was any error that happened, then there would be a feedback dialog toward use of electronic ordering.

Electronic ordering is an order generated and submitted in electronic format by the purchaser to suppliers, for example, an electronic purchase order that serves as proof of request for goods and services from suppliers following conditions agreed by both purchaser and supplier using electronic data interchange that facilitate the seamless transmission of electronic messages that

automate the purchasing procedure, including ordering, delivery updates, and invoicing. Ali Dika Wako, Evans Biraori Oteki & Isaiah Ochieng Abillah (2024). The adoption of electronic ordering systems has been linked to enhanced customer satisfaction, largely due to improved service delivery and greater convenience (Turban et al., 2008). Research indicates that customers appreciate faster and more reliable service, which leads to higher levels of loyalty and repeat business.

2.2 Electronic payment and service delivery

Online payment, defined as the transfer of an electronic value of payment from a payer to a payee through an e-payment mechanism (Lim 2008). Additionally, electronic payment can be defined as a platform used in making payments for goods/services purchased online through the use of the internet (Roy & Sinha, 2014). The rapid growth of e-commerce has led to a significant transformation in the way payments are conducted. Traditionally, physical payment methods that were once in brick and mortar retail environments are increasingly being replaced by digital alternatives. This shift has given a rise to variety of online payment systems (EPS), WHICH ARE NOW CENTRAL TO THE FUNCTIONING OF MODERN E-COMMERCE PLATFORMS. According to Hsiao-Cheng Yu(2002), electronic payment systems can be broadly categorised into four major types: online credit card payments, electronic cash, electronic checks and micropayments for small value transactions. These systems allow businesses and consumers to conduct transactions seamlessly over the internet, reducing the need for face to face interactions and physical currency exchange. Most modern (EPS) PLATFORMS RELY ON TOOLS SUCH AS DEBIT AND CREDIT CARDS, AS WELL AS DIGITAL WALLETS OR VIRTUAL PAYMENT SERVICES LIKE PAYPAL. These systems not only simplify the payment process but also enhance security and convenience for users. Moreover, they contributed to significant improvements in transaction efficiency and have played a major role in reducing incidents of fraud, which were more prevalent in manual or paper based payment methods(Okifo Joseph,(2025). Beyond convenience and security, electronic payment systems have also generated considerable economic benefits. As highlighted by Oladeji(2024), these systems have contributed to the overall innovativeness in the global finance sector. One of the key advantages of the EPS IS THERE IS THEIR ability to support financial inclusion by mobilising savings and making funds more accessible within the banking system. This in turn enhances the ability of financial institutions to provide loans and credit to both business and individuals.

Furthermore, electronic payments create a digital trail that allows for better tracking and analysis of consumer spending patterns. This data can be invaluable for businesses looking to understand customer behaviour and for policy makers aiming to enhance economic planning. In essence EPS have evolved into a critical infrastructure supporting not only just online commerce but the broader financial ecosystem as well.

2.3 RELATION BETWEEN ELECTRONIC SOURCING AND DELIVERY OF SERVICES

Electronic sourcing refers to the use of digital tools and systems to streamline various purchasing activities, enhancing efficiency and strategic alignment within the organisation's procurement function. It supported the broader objectives of strategic sourcing by integrating key processes and enabling better coordination across the supply chain. a) Strategic elevation of the purchasing function, which ensures procurement is aligned with the organisations long-term goals. b) internal coordination with other departments to ensure consistency and efficiency across functions; c) supply base optimisation and strengthening buyer seller relationships, which promotes better negotiation, reliability and value from suppliers. d) integration and early involvement of suppliers in product planning and design phases to foster innovation and reduce lead time. Kanyarat Thawiwinyu and Ungul Laptaned (2000). In addition, Best Practice Network (2004) considers e-sourcing as a strategic process to establish, manage and monitor contracts and as an essential part of e-procurement. According to Aberdeen Group, reported by Best Practice Network (2004), a well-managed sourcing process should prioritize organizational requirements, understand supply market, select the supplier best placed in satisfying organizational needs, negotiate for the best overall value, establish and manage relationships with suppliers, develop cost reduction. With today's Sourcing, focus has shifted to efficiency, lean or just in time inventories, outsourcing, supply base reduction, centralized distribution, more products with faster launches, low cost country sourcing and supply chain globalization in highly volatile markets. Companies need e-Sourcing now more than ever before and the rate of change required of the procurement function to keep pace with business demand continues to accelerate. Barbara and Maxfield (2013) observed that, to keep pace with competition and deliver against strategic objectives, procurement must employ state-of-the-art technologies including e-sourcing. Farrington and Lysons (2012) define E-sourcing as: the use of the internet to make decisions and form strategies regarding how and where services or products are obtained. Businesses that utilize e-sourcing systems benefit from a more informed

