THE IMPACT OF ELECTRONIC PROCUREMENT IMPLEMENTATION ON SUPPLIER PERFORMANCE IN MANUFACTURING COMPANIES: A CASE STUDY OF ROSE FORM LIMITED IN MUKONO DISTRICT

SOLOMON MAISO

J22B12/122

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

September, 2024

UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

DECLARATION

As per the university values of integrity and diligence .I have not received any unauthorized assistance while working on this paper .I **MAISO SOLOMON** declare that the work is authentically mine and to the best of my knowledge, it contains no traces of plagiarism or any other unethical practices .The only work used that has already been published by other persons has been purely for reference purposes.

Signature ……

Date…08th/September 2024.

MAISO SOLOMON.

J22B12/122.

APPROVAL.

I hereby certify that the research report titled "THE IMPACT OF E-PROCUREMENT IMPLEMENTATIN ON SUPPLIER PERFORMANCE IN MANUFACTURING COMPANIES" has been submitted by MAISO SOLOMON of REG NO. J22B12/122 for examination with my full approval as the university supervisor.

Sign.....

Date....06/09/2024.....

MRS. MPIIRIRWE COMFORT TUMUHAMYE

SUPERVISOR

DEDICATION.

This study paper is dedicated to my dear father, Mr. Tusabe Fred Kamba, who has continuously supported me throughout this course both financially and morally, and who never stops trying to see that I receive an education.
I pray that the heavenly father would reward him for his generosity and love shown to me.

ACKNOWLEDGEMENT

Above all, I express gratitude to the omnipotent deity for his benevolence and ample resources that have enabled me to progress much in my academic pursuits. I am grateful to my Coach, Mr. Kyeswa William, for his unwavering and ceaseless efforts that have enabled me to reach this achievement.

I would want to express my gratitude to my supervisor, Mrs. Tumuhamnye Comfort, for her unwavering guidance and assistance in completing this research report. May God bless you. Furthermore, I would like to express my gratitude to all those who provided assistance throughout the effective culmination of this study work.

TABLE OF CONTENTS

DECLARATION i

APPROVAL. ii

DEDICATION. ii

ACKNOWLEDGEMENT iv

ABSTRACT. viii

CHAPTER ONE 1

1.0 INTRODUCTION. 1

1.1 BACKGROUND OF THE STUDY. 1

1.2 STATEMENT OF THE PROBLEM. 4

1.3 OBJECTIVE OF THE STUDY. 5

1.3.1 GENERAL OBJECTIVES 5

1.3.2 SPECIFIC OBJECTIVES. 5

1.4 RESEARCH QUESTIONS. 5

1.5 RESEARCH HYPOTHESIS. 6

1.6 SCOPE OF THE STUDY. 6

1.6.1, Geographical Scope. 6

1.6.2, Time scope. 6

1.6.3 Subject scope. 6

1.7 SIGINIFICANCE OF THE STUDY. 6

1.8 CONCEPTUAL FRAMEWORK. 7

CHAPTER TWO. 8

LITERATURE REVIEW. 8

2.0 INTRODUCTION. 8

2.1 Definition of Key Variables. 8

2.1.1 The role of E-sourcing in improving supplier performances. 10

2.2 ROLE OF E-PROCUREMENT PRACTICES INTERGRATION ON SUPPLIER PERFORMANCE. 14

2.4 RELATIONSHIP BETWEEN E-PROCUREMENT ADAPTION AND SUPPLIER PERFORMANCE. 19

CHAPTER THREE. 23

RESEARCH METHODOLOGY. 23

3.0 INTRODUCTION. 23

3.1 RESEARCH DESIGN 23

3.2 SAMPLING TECHNIQUE. 24

3.3 SAMPLE SIZE. 24

3.4 DATA COLLECTION SOURCES. 25

3.4.1 Primary source of data. 25

3.4.2 Secondary source of data. 25

3.5 DATA COLLECTION INSTRUMENTS. 25

3.5.1 Interviews 25

3.5.2 Questionnaires 26

3.5.3 Observations. 26

3.6 DATA COLLECTION PROCEDURES. 26

3.7 RELIABILITY AND VALIDITY OF DATA 26

3.8 LIMITATIONS AND DELIMITATIONS OF THE STUDY. 26

CHAPTER FOUR. 28

DATA ANALYSIS, INTEPRETATION AND PRESENTATION OF THE FINDINGS ... **Error! Bookmark not defined.**

4.0 Introduction ..... **Error! Bookmark not defined.**

4.1 Findings on demographic characteristics of respondents 28

4.1.2 Findings on the age Bracket of the respondents. 29
4.1.3 Findings on the level of education of the respondents 30
4.1.4 Findings on the length of service of the respondents in the organization 30
4.1.5 Findings on the departments of the respondents 31
4.3Findings on the Role of E-procurement practices integration on supplier performances. ... 36
4.4 Findings on the relationship between E-procurement adaption and supplier performance. 40
CHAPTER FIVE 43
DISCUSSION, SUMMARY, CONCLUSION, AND RECOMMENDATIONS OF THE FINDINGS. 43
5.0 Introduction. 43
5.1 Discussion of the findings. 43
5.1.1 Findings on the role of E-sourcing in Improving Supplier performance at Rose Foam Uganda Limited. 43
5.1.2 Findings on the Role of E-procurement practices integration on supplier performances at Rose Foam Uganda Limited. 44
5.1.3 Findings on the relationship between E-procurement adaption and supplier performance Rose Foam Uganda Limited. 46
5.2 Summary of the findings. 47
5.3 Conclusion of the Findings. 48
5.4 Recommendations of the findings. 48
References. 50
APPENDICES 51
APPENDIX 1 :QUESTIONNAIRE 51
INSTRUCTIONS. 53

ABSTRACT.

The study Assessed the impact of e-procurement implementation on supplier performance in manufacturing companies with a case of Rose Form Uganda Limited. The study also sought to achieve three objectives to examine the role of e-sourcing in improving supplier performance, the role of electronic procurement integration in improving supplier performance. And analyze the relationship between e-procurement adoption and supplier performance at Rose Form Industries Limited. The ultimate goal was to provide strategic insights for the impact of e-procurement development, e-sourcing on supplier performances. To enhance digitalization of organizational procurement practices and stimulate further scholarly inquiry.

The Research Methodology employed a mixed-methods approach, integrating qualitative and quantitative techniques. Simple Random sampling strategy was used to select 36 participants from a population of 40 with a focus on different individuals within the Organization. Data collection involved primary sources such as interviews, questionnaires and observations, supplemented by secondary sources. The also research aimed to stringent procedures to ensure precision and prioritized research objectives to effectively navigate limitations such as time constraints, information silos and limited resources

The analysis found out a predominantly Male participant group with diverse educational backgrounds, age distribution and length of service at Rose Form Uganda Limited. There was substantial support for e-procurement practices, e-sourcing tools like e-catalogs, e-ordering, e-requisition's. The survey findings revealed varying perspectives that e-sourcing tools are effective in improving supplier identification, productivity, and sales processes, with a significant percentage of respondents affirming their benefits. E-procurement practices also showed significant improvements in procurement efficiency, supplier selection, and delivery scheduling, supported by relatively high positive responses from the respondents. Despite the overall positive impact, there are mixed opinions regarding e-procurement's effect on procurement cycle times and error reduction.

The study findings highlighted the need for improved customization, error detection, and operational integration, providing recommendations for enhancing e-procurement practices and supplier relationships. Like enhancing Customization and Training for E-Sourcing Tools**,** Improving Error Detection and Address Discrepancies in E-Procurement Systems**,** Strengthening Supplier Relationship Management and Transparency Initiatives and Monitoring, Evaluating the Impact of E-Procurement on Operational Efficiencies with in organizational operations which contributed to valuable insights into optimizing procurement processes and advancing the understanding of e-procurement in business management.

CHAPTER ONE

1.0 INTRODUCTION.

This chapter is aimed at assessing the impact of electronic procurement implementation on supplier performances in manufacturing companies, using a case with Rose Form Limited. This chapter laid the stage for the research by providing an overview of the study's background, problem statement, objectives of the study, research questions, research hypotheses, significance, scope of the study, conceptual framework and justification of the Study

1.1 BACKGROUND OF THE STUDY.

Procurement is the acquisition of supplies and services for a company. As part of the company's operational operation, such as buying, shipping, inspection, receipt, and storage, the purpose is to procure the company's products and services. E-procurement and traditional procurement are the two methods used to acquire products. Procurement operations such as ordering, buying, negotiating, and looking for raw resources in the procurement procedure may all be carried out via an integrated communication system (web-based) (Croom & Brandon-Jones, 2007). Transparency, efficiency, and fairness are all possible outcomes of using e-procurement. As Teo, Lin, and Lai (2009), e-procurement Impact of E-Procurement on Procurement Practices and Performance Efficiency … 236 has two advantages. It is possible to raise the operational efficiency and effectiveness, as well as data correctness and usefulness of the application process, via direct advantages.

According to Croom and Brandon Jones (2007), challenges with organizational relationships and IT infrastructure might impede the acceptance of e-procurement in the provide series. Government organizations' deployment of e-procurement shows that internal management support and stakeholder participation throughout the supply chain is crucial. like in Uganda around 2021 The government started a phased rollout of electronic procurement, which is anticipated to improve accountability and transparency in government procurement operations. The e-GP system would automate internet-based and external processes related to procurement procedures. Managers should support technological experimentation with creative methods of managing and participating in organizational operations. This would aid in the creation of management

innovation procedures to enhance the company's performance. For newly industrializing and emerging nations, IT innovation inside an enterprise is a key determinant of ineffective technology adoptionCutting-edge IT is more than just a means of increasing organisational effectiveness and simplifying communications and transactions across different departments within a firm. Innovative IT solutions enable efficient asset and product description management (Ibem & Laryea 2014). E-procurement is the acquisition of goods and services through the application of state-of-the-art information systems technology advancements.

E-efficiency procurements are directly related to the platforms used by the company. Web-based control on supply chain act is the basis for e-procurement. OLAP was utilized by Priya et al., (2012) for e-procurement competitiveness has all been used to make e-procurement technology platform selection decisions. This study indicates that the adoption of e-procurement is more successful when high-quality information technology is used. The integration of novel technologies into procurement procedures has become imperative for information technology infrastructure and management in emerging nations.

Technology transportation is one of three major problems recognized in underdeveloped countries when implementing e-government.

African governments are only beginning to embrace e-procurement, particularly in the community sector. Mainly African governments have turned to legislative changes and the espousal of procurement in arranges to address the lack of responsibility and lucidity in public sector procurement operations. On the other side, e-procurement has the potential to boost productivity. When the Jubilee administration took office in Kenya, it immediately began promoting the use of electronic procurement. A lot of pressure and changes have taken place since then to guarantee that all government procurement tasks are handled online. The Kenyan government has mandated that all public commodities, works, and services be bought through an internet portal. All procurement and financial processes must be done online, and this is particularly true for county governments. For example, the government has mandated the use of the accounting information system (IFMIS) by all 47 counties. By delivering real-time financial data and allowing for more efficient program development and budget formulation, IFMIS was designed to enhance governance. It also improves accountability and transparency and serves as a disincentive to fraud and corruption (Chebet & Kihara 2022).

Negotiating better contract conditions and saving money is made possible by procuring entities. Several selected markets without the need for extra marketing efforts are made possible for suppliers by receiving electronic orders. This allows for quicker and more efficient quotations, as well as better order accuracy. This approach of embracing e-Muhammad Abdullah Idrees et al 237 procurement has been used by certain governmental entities in Uganda, including the Uganda Revenue Authority (URA), profitable banks, and assurance firms.

The purpose of this research is to learn from Rose Form Industries Limited a manufacturing company in Mukono District-Uganda about their experiences with e-procurement implementation and the results that have been achieved. To improve their overall supplier performances and the efficiency of the organizational operationsIt's critical to keep in mind that the performance of the public sector requires a link between the national concept, techniques, and outcomes, with the latter being the concurrent application of appropriate funding, competence, and efficiency. Community organisations that fall short of their declared objectives endanger the state and the people they directly touch (Masudin et al., 2021). The most frequent reason why public money are not used effectively or properly during procurement procedures is that public institutions cannot perform as intended.

To eliminate situations of speculative performance and achieve long-term performance, now is a good moment to recognize the requirement of providing value for money and implementing performance efficiently at all levels of the community division throughout the procurement procedure. The government may utilize this information as a way to evaluate their progress, and the public's desire to know is met by this information (Public Account Committee, 2014). According to reports from MINECOFIN- (Ministry of Finance and Economic Planning), the ministry's performance was mostly blamed on inefficient and improper use of public funds during procurement procedures. Between 2013 and 2015, the ministry spent $20.4 million, $23.2 million, and $24.4 million. In adding e-procurement has lately been a hot subject for debate on several platforms, but its potential in Uganda has only just been realized. This needs more investigation.

Because Electronic Data Interchange (EDI), an early form of electronic procurement that allowed trading partners to exchange business documents like purchase orders and invoices using standardised electronic formats, emerged in the 1970s and became widely available by the end of

the 1990s, it transformed the entire supply chain and procurement process. The novel system is gradually taking the place of the conventional supply chain and procurement procedures. This strategy has significantly lowered supply chain and procurement expenses while maintaining the company's quality standards. Online tendering eliminates the need for manual procurement, which increases labour, time, and expense (Waithaka & Kimani, 2021). In developing countries, small and medium-sized enterprises are also swiftly moving away from traditional procurement methods.

1.2 STATEMENT OF THE PROBLEM.

Even with e-procurement's acknowledged benefits, there isn't much actual data on how it affects supplier performance, especially in hardware stores that provide building materials. Making educated decisions is hampered by this lack of understanding of the difficulties and results of e-procurement adoption (Mukwana, 2010). Performance in the supply chain and inside the organisation might be negatively impacted by a procurement failure. Inadequate knowledge and comprehension of the market is frequently the cause of deficiencies (Qrunfleh & Tarafdar, 2013). The growing complexity of procurement as a result of e-procurement trends has increased the frequency of disruptions, which has a detrimental effect on the responsiveness of the supply chain. These interruptions make it difficult for businesses to work effectively with their suppliers and interfere with their procurement plans. Businesses need to cut down on waste, both internal and external, to stay competitive. One good way to do this is by incorporating e-procurement into your business plans.

However, Rose Form Industries Limited in Uganda has not observed appreciable performance improvements in comparison to its counterparts, including Euro Form Uganda Limited, despite efforts to enhance procurement procedures using technologies like e-tendering and performance monitoring. Thus, the purpose of this study is to look into how e-procurement affects supplier performance, with a particular emphasis on Rose Form Limited in the Mukono District.

.

1.3 OBJECTIVE OF THE STUDY.

1.3.1 GENERAL OBJECTIVES

The purpose of this study was to assess the impact of electronic procurement implementation on supplier performances in manufacturing companies. A case study with Rose Form Industries Limited in Mukono District.