supplier selection process, ensuring that only the most capable suppliers are chosen. This leads to improved service delivery, as reliable suppliers contribute to consistent service quality and fewer disruptions in the supply chain. As a result, organizations can meet customer expectations more effectively, delivering services that are timely and of high quality. This relationship between e-sourcing and service delivery aligns with existing research, which emphasizes the importance of supplier performance in maintaining consistent service levels.

2.4 Conclusion on Literature Review

In the literature reviewed, it was clear that there are various benefits of using e-procurement systems which can be categorized into tangible benefits and intangible benefits. Tangible benefits are easily quantifiable, for example costs and time savings that translate into improved effectiveness and efficiency of organization, as well as revenue increase resulting from access to new markets or new business opportunities. Intangible benefits are the other benefits such as improved customer satisfaction, better integration of business processes, and better communication with other businesses that improve business relationships and so on, which are not so easily quantifiable as agreed upon by Khu Say Eei (2012). However more investigation needed to be done in respect to e-procurement and service delivery especially in Supermarkets.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter includes: the research design, survey population, sampling design, study variables, data collection, research tools, procedures, data processing and limitations.

3.1 Research Design

The researcher uses a descriptive design; this is selected because the researcher intends to establish facts that already exist as opposed to creating new information that will necessitate experimental research. Descriptive studies deal with information that already exists, the researcher also uses explanatory research design basing on the qualitative and quantitative data which is obtained from interviews, questionnaires and observation. The above gives a clear understanding of the data.

3.2 Survey Population

According to Kirumbi (2019), a research design is a set of methods and procedures used in collecting, analyzing and measuring variables specified in the research problem. The study used a case-study design with the quantitative and qualitative research methods and exploratory strategy was adopted as well. A case-study was a design that focused on the scope, process and the methodological characteristics of the case study research (Yin, 2021) it involved an approach where the researcher explored a case over time through detailed in depth data gathering (Halena, Malanie, Richard, & Jane, 2019). The design selected to underpin the study because it was in line with the research questions and the researcher was interested in getting current issues regarding the research problem so it was the only research strategy for the researcher to achieve the set objectives. The study was carried out at Capital Shoppers supermarket Ntinda branch. The company was the case study that was selected on the basis that being an organization that carries out purchasing on a large scale, there was no doubt that it employs E-Procurement. The researcher engages respondents from the procurement

department and selected management of the supermarket. This population was estimated at 30 people, this was a basis of sample selection to provide data.

3.3 sample size and sampling techniques.

3.3.1 Sample size

The sample in this study was restricted to the information required and for the purposes of this study; a sample size was determined using slovin's formula that is

$$n = \frac{N}{1 + Ne^2}$$

Where; n= sample size

N=total population of respondents

e= the level of significance which is 0.05

$$n = \frac{45}{1 + 35(0.05)(0.05)}$$

$$n = \frac{45}{1.112}$$

$$n = 30.43$$

therefore, n=30

A sample of 30 respondents will be selected to engage in the study.

Table 3.1.1: Study population and sample size table

CATEGORY OF THE POPULATION	Sample size used
Procurement managers	5
Purchasing agents	10

Logistics coordinators		5
Quality control specialists		5
Contract specialists		5
Total		30

3.3.2 Sampling Techniques

To attain the total sample population, the researcher used both probability and non-probability sampling methods. Under probability sampling the researcher used simple random sampling for the choice of tellers, cashiers and clients. Simple random sampling was used because it had been planned to accord a chance to every potential respondent and avoided bias. Purposive sampling was applied on the managers because the research required those who were in the technology department.

3.4 Data Collection

3.4.1 Primary source

Data was collected from people's ideas through questionnaires. This referred to the first hand data which was collected during the study.

3.4.2 Secondary source

Secondary data was mainly useful during literature review.

3.4.3 Data Collection methods

Data collection was done mainly through questionnaires which ips used on all the respondents in the study.

3.4.3.1 Questionnaire

The researcher used closed ended questionnaires so as to allow the respondents choose from the optional answers provided. All the respondents in the study were issued questionnaires with guidance from one manager who was assigned to her during her data collection. At the end of the exercise, the researcher had received all the questionnaires fully answered.

3.4.4 Data collecting Instruments

3.4.4.1 Questionnaire.

A structured questionnaire was used. The questionnaire had an introductory section and then was divided into five parts. Part A was seeking information on bio-data. Part B, C and D handled information regarding objective one, two and three respectively.

3.5 Validity and reliability

3.5.1 Validity

Validity is a way of describing the accuracy of results obtained from a study. This is achieved in this research by constructing appropriate questions which are in line with the research objectives and the research supervisor is involved in correcting and approving the set questions. A pilot study is conducted on the questionnaire and errors are corrected.

3.5.2 Reliability

This is used to ensure consistency of the questionnaires used by doing tests more than once to ensure the consistency.

3.6 Data Processing, Presentation, Analysis and Interpretation

The data from the primary and secondary sources, the data was edited, organized by the use of tabulations. Appropriate analytical methods are applied so as to manipulate the data and enable their inter-relationship and quantitative meaning to be derived. Simple tabulation is one of the statistical tools to be used to summarize the data. The researcher also uses inductive reasoning to get a clear meaning of the data collected.

3.7 Limitations of the Study

- The first limitation is brief information being given by the respondents due to company policy since the information was regarded as confidential.
- Time constraints as the time to collect information is limited on the researchers side, this made her to rush through the processes that needed enough time.
- The researcher also fears that in some areas she was not very sure of what she was doing because of the limited knowledge she had in research methodology.

3.8 Ethical considerations

The research was mindful of some ethical considerations in the course of conducting this research study. Some of the considerations were;

- The research study data has been purely used for academic purposes and not in anyway to present the opinions of any single respondent to the public.
- The research data was gathered from those respondents who fitted in the response sample categories with their consent and were informed of confidentiality and privacy.
- Permission to conduct the study at the Institute was obtained from the Principal before the investigation commenced.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

An approach utilized in examining and displaying the information in the study findings were discussed in this chapter. The questions that investigated each research goal was examined individually. Both qualitative and quantitative methodologies were used to ensure that the study findings were reliable and contributed to the formation of the research issue, The data was examined and illustrated while the summary of the findings and conclusions were drawn from it.

4.1 Data analysis, Presentations, Interpretations

4.1.1 Biodata

Table 4.2 shows the gender of the respondents

Gender	Frequency	Percentage(%)
male	18	60
female	12	40
total	30	100

Source: Field data (2024)

The study findings reveal that 60% of the respondents were male, 40% of the respondents were female. The study findings show that their genders distribution was evenly put and the responses were in equal numbers.

Table 4.3 shows the age bracket of the respondents

Age	Frequency	Percentage(%)
Below 20 years	05	16.7
21- 25 years	10	33.3
26-30 years	05	16.7
31-40 years	05	16.7
Above 40 years	05	16.7
Total	30	100

Source: field data(2024)

The study findings reveal that 16.7% of the respondents were in the age bracket of below 20 years, 33.3% of the respondents were in the age bracket 21-25 years, 16.6% of the respondents were 26-30 years and 16.7%, 16.7 were between 31-40 years and were above 45 years. The study findings imply that the average age of respondents is mature thus wisdom based responses acquired.

Table 4.4 shows the education level of the respondents

Education level	Frequency	Percentage(%)
Masters	08	26.6
Degree	05	16.7
Certificate	05	16.7

Total	30	100
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Source: Field data (2024)

The study findings show that 26.6% of the respondents were master's degree holders, 16.7% of the respondents were degree holders, 40% of the respondents were diploma holders, and 16.7% had a certificate level of education. The study findings imply that the respondents gave reliable and accurate information based on the fact that the majority (83.33%) were diploma holders and above.

Table 4.5 shows the years of experience of the respondents

Years of experience	Frequency	Percentage(%)
Below 4 years	5	16.7
5-10 years	10	33.3
11-15 years	4	13.3
16-20 years	6	20
Above 20 years	5	16.7
Total	30	100

Source: Field data(2024)

The study findings revealed that 16.7% of the respondents had worked at the supermarket for below 5 years 33.3% had worked at the supermarket between 5-10 years, 13.3% of the respondents had worked at the supermarket between 11-15 years, 20% of the respondents had worked at the supermarket between 16-20 years and 16.7% had worked at the supermarket for above 20 years. The study findings show that the majority of the respondents had 5-10 years

of experience which showed that they had practical and historical knowledge about the organization.