1.3.2 SPECIFIC OBJECTIVES.

The specific objectives of the study were to:

- Examine the role of e-sourcing in improving supplier performance at Rose Form Industries Limited.
- Examine the role of electronic procurement integration in improving supplier performance at Rose Form Industries Limited.
- Analyze the relationship between e-procurement adoption and supplier performance at Rose Form Industries Limited.

1.4 RESEARCH QUESTIONS.

To guide the study, the following research questions were proposed:

- What was the role of e-sourcing in improving supplier performance at Rose Form Industries Limited?
- What was the role of electronic procurement integration in improving supplier performance at Rose Form Industries Limited?
- What was the relationship between e-procurement adoption and supplier performance at Rose Form Industries Limited?

1.5 RESEARCH HYPOTHESIS.

- E-sourcing played a positively significant role in supplier performance at Rose Form Industries Limited.
- Electronic procurement played a positively significant role in supplier performance at Rose Form Industries Limited.
- There was a positively significant relationship between e-procurement adoption and supplier performance at Rose Form Industries Limited.

1.6 SCOPE OF THE STUDY.

1.6.1, Geographical Scope.

The research was conducted at Rose Form Limited, a manufacturing company located in Mukono Mbalala industrial Area (Jinja Road) Mukono District, Uganda.

1.6.2, Time scope.

The study was conducted in a period of four months so as to give the researchers ample time to collect data and report findings. This duration was varied based on the present availability of data and the need for historical context.

1.6.3 Subject scope.

The research was concentrated on assessing the impact of electronic procurement implementation on supplier performances in manufacturing companies a case study with Rose form Limited.

1.7 SIGINIFICANCE OF THE STUDY.

It's was hoped that the findings of the study may provide a basis, practical insight upon which the management of Rose form limited would enhance its supply chain efficiency, and supplier performances. This would lead to cost saving, process optimization policy implications and improved performance, hence addressing the challenges encountered at the organization.

It was anticipated that the findings of this study will be of great value to employees at the organization, and suppliers at Rose Form Limited on improving their operations and making strategic decision making with in the company. Helping them to align their procurement strategies within organizational goals and market demands hence a competitive advantage.

It's hoped that the findings of this study may be of great help to academicians who may be motivated to pursue take further inquiry or careers in this field and engage in outreach activities that rise awareness and providing empirical evidence on e-procurement implementation on supplier performance thus enriching the theoretical understanding of this area with in the field of Business management and logistics.

1.8 CONCEPTUAL FRAMEWORK.

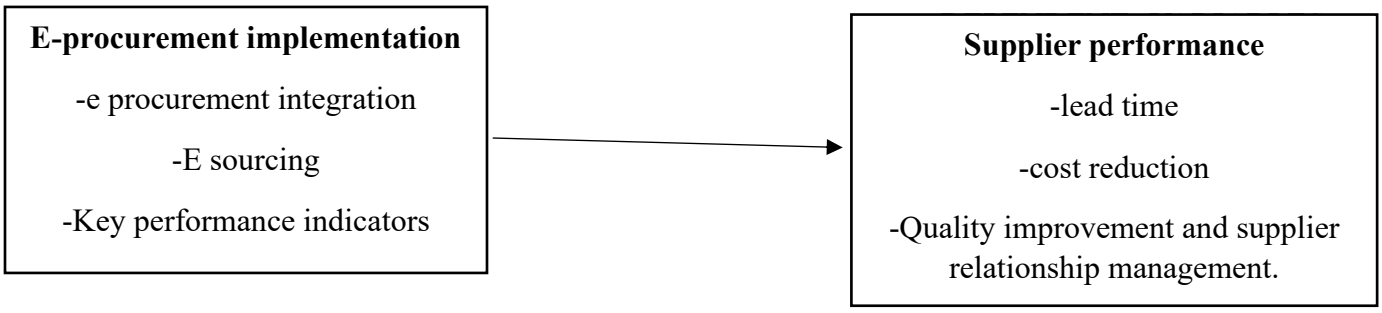


Figure 1.

Source; Researchers conceptualization (2024)

Figure 1 above indicated electronic procurement implementation as the independent variable which consisted of E-sourcing, key performance indicators, and electronic procurement integration. The dependent variable consisted supplier performances including aspects such as lead time reduction, cost reduction, quality improvement and supplier relationship management.

CHAPTER TWO.

LITERATURE REVIEW.

2.0 INTRODUCTION.

This Chapter presents reviewed Literature on the Impact of E-procurement implementation on Supplier performance in Manufacturing companies with A case study at Rose Form Limited Companies with particular emphasis on the following Objectives.

(a) To examine the role of E-sourcing in improving supplier performances of Rose Form industries Limited.

(b) To examine the role of electronic procurement practices integration in improving supplier performances at Rose Form industries Limited.

(c) To analyze the relationship between e-procurement adoption and supplier performances at Rose Form industries Limited.

2.1 Definition of Key Variables.

E-procurement, also known as supplier exchange is the process of requisitioning, ordering and purchasing goods and services online. It is a business-to-business process unlike e-commerce, e-procurement utilizes a supplier's closed system and its only available to registered users. (According to Rahul Awati and Mary K. Pratt.2024.). Additionally, an electronic supplier exchange or procurement system This technology facilitates the exchange of goods, machinery, artwork, and services through a web interface or other networked system, eliminating the need for paper-based processes. The objective is to implement a centralized and automated communication system among a company, its clients, and other actors in the value chain to enhance the efficiency and speed of procurement processes. **(according to Medius.com 2024).**

(According to Indeed.com Career Guide 2024) Electronic procurement, sometimes known as e-procurement, is a digital transaction process that comprises purchasing and selling goods and services over the internet. This technique takes use of a closed system from the supplier, which only their registered clients are able to access and exploit. By providing a direct line of communication between the buyer and supplier, e-procurement can expedite business-to-business

(B2B) or business-to-consumer (B2C) activities such as purchase orders, invoices, bids, and emails. E-procurement, being an internet business tool, operates the supply chain through web interfaces and networked systems.

Wikipedia.Org. by BobKilcoyne 2023, says The business-to-business, business-to-consumer, or business-to-government purchase and sale of goods and services via the Internet and other information and networking systems, like electronic data interchange and enterprise resource planning systems, is known as e-procurement (also known as supplier exchange). The following are the components of the e-procurement value chain: purchase order integration, order status, ship notification, e-invoicing, e-payment, contract management, e-informing, e-tendering, e-auctioning, vendor management, and catalogue management. The method used to prepare tenders is known as indemnity management.

The indenting process is determined by the different procuring departments, and it is an optional feature of the value chain. Technical sanction and administrative approval are received electronically while procuring works. And its a pivotal aspect of modern supply chain management which has reshaped traditional procurement practices through the integration of digital technologies. E-procurement entails the utilization of digital platforms and tools to streamline various procurement processes, including sourcing, contracting, purchasing, and payment. Its implementation has been widely acknowledged for its potential to optimize operational efficiency, reduce costs, and foster collaborative relationships with suppliers **(Narasimhan et al., 2009).**

Supplier Performance:

(According to Oboloo Articles 2024) The degree to which a provider satisfies the conditions outlined in the contract is measured by their performance. The requirements may be to pricing, delivery, quality, or other metrics. Customers care about a supplier's performance since it has an impact on whether or not they will do business with them again. Supplier performance can be measured in a variety of ways. Typical techniques include product quality, cost per unit, and on-time delivery.Lead time - Accurate orders. Additionally, a corporation may utilise supplier performance to decide which suppliers to work with and to bargain for better conditions.