4.2 Electronic procurement practices at Capital Shoppers Supermarket

Respondents were give a key to use when answering questions as follows:

SA-Strongly Agree, A- Agree, N-neutral, D-Disagree, SD-Strongly Disagree

Table 4.6 examined the electronic practices at Capital Shoppers Supermarket

No	Details	SA	A	N	D	S D
1	Capital Shoppers uses key performance indicators for measuring the success of electronic procurement system implementation	46.2%	53.8%	0	0	0
2	Information Technology Systems are designed to support strategic sourcing and supplier relationship management initiatives	57.7%	42.3%	0	0	0
3	Capital Shoppers uses data analysis to detect and prevent electronic payment fraud.	50.0%	50.0%	0	0	0
4	Capital Shoppers integrates electronic ordering systems with other business systems to provide efficiency	73.1%	26.9%	0	0	0
5	Information technology systems are designed to optimise the electronic ordering process and improve supply chain efficiency	61.5%	38.5%	0	0	0

Source: Field data (2024)

The study revealed that 53.8% of the respondents agreed that Capital Shoppers uses key performance indicators for measuring the success of electronic procurement system implementation, 46.2% of the respondents also strongly agreed with the statement.

The study finding also revealed that 57.7% of the respondents strongly agreed that Information Technology systems are designed to support strategic sourcing and supplier relationship management initiatives, 42.3% of the respondents also agreed with the statement.

According to the study, 50% of respondents strongly agreed with the statement that Capital Shoppers supermarket uses data analysis to detect and prevent electronic payment fraud, and 50% strongly agree with the statement.

According to the study, 73.1% of participants strongly agreed with the statement that Capital Shoppers integrates electronic ordering systems with other business systems to improve efficiency, and 26.9% agreed with the statement.

The study findings further revealed that information technology systems are designed to optimize the electronic ordering process and improve supply chain efficiency. This was evident whereby 61.5% Of the respondents strongly agreed to the statement, 38.5% of the respondents also agreed to the same statement.

The study's findings provided valuable insights into Capital Shoppers' strategic use of technology to enhance its operational efficiency. The results suggested that the supermarket was effectively using technology to streamline its procurement, payment, and supply chain processes. There was a significant number of respondents who strongly agreed that Capital Shoppers used key performance indicators, system integration and strategic sourcing indicators which was a clear commitment to optimize operations and improve overall performance.

4.3 The impact of electronic procurement on Service delivery at Capital Shoppers Supermarket

Respondents were give a key to use when answering questions as follows:

SA-Strongly Agree, **A**- Agree, **N**-neutral, **D**-Disagree, **SD**-Strongly Disagree

Table 4.7 shows the impact of electronic procurement on service delivery at Capital shoppers supermarket.

No	Details	SA	A	N	D	S D
1	Capital Shoppers uses Information technology service delivery and aligns it with business objectives	51.9 %	48.1 %	0%	0%	0 %
2	Capital shoppers uses key considerations for developing effective Service Level Agreements that meet customer expectations	34.6 %	50.0 %	15.40 %	0%	0 %
3	Capital Shoppers uses electronic procurement to manage workload and ensure prompt resolution which minimizes downtime	53.8 %	0.0%	0%	46.2 %	0 %
4	Capital shopper's uses information technology teams to prioritize and manage service requests to ensure timely delivery and minimize delays	38.5 %	46.2 %	15.40 %	0%	0 %
5	The use of electronic procurement develops a culture of innovation and experimentation that drives digital transformation and improves service delivery	69.2 %	30.8 %	0%	0%	0 %
6	Capital Shoppers uses Information technology to teams to measure and improve the impact of digital transformation on service delivery, and what metrics are most relevant	70.0 %	10.0 %	5%	10%	5 %

Source: Field data (2024)

51.9% of respondents highly agreed, according to the study's findings, that Capital Shoppers uses information technology service delivery and aligns it with business objectives. While 48.1% of respondents agreed with the statement.

According to the study's findings, 50% of the respondents thought Capital Shoppers supermarket uses key considerations for developing effective service level agreements that meet customer expectations. 15.4% of respondents were unsure of the statement, while 34.6% of respondents strongly agreed with it.