The way a supplier is performing in relation to the KPIs they have agreed upon is called Supplier Performance. Underperforming suppliers can put your company at risk for failures, operational disruptions, noncompliance with regulations, and financial losses if predetermined goals aren't met. For your organisation to succeed, keeping an eye on supplier performance and taking appropriate corrective action when needed are essential. **(According to Gatekeeper 2023).**

2.1.1 The role of E-sourcing in improving supplier performances.

Online catalogues, electronic requisitions, and supplier portals are the e-sourcing attributes that will be examined. According to Premkumar's (2009) research, e-sourcing refers to the process of determining the next supplier for a particular spend category by utilising internet technologies, typically the internet itself. A buyer can boost supply chain performance by finding new suppliers, which will make the tactical purchasing process for this spend category more competitive. (Ribeiro & Henriques, 2011).

Songip, Lau, Jusoff and Ramli (2013) contend that e-sourcing is the process of using an internet-based software system to create and approve buy requisitions, place purchase orders, and receive requested goods and services, all of which significantly enhance supply chain performance. When it comes to e-sourcing, the products and services that are ordered are indirect, or unrelated to the product.

(Van Weele, 2010). The software system that supports Employees of an organisation typically use an ordering catalogue system. The products and services ordered in the context of enterprise resource planning (ERP) are tied to the product. It should be mentioned that direct product and service ordering is typically plan-based. For clients looking to create an automated ordering system, electronic ordering is perfect. (Salford et al., 2010).

By eradicating repetitive manual processes and removing the need for paperwork, electronic ordering solution enables the business to reduce costs, increase productivity and improve customer service thus improved supply chain performance (Porter & Millar, 2015). Mentzer (2010) asserts that online ordering system is an e-commerce function where a company allows customers to order products or services via their website. Since the Internet is booming, having an online ordering system can boost sales to some extent as it eases customers to place an order for the company's

services. Consumers can place orders from their home as long as they have a computer/laptop with Internet connection thus improved supply chain performance (Minahan et al., 2011).

Electronic sourcing does more than establish an electronic venue for buyers and sellers to meet. It also streamlines workflows, enhances flexibility and drives transparency in the buyer seller relationship (Moon, 2015). That knowledge makes for more informed negotiations and richer arbitrage opportunities hence improving the supply chain performance (Wong & Sloan, 2014). Finally, e-sourcing frees up purchasing personnel to focus on more strategic concerns such as supply base development and relationship management, linking suppliers into upfront innovation processes and value chain restructuring (Songip et al., 2013).

According to Mose (2012), private and public sector organizations have been utilizing information technology systems to streamline and automate their purchasing and other processes over the past years. E-sourcing is not new; Thai (2014) there have been many attempts to automate the process of procurement for the buyer using electronic procurement systems, workflow systems and links with suppliers through supplier portalsE-sourcing is the term used to describe the electronic administration and integration of all procurement processes, such as order placement, delivery, payment, request, and authorisation between a supplier and a buyer (Lysons, 2013). A substantial amount of public monies are used for the purchase of goods, services, and construction projects. As purchasers, public organisations have a responsibility to use those monies with care and trust. Moreover, not all the necessary technology is in place to allow the government to fully benefit from online commerce (PPOA, 2014). Before the government could fully reap the benefits of e-procurement, the PPOA of 2010 listed the following as the main considerations: synchronisation, secrecy, data integrity, and bandwidth; identification of parties in a transaction; and more.

Empirical study findings have validated the idea that e-sourcing adoption should be incorporated into the organisational structure. Issa et al., (2013) found that the process of supply chain integration is followed by a reduction in the number of suppliers. Mentzer (2010) concluded that firms indeed benefit from reduced coordination and search costs, but in some contexts buyers still maintain close relationships with selected suppliers and various business models continue to co-exist.

According to Croom and Brandon (2014), adoption of e-procurement technology in an organization enables a firm to organize its interactions with its most crucial suppliers, a set of built in monitoring tools to help control costs, assure maximum supplier performance and keeping an open line of communication with potential suppliers during a business process all of which contribute to the attainment and sustenance of competitive advantage. Bryan (2011) argues that there is a direct relationship between performance contracting and corporate performance. Actually, public procurement systems have been implemented slowly, and many government agencies prefer to exaggerate how much they use electronic procurement (Croom & Brandon, 2014). at recent years, the business press has documented several e-procurement effort failures at various state agencies in the United States, United Kingdom, and New Zealand, despite the potential advantages of effective e-procurement deployment in the public sector. According to Dai and Kauffman (2010), there is no guarantee that e-procurement will always realise its full potential, therefore significant time and financial investments would be required.

In Kenya, performance measures were based on price variation which is outdated and rejects on receipt and on time delivery. For many years, the selection of product choice was mainly based on price competition with less attention afforded to other criteria like market share and reliability (Rotich, 2011). The evaluation of performance in the context of the supply chain (efficiency, flow, integration, market share, responsiveness and customer satisfaction) involves measures important at the strategic, operational and tactical level. Strategic level measures include lead time against whole industry operations, quality level, cost saving initiatives and supplier pricing against market (Githumbi, 2013).

Tactical level measures include the efficiency of purchase order cycle time at departmental levels, booking in procedures, cash flow, quality assurance methodology and capacity flexibility (Korir, 2009). Operational level measures include ability in day to day technical representation, adherence to developed schedule, ability to avoid complaints and achievement of defect free deliveries. Purchasing and supply management must analyze on a periodic basis their performance abilities to meet the firm's long-term needs. The areas that need particular attention include the organization's general growth plans, future design capability in relevant areas, role of purchasing and supply management in the organization's strategic planning, potential for future production capacity and financial ability to support such growth (Makau, 2014).

In their 1997 work "Dynamic Capabilities and Electronic Supply Chain Management," Gary Pisano and Amy Shuen established the concept of the Dynamic Capability. The theory of dynamic capability elucidates an organization's capacity to intentionally maximise its resources. The capacity of a business to incorporate, grow, and capitalise on its environmental competitive advantage in order to adjust to its volatility according to **Bagozzi and Lee (2010).**

In order to address the dynamics of how organizations achieve operational excellence by decreasing costs and saving time utilized to buy products and services in state companies, electronic sourcing merges the in-house and external procurement components. This includes aspects like computerized requisitions, electronic catalogues, and online vendor evaluation. These are the dynamic capacities of the present day (Bradley, 2015). According to Boer and Heijboer (2012), dynamic capability is a hypothesis of competitive advantage in quickly changing circumstances. It looks at the dynamic capability's scope criteria, or the points at which the theory can explain more and less phenomena.

According to Hawkking and Foster (2014), dynamic capability has less explanatory power when it is not undervalued and in markets that favour short bursts of performance over long-term persistence, such as electronic catalogues, and more explanatory power when a partially foreseeable technological change is about to transform market competition, such as online vendor evaluation.

The dynamic capability concept is appealing because it may link the resource-based view of the company to features of the rising knowledge economy, such electronic sourcing, which are hot topics in current discussions. It seems to provide a way to fulfil Mahoney's (2005) assertion that "research on organisational learning, the resources of management, and economics-based research, the management of resources, need to be joined in the next generation of resource-based research." Thus, one of the perspectives that both techniques have in common is electronic sourcing, which is why it is relevant to our study. (Wang, Chang & Heng, 2014) The dynamic capability theory is applicable to this research since it clarifies the problems that encourage the usage of electronic sourcing. The performance of state corporations was examined through the use of theory to investigate characteristics that expedite the optimisation of electronic sourcing.