The study's results also show that 53.8% of respondents highly agreed that Capital Shoppers uses electronic procurement to manage workload and ensure prompt resolution which minimises downtime. And 46.2% disagreed with the statement.

The study's further results show that 46.2% of respondents agree that Capital Shoppers uses information technology teams to prioritize and manage service requests to ensure timely delivery and minimize delays. 38.5% strongly agree with the statement and 15.4% of the respondents were not sure.

The study further revealed that 69.2% of the respondents strongly agreed that the use of electronic procurement develops a culture of innovation and experimentation that drives digital transformation and improves service delivery, 30.8% of the respondents also agreed with the statement.

According to the findings of the study 70% of the respondents strongly agreed that Capital Shoppers uses information technology teams to measure and improve the impact of digital transformation on service delivery and what metrics are most relevant. 10% agree with the statement, 5% are not sure, 10% disagree while 5% strongly disagree with the statement.

The high percentage of respondents at Capital Shoppers Supermarket strongly agreed that the company used information technology to improve the impact of digital transformation on service delivery which had helped in business growth and customer satisfaction.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presented the discussions of the findings, summary, conclusion and recommendations on the topic of the study

5.1 Electronic procurement practices at Capital Shoppers Supermarket

This research was about finding out how electronic procurement practices affected service delivery at Capital Shoppers supermarket.

The findings on table 4.6 revealed that Capital Shoppers supermarket uses key performance indicators such as cost saving, quality assurance and reduced lead time from the suppliers for measuring the success of electronic procurement system implementation. This implies that key performance indicators are crucial in providing focus for strategic and operational improvement, easy decision making and helps to channel attention on what matters most.

The adoption of information technology systems that are designed to support strategic sourcing and supplier relationship management initiatives. Strategic sourcing was important for organisations that practice the guidelines of supply chain management. Strategic sourcing dealt with managing supplier base in an effective manner by identifying and selecting suppliers for long term partnership and better supplier relationship management, this fostered the development of suppliers by allocating resources which enhanced supplier performance, providing benchmarks and constant feedback to suppliers.

Data analysis is used to detect and prevent electronic payment fraud at the firm as seen in table 4.6, this helps to enhance fraud prevention through real time detection of fraudulent transactions which allow fast action to prevent further fraud, anti-fraud systems also enhance customer experience by reducing friction during the checkout process. By utilizing secure payment gateways and encryption technologies, the supermarket has been able to mitigate instances of fraud and theft. This increased level of security has not only protected the business from financial losses but has also provided customers with peace of mind, knowing their transactions are secure. These outcomes are consistent with the literature, which emphasizes the role of e-payment systems in reducing fraud and increasing transaction security.

As seen from table 4.6, Capital Shoppers supermarket integrates electronic ordering systems with other business such as systems to improve business efficiency. As had been highlighted in the literature review section, there is significant improvement in efficiency and reduction of human errors in order processing when electronic ordering is done which aligns itself with the study by Bendoly et al. (2007) who emphasized that EOS eliminates manual data entry, automates repetitive tasks, and ensures accurate order fulfillment. This is particularly relevant in environments where speed and accuracy are critical for customer satisfaction. In chapter four of this study (Table 4.6) where 100% of the respondents either agreed or strongly agreed that the use of electronic ordering has improved on inventory management.

Capital shoppers supermarket used information technology systems designed to optimize the electronic ordering process and improve supply chain efficiency, evident on table 4.6 above. This provides visibility into inventory levels, reduced wastage and cost saving through automating order processes and fulfillment hence improving customer satisfaction.

The impact of electronic procurement on service delivery at Capital Shoppers supermarket

The findings revealed that Capital shoppers uses information technology service delivery and aligns it with business objectives, this helps the firm to automate processes, streamline operations and lower costs. As seen from table 4.7, 51.9% of the respondents strongly agreed and 48.1% of the respondents agreed with the statement.

The statement that Capital shoppers used key considerations for developing effective Service Level Agreements that meet customer expectations as seen from table 4.7, shows that the majority of the respondents agreed with the statement that is 84.6% whereas 4.62% of the respondents were not sure about the statement. The firm faced improved customer satisfaction which positively impacted on their relationship management hence enhancing the reputation of the firm.

On the same table, it showed that Capital Shoppers used electronic procurement to manage workload and ensure prompt resolution which minimised downtime. This improved transparency through real time tracking and visibility into procurement processes hence reducing costs associated with downtime. Optimised workload enabled employees to focus more on high value tasks, improving productivity and efficiency.