2.2 ROLE OF E-PROCUREMENT PRACTICES INTERGRATION ON SUPPLIER PERFORMANCE.

In the literature on supply chain management, the SC performance is referred to as the assessment of supply chain operations and the exploitation of supply chain capacity as intangible factors (Mafini et al., 2020). The methodical use of electronic techniques to an organization's acquisition of supplies, materials, and other items is known as procurement. E-business, or electronic business, makes greater use of electronic procurement. In contrast, e-business uses digital devices such as tablets, smartphones, laptops, and desktop computers to conduct company operations over the internet or an extranet.

There are numerous applications for e-business, including e-collaboration, e-transaction, e-logistics, and e-procurement. (Albinkhalil & Razzaque, 2021). Among other business applications, procurement is one of the most important, and this study focusses on this particular application. The accessible literature has shown us that e-procurement's significance warrants closer investigation. The first argument is that e-procurement increases supply chain transparency and operational efficiency.

(Madzimure, 2020). In evaluating supply chain management success, one could infer indirectly that e-procurement systems are more important than other e-business applications. Second, considering the current state of company and the economy, developing and offering value-added services is essential to enhancing supply chain efficiency.

(Faheem & Siddiqui, 2019). It is possible to anticipate that the operational and functional components of electronic procurement will help to advance the processes involved in developing and providing value-added services. Idrees, Muhammad Abdullah, et al. 239 In this study, electronic procurement also known as e-procurement is made up of four main components. Think about the four primary roles of e-procurement e-evaluation, negotiation, sourcing, and design that have been noted by multiple examiners.

Several examiners have determined that these four core tasks are the most crucial (Ibrahim, 2021). As part of the first task, known as e-design, supply chain managers use an electronic procurement system to plan out all of the organization's purchases. E-sourcing is the process by which supply chain authorities create a list of potential suppliers, obtain data on those suppliers, then use that data to select the best source from the list. Supply chain managers utilise electronic procurement systems (EPRs) to negotiate contracts with preferred vendors. Lastly, in order to evaluate and

prepare for upcoming transactions, the supply chain authorities gather data about committed suppliers and their advancement as part of the e-evaluation procedure. Supply chain management can gain from the strategic aspects provided by electronic procurement through these capabilities. A bridge between the functions of electronic inventory and supply chain performance can be created by alliance association, information exchange, or supply chain collaboration, according to certain research that offer further viewpoints on the relationship between supply chain performance and electronic procurement. The integration of the following business strategies into e-procurement plans is anticipated to enhance supply chain performance due to their significance: information-rich theory, joint learning strategy, and social exchange theory, among others (Ayoub & Abdallah, 2019).

The literature suggests that e-procurement practices—which include e-negotiation, e-sourcing, and electronic design—may enhance supply chain performance through the application of relational exchange theories, collaborative learning strategies, and information-rich theories. (Ayoub & Abdallah, 2019).

A variety of e-procurement procedures that come together to produce a unique procurement system that includes both high- and low-level operational tasks. Organization and supply chain performance may be improved using this technique, which is well-known for identifying opportunities for improvement (Ayoub & Abdallah, 2019). But the most typical models in the literature are built on four stages of commercial transactions and/or processes that have been computed as information collecting, negotiation process, agreement settlement, and assessment after-sale.

Request. It has been defined as the electronic request and approval of a purchase order. Both terms are used to describe the procedure of obtaining that supplier's products utilising any ERP system (ERP) when making an email or intranet purchase from them. Employees that are located remotely may submit the request through an electronic procurement process. Remote ordering can be encouraged by giving employees easier access to place orders and designate delivery locations through the use of digital assistance (PDA) and other wireless devices. Utilising technology and placing orders online helps the company save time and money, which improves the effectiveness of the supply chain and the organisation as a whole.

(Mutangili, 2019). Furthermore, the sourcing process includes approving requisitions when commercial transactions are done electronically. Occasionally, if the desired item or even the

amount provided in the order isn't stated in the pre-contract catalogue, providers have to get approval from higher authorities before fulfilling orders. Permission to place a requisition depends on the customer's preferences or financial limitations. The supplier occasionally offers automated approval of requisitions for standard quantities and specifications.

.

Along with the specifications of the products or services to be bought, the profiles of the suppliers, and other significant factors, users and buyers are profiled. The number of employees designated to examine and approve requisitions is impacted by this automated system, and as a result, this number falls. The efficiency of supply chain management is greatly impacted by source selection and automated purchase order acceptance (Wijaya, 2022).
The three primary domains of negotiation are terms arrangement, supplier negotiations, and contract confirmation or settlement. Requisitions that are standardized are immediately approved and proceed to purchase, but those that are not standardized are subject to negotiation (buyer and seller). Conversely, the literature offers some recommendations for settling on a reasonable price. There are three global standard practices for e-procurement: power buying, also called aggregate demand buying, and customer group purchasing, sometimes called aggregate customer demand or power buying. These two practices give customers the ability to negotiate with suppliers. Procurement A two-way email or private messaging exchange between the supplier and the buyer may also be beneficial to the discussions. Reverse auctions, such as competitive bidding and Dutch auctions, also referred to as open bidding, are effective bargaining methods for e-procurement, as are bid-and-ask, two-way, and mutual auctions. These procedures have a significant impact on supply chain performance since they help businesses save time and money (Shafiee & Rejali, 2022).

A substantial amount of material was found by the investigation for the e-evaluation hypothesis of the study. The information and documentation from a transaction are stored in the procurement management system or back office for future use as a reference, supplier performance assessment, purchasing pattern analysis, foundational analysis for connecting industrial purchases, enhanced Muhammad Abdullah Idrees et al 241 price control with the best supplier, and enhanced bargaining position in future transactions. According to the research, creating these records may result in poor supplier management, communication issues, and delivery delays. Therefore, if the company

wants to increase performance, organising, storing, and gathering data are essential activities for this function (Shafiee & Rejali, 2022). Electronic

According to presidential decree number 54 of 2010, electronic procurement, often known as e-procurement, is the legal term for the purchase of goods and services through the use of information and communications technology and electronic transactions. With the use of e-procurement technologies, procurement procedures such resource discovery, negotiation, order placement, and purchase may now be finished. The act of making an online purchase is another definition of e-procurement provided by Gunasekaran et al. A number of internet providers enable companies to make internal purchases.

According to Davila and colleagues (2017), electronic procurement, or e-procurement, is the most important component of electronic commerce operational excellence for significant organisations. E-procurement, as defined by Oliveira and Amorim 2020, is the process of obtaining goods and services via the internet or an electronic network. According to Davila and colleagues (2017), electronic procurement, or e-procurement, is the most important component of electronic commerce operational excellence for significant organisations. Oliveira and Amorim (2020) define e-procurement as the process of obtaining goods and services over an electronic network or the internet.

E-procurement aims to achieve a number of objectives, such as increasing transparency and accountability, fostering market access and corporate competitiveness, streamlining process monitoring and auditing, and guaranteeing access to the most recent data. E-procurement has been taken into consideration from the perspective of procurement companies. The application of blockchain technology, for instance, enabled e-tendering for goods and materials (Mali et al., 2019). The researchers' project makes use of block chain to guarantee an open and equitable tendering procedure. The use of electronic media, including the internet, intranet, and electronic data interchange, in bidding procedures has been the subject of prior research. (EDI).

Furthermore, electronic information systems can receive listings, various types of technical specifications, and prices for specific goods and services from several providers via e-catalog. Using this approach, a productive way to acquire goods and resources might be discovered. At the conclusion of the transaction process, procurement efficiency is positively and significantly impacted by electronic buying.

The senior executives of the organisation ought to be in charge of managing the day-to-day operations of the organisation. The decisions, actions, and endeavours of a company's upper management will dictate the course of its expansion. The principal aim of high-level management support is to increase a project's chances of success to a crucial degree.

Top management support for e-procurement is required for procurement to become more transparent and efficient. Senior management is responsible for allocating the firm's resources. Management may also assign human resources to support organisational functions.

Top management support is crucial because of a company's ability to influence other issues linked to human resources, as stated by Kumar et al. Senior management is the main allocator in order to guarantee the successful implementation of thee for a variety of resources, including human resources. A malfunctioning data transmission could be the cause of the system failure Impact of E-Procurement on Procurement Practices and Performance Efficiency. In order to facilitate system updates, e-procurement systems ought to be created in an open environment that allows them to communicate with other systems.

Organisational adjustments are needed for e-procurement to be implemented successfully. It appears that there is an increasing requirement for effective change management in light of stakeholder demands. The user needs to invest more time and energy in order for processes to change, according to Vaidya, K. More focus is needed on e-procurement change management, and three strategies—consultation, communication, and problem-solving—are advised for success. Top management needs to invest the necessary time and energy to ensure that procurement changes are fully understood. The company's vision and goals are established by the top management team. They must also coordinate their efforts to implement e-procurement policies and plans, as well as to reorganise organisational structures and processes.

They must also coordinate their efforts to implement e-procurement policies and plans, as well as to reorganise organisational structures and processes. The technology platforms used in e-information procurement significantly influence the information quality. As IT platforms have grown, more companies are using e-procurement, according to Ronchi et al. In their study, Alvarez-Rodrguez et al. made this prediction. Semantic technology protocols that adhere to formal query languages, common and standard data models, and semantic data models may be able to

meet the requirements of intelligent electronic procurement when they are made available online. (Masudin and Kamara, as well as Quesada et al.) have permitted online auctions, teleconferencing, file transfer protocol (FTP), and electronic data interchange (EDI).

Blockchain technology is currently being used in information system development to aid in effective e-procurement. Akaba and associates predict that the public sector will use blockchain-based e-procurement systems in the near future. Thio-ac's e-procurement system was made secure, reliable, and private by utilising blockchain expertise. Due to the company's planned actions in using its revenue, its performance provides a thorough picture of its status over a certain period of time. Company performance is influenced by a number of factors, including affiliation building, buyer satisfaction, competency, and sale accomplishment. Increased revenue, customer satisfaction, productivity, and improved connections with suppliers and customers are all benefits of e-procurement reimbursement. The most crucial element in corporate success is customer satisfaction. Marketers, consumers, buyers, and customer behavior researchers are all intimately involved in customer satisfaction/dissatisfaction. Customers benefit from lower prices because of the increased bargaining power they have as a result of more choices among providers of similar goods and services according to (Shafiee & Rejali. 2022).

2.4 RELATIONSHIP BETWEEN E-PROCUREMENT ADAPTION AND SUPPLIER PERFORMANCE.

In recent years, electronic procurement (e-procurement) adoption has gained significant attention as organizations seek to modernize their procurement processes and enhance supply chain efficiency. This literature review delves into the relationship between e-procurement adoption and supplier performance, examining key factors that influence supplier performance outcomes within the context of electronic procurement implementation.

E-procurement is perceived as the use of information technologies to facilitate business-to-business transactions for materials and services (Wu, 2007). E-procurement activities include enterprise resource planning (ERP); e-maintenance, repair and operations (E-MRO); e-sourcing; e-tendering; e-reverse auctioning. Open Access e-informing and e-market-places (Smuts, 2008). According to McCue and Roma (2012), tools such as e-notices, e-auctions, e-catalogues, e-dossiers, e-submissions and e-signatures are components of e-procurement. This study is based on e-sourcing, e-design, e-informing, e-negotiation and e-evaluation, which are the major functions

through which e-procurement contributes to supplier integration and SCP (Hugos, 2011). Brief descriptions of these e-procurement components are provided below:

• E-sourcing: This refers to the process of finding new potential suppliers using Internet technologies, with the aim of decreasing search costs (Lysons & Farrington, 2012; Ombat, 2015). It merely uses a Web-based platform to support all steps in the sourcing process, including expenditure analysis, demand aggregation, requirements definition, supplier discovery, negotiations (request for indent, proposal or quotation), reverse auctions, bid evaluations and contract management.

• E-design: This refers to the setting of purchasing requirements on an online procurement system (Chang et al., 2013). E-design facilitates supplier involvement in the specification development process of a product.

• E-informing: This refers to the gathering and distributing of purchasing information both from and to internal and external parties using Internet technology, for example, purchasing management information on an extranet that can be accessed by internal clients and suppliers (Sharma, 2012). In other words, e-informing involves information gathering, information distribution and purchasing information (Corina, 2011; Ombat, 2015).

• E-negotiation: This refers to the process of conducting negotiations between business partners using electronic means (Rinderle-ma, 2005). Thus, e-negotiation is used to make significant savings in the purchase of goods and services via the Internet (Scot & Morrison, 2007).

• E-evaluation: This refers to the stage where extensive information about suppliers is collected for further evaluations and transactions via the Internet (Chang & Wong, 2012). According to Presutti (2003:231), an organization implementing e-procurement tools must evaluate and improve its purchasing process to achieve full benefits.

Application of e-procurement functions yields manifold benefits to organizations, ranging from time and cost savings, faster order fulfilment, reduced purchasing cycle time, enhanced budgetary control, elimination of administrative errors, increase in buyer productivity and decrease in prices through standardization and consolidation of purchasing power and better information management (Baily, Farmer, Crocker, Jessop, & Jones, 2008; Cameron, 2007; Wisner, Tan, & Leong, 2012).

Supplier integration refers to the process of interaction and collaboration between the firm and its suppliers to ensure the adequate flow of supplies (Das, Narasimhan, & Talluri, 2006; Flynn, Huo, & Zhao, 2010; Germain & Iyer, 2006; Narasimhan & Peters, 2010; Petersen, Handfield, & Ragatz, 2005; Zhao, Huo, Selen, & Yeung, 2011). Scores of researchers have cited the benefits of supplier integration in SMEs.

For instance, most SMEs continuously face the problem of on-time delivery (Zhao et al., 2015). However, through integration with suppliers, SMEs can share order and inventory information with suppliers. Furthermore, supplier integration, which includes suitable communication, sharing information and working together with suppliers, can reduce upstream complexity (Zhao et al., 2015). The benefits of supplier integration are that it enhances responsiveness, flexibility and time savings (Chen, Yang, & Li, 2007; Fawcett, Osterhaus, Magnan, Brau, & Mccarter, 2007; Leopoulos et al., 2007; Li & Li, 2005). Supplier integration also plays a role in reducing transaction costs through the reduction of uncertainties and reducing production costs (Flynn et al., 2010), which leads to enhanced operational performance (Yu, Chavez, Feng, & Wiengarten, 2014). In supplier integration, opportunistic behaviours are significantly reduced under shared visions and cooperative goals (Prajogo, Oke, & Olhanger, 2015; Wong, Tjosvold, & Yu, 2005).