Firms that use information teams to prioritise and manage service requests to ensure timely delivery and minimize delays can monitor and evaluate performance through regularly assessing the effectiveness of service request management processes and make improvements as needed.

As shown on table 4.7, 69.2% of the respondents strongly agreed with the statement, 30.8% of the respondents agreed with the statement that the use of electronic procurement developed a culture of innovation and experimentation that drove digital transformation and improved service delivery that enabled the firm to experiment new processes and technologies.

5.2 Conclusion

Following the presentation of data in chapter Four and its analysis, the discussion in chapter Five and the summary made, the researcher here by made the conclusion that electronic procurement has impacted service delivery processes in Capital shoppers-Ntinda leading to numerous benefits such as increased efficiency, improved supplier performance, cost savings, better transparency, and data-driven decision-making—all of which contribute to more responsive and higher-quality service delivery.

5.3 Recommendations

5.3.1 Recommendations in line with the research done

Based on the findings and analysis of the relationship between electronic sourcing and the delivery of services, the following recommendations are hereby passed to management of Capital Shoppers supermarket which will enhance both e-sourcing practices and their impact on service delivery:

- To fully invest in advanced e-sourcing platforms that offer comprehensive features such as real-time data analytic.
- To follow-up supplier performance tracking, and automated procurement processes.
- Furthermore, adopting AI-driven tools for predicting supplier behavior and market trends will allow for more proactive sourcing strategies.
- To any other organizations, there should be consideration in creating supplier development programs, ensuring that key suppliers are aligned with their service goals

and quality standards. This collaboration could be facilitated by integrating supplier portals into e-sourcing platforms, providing a transparent and continuous communication channel for managing expectations, performance, and compliance.

5.4. Recommendations for future researchers

Future researchers can consider researching on:

- i. Supplier chain disruptions and risk management.
- ii. Promotion of sustainability

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APPENDICES

APPENDIX 1: QUESTIONNAIRES TO THE RESPONDENT

QUESTIONNAIRES

Dear Respondents,

My name is Nyawere Sylvia, a student of Uganda Christian University Mukono pursuing a bachelor of Procurement and Logistics management, Registration number J22B12/0057 under the research topic ‘impact of electronic procurement systems on service delivery’ with the case study of Capital Shoppers supermarket-Ntinda branch.. Please kindly spare your time and fill in my questionnaire, the purpose of carrying out the research is purely for academic purposes, I will be grateful when my request is positively responded to.

PART A: PERSONAL DATA

Kindly tick in the blank spaces, the items that describe your choice for each question

1. Gender:

MALE	
FEMALE	

2. Age of respondents

Below 20 years	21-25 years	26-30 years	31-35 years	36-40 years	Above 40 years
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3. Level of education:

masters	bachelors	diploma	certificate	others

4. Years of experience:

Below 4 years	5-10 years	11-15 years	16-20 years	Above 20 years

For sections B,C,D use the scale or ranking below to tick in the box that corresponds. Please evaluate the statement by ticking in the box with the number that best suits your response.

Scale	1	2	3	4	5
Opinion	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree

Electronic procurement practices at Capital Shoppers Supermarket

No	Details	1	2	3	4	5
1	Capital Shoppers uses key performance indicators for measuring the success of electronic procurement system implementation					
2	Information Technology systems are designed to support strategic sourcing and supplier relationship management initiatives.					
4	Capital shoppers uses data analysis to detect and prevent electronic payment fraud					
5	Capital Shoppers integrates electronic ordering systems with other businesses such as systems to improve business efficiency.					
6	Information technology systems are designed to optimize the electronic ordering process and improve supply chain efficiency.					

The impact of electronic procurement on Service delivery at Capital Shoppers Supermarket.

No	Details	1	2	3	4	5
1	Capital Shoppers uses Information technology service delivery and aligns it with business objectives					
2	Capital shoppers uses key considerations for developing effective Service Level Agreements that meet customer expectations					
3	Capital Shoppers uses electronic procurement to manage workload and ensure prompt resolution which minimizes downtime					
4	Capital shopper's uses information technology teams to prioritize and manage service requests to ensure timely delivery and minimize delays					
5	The use of electronic procurement develops a culture of innovation and experimentation that drives digital transformation and improves service delivery					
6	Capital Shoppers uses Information technology to teams to measure and improve the impact of digital transformation on service delivery, and what metrics are most relevant					