It is suggested that as a result of supplier integration within firms, positive organizational performance might be enhanced by sharing risks and business information, which includes demand forecasts, inventory level and production planning decisions, as well as synchronising business processes (So & Sun, 2010). The relationships between e-procurement integration and Supplier performance have been extensively studied (Kim, 2009; Kristal, Huang, & Roth, 2010; Lau, Yam & Tang, 2007), and these findings confirm that integration can be transformed into competitive capabilities, thus contributing to positive SCP. Moreover, several studies (Bowersox, Closs, & Stank, 1999; Childerhouse & Towill, 2003; Flynn et al., 2010; Frohlich & Westbrook, 2001; Gimenez & Ventura, 2005; Thietart, 2007; Zhao et al., 2011) confirmed the positive relationship between supplier integration and SCP, which shows convincing empirical evidence for the relationship between these two constructs. The adoption of e-procurement systems is often associated with improvements in process efficiency and operational effectiveness. As highlighted by Monczka et al. (2015), e-procurement platforms streamline procurement processes by automating routine tasks such as requisitioning, sourcing, and purchasing. By digitizing

procurement workflows and implementing electronic catalogs, organizations can reduce cycle times, minimize errors, and optimize resource utilization (Nanni & Razzolini, 2019).

Consequently, suppliers experience enhanced performance outcomes due to faster order processing, improved order accuracy, and reduced lead times (Cai & Choi, 2019). The efficiency gains associated with e-procurement adoption contribute to overall supply chain agility and responsiveness, enabling suppliers to meet customer demands more effectively while maintaining cost competitiveness. Effective communication and collaboration are essential for fostering mutually beneficial relationships between buyers and suppliers. E-procurement adoption facilitates seamless information exchange and collaboration through online portals, messaging systems, and integrated communication channels (Croom et al., 2016). By providing a centralized platform for interaction, e-procurement systems enhance transparency, visibility, and coordination across the supply chain (Wang & Lee, 2018). Real-time access to order requirements, specifications, and delivery schedules enables suppliers to align their operations more closely with customer needs, resulting in improved service levels and customer satisfaction (Wagner et al., 2017). Furthermore, e-procurement platforms enable proactive engagement and feedback mechanisms, allowing organizations to address issues promptly and collaboratively with suppliers, thereby enhancing performance outcomes (Pohl et al., 2020).

E-procurement adoption influences supplier performance through enhanced relationship management practices. By leveraging e-procurement systems, organizations can monitor supplier performance more effectively, track key performance indicators (KPIs), and identify opportunities for performance improvement (Zsidisin et al., 2019). Performance dashboards, vendor scorecards, and analytics tools enable organizations to evaluate supplier performance against predefined benchmarks and criteria (Trent & Monczka, 2013). Through data-driven insights and performance feedback, organizations can establish clear expectations, communicate performance objectives, and incentivize suppliers to meet or exceed performance targets (Carter & Rogers, 2018). Moreover, e-procurement adoption fosters collaborative partnerships between buyers and suppliers, leading to joint problem-solving, innovation, and value creation (Wynstra et al., 2018). By nurturing strategic supplier relationships, organizations can drive continuous improvement, mitigate supply chain risks, and enhance overall.

CHAPTER THREE.

RESEARCH METHODOLOGY.

3.0 INTRODUCTION.

This chapter contained data collection sources, instruments, protocols, validity and reliability of data, sample approaches, research design, and limitations of the study.

3.1 RESEARCH DESIGN.

The study was suited to both qualitative and quantitative methodologies in the research design. Quantitative research approach is one that utilizes numerical data and statistical analysis to answer research questions and test hypothesis. That is to say, it concentrated on quantifying the collection and analysis of data making it meaningful for systematic discovery of key patterns and

relationships so as to derive generalizable conclusions. On the other hand, qualitative research approach is one that focused on examining and comprehending complex phenomena and meaning assigned to them using subjective experiences and perceptions. Thus the adoption of qualitative technique would provide richer and deeper insights on the phenomena under study. The researcher consequently believed in integrating both methodologies will enhance the validity and dependability of the research findings.

3.2 SAMPLING TECHNIQUE.

In the investigation, probability sampling techniques were applied. The researcher chose and employed basic random sampling in probabilistic sampling.

"Simple random sampling is a statistical population subset in which each member of the subset being chosen has an equal probability (Crewel, 2014)." It is an impartial method of selecting an element. The reason the researcher selected it was that it only required rudimentary prior knowledge of the population under study and those with extensive experience in management issues.

3.3 SAMPLE SIZE.

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

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

N = population size

n = sample size

e = Level of significance of error assumed to be 0.05

Therefore;

n = 40/1+40(0.05)2

n=40/1+40(0.0025)

n= 40/1.125

n= 36.

3.4 DATA COLLECTION SOURCES.

3.4.1 Primary source of data.

The primary source of data are an original, direct evidence provided by the researcher through surveys, interview, experiments, observations and questionnaires delivered to various employees, to address the given study topic. Primary data sources was employed in the study so as to assure authenticity of information, minimized the possibility of inaccuracies and biases inherent in secondary sources since information was got at first hand.

3.4.2 Secondary source of data.

Secondary source of data was considered as already existing data already acquired, analyzed and interpreted by other experts. These include books, essays, company reports, databases and other forms of publications. The researcher wanted to review literature on numerous academic journal articles, industrial publications and data bases so as to locate relevant information that would provide supporting evidence to the background of the study and inform the research topic**.**

3.5 DATA COLLECTION INSTRUMENTS.

3.5.1 Interviews

An interview is a way of gathering data through direct, face-to-face interaction between the interviewer and the interviewee. The interviewer asks questions to acquire in-depth information and perspectives. The researcher planned to apply the aforesaid instrument so as to acquire firsthand information and gain thorough understanding of human viewpoints on circular economy concepts and their impact on waste reduction.

3.5.2 Questionnaires

Questionnaires can be referred to as a set of printed questions used for gathering information from responders. It may be self-administered or interviewer-administered and comprised both open-ended and closed-ended questions. The researcher anticipated the Questionnaires would serve a great deal collecting data from a large number of individuals in a very short period and be able to measure the extent to which circular economy concepts effect on trash reduction**.**

3.5.3 Observations.

Observation is a form of data collecting where the researcher systematically watches, listens to, and notes actions and events as they occur in their natural surroundings. This strategy provides empirical evidence of how electronic procurement practices are being utilized in real-world contexts. Hence allowing the researcher to grasp the real challenges and triumphs of waste reduction projects, providing a rich context to the data acquired through interviews and questionnaires**.**

3.6 DATA COLLECTION PROCEDURES.

A letter of introduction was received from the School of Business at Uganda Christian University (UCU) and then provided to the company which permitted the researcher collect data.

3.7 RELIABILITY AND VALIDITY OF DATA

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

3.8 LIMITATIONS AND DELIMITATIONS OF THE STUDY.

- It was anticipated that the study may be hampered by time limits, affecting the in depth of data collecting and analysis yet the researcher wanted to prioritize the research objectives such that the research remains targeted and manageable within the assigned time frame.
- It was anticipated that there was information silos that restricted the flow of ideas and innovation thus preventing researches from leveraging diverse perspectives, ideas, and expertise to develop solutions to various organizational constraints however the researcher hoped to seek information from a variety of sources, including academic journel's, and experts in the field to avoid relying solely on one source.

- The researcher also anticipated Limited access to certain resources, such as financial data or proprietary information, which restricted the comprehensiveness of the research at Rose Form Uganda Limited however the researcher opted to collaborate with various parties to gain more access to different resources hence efficiency in the operations.

CHAPTER FOUR

DATA ANALYSIS, INTEPRETATION AND PRESENTATION OF THE FINDINGS

4.0 Introduction

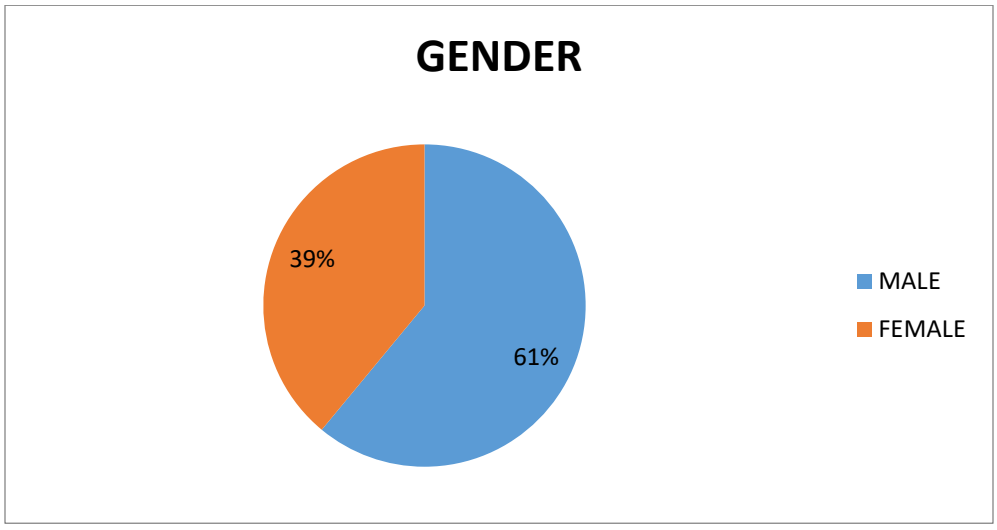
This chapter comprises the analysis, interpretation and presentation of the data given by the respondents and discusses the whole survey. A questionnaire was employed as a method to acquire data from the field by the researcher. Some of the criteria studied included gender, degree of education, lengths of service and department to which the respondents belong**.**

4.1 Findings on demographic characteristics of respondents

4.1.1 GENDER

	Frequency	Percentage (%)
Male	22	61.1
Female	14	38.9
Total	36	100%

Figure 1 Gender distribution of respondents



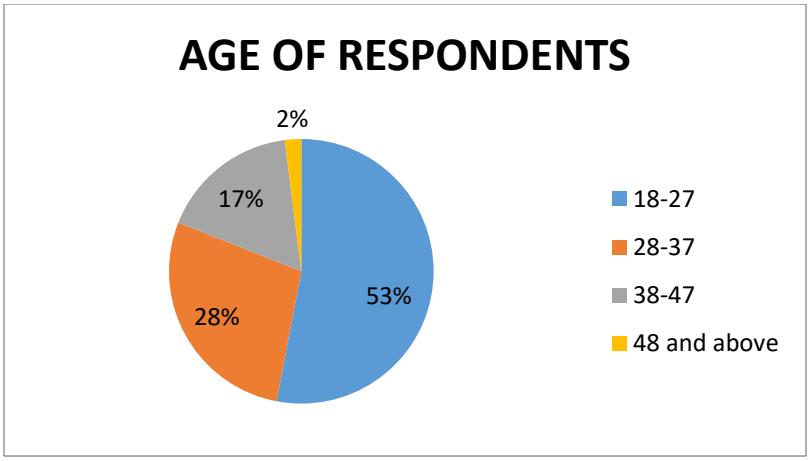
From the data collected as shown Above, the gender distribution of responders reveals that most of the replies

22 (61.1%) were male and 14(38.9%) female and this shows that the organization was gender insensitive when recruiting its employees since males are more energetic in carrying out the organizational Activities than females.

4.1.2 Findings on the age Bracket of the respondents.

	Frequency	Percentage (%)
18-27	19	53
28-37	10	28
38-47	6	17
48 and above	1	2
Total	36	100%

Figure 2; Age Bracket distribution of respondents

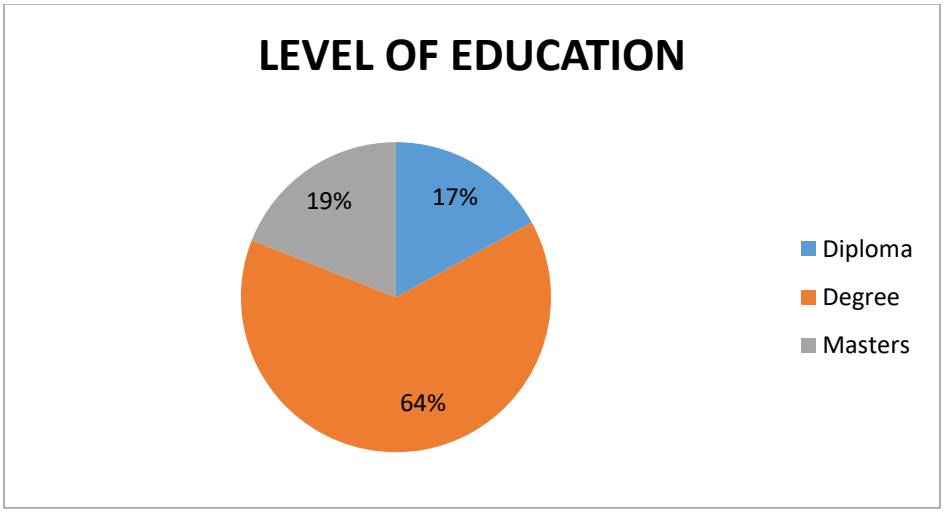


From the data collected as shown above most of the respondents are in the age bracket 18-27 19 (53%) , 28-37 10 (28%) , 38-47 6 (17%) , 48 and above 1 (2%) This shows that the organization has employees that have adequate energy, and have the passion, motive to learn more new aspects in the field that they are working in.

4.1.3 Findings on the respondents level of education .

	Frequency	Percentage
Diploma	6	17%
Degree	23	64%
Masters	7	19%
Total	36	100%

Figure 3: Respondents level of Education.



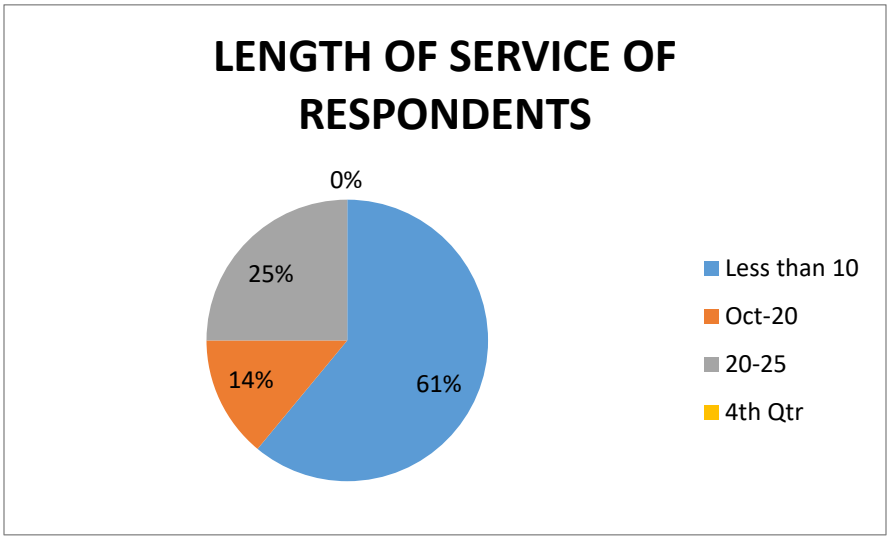
From the figure above 6(17%) of the respondents were diploma holders , 23(64%) were degree holders and 7(19%) were masters holders and this suggests that the firm employs skilled and educated people that perform to the high expectations of the company

4.1.4 Findings on the length of service of the respondents in the organization

	Frequency	Percentage (%)
Less than 10	22	61

10-20	5	14
20-25	9	25
25 and above	0	0
Total	36	100%

Figure 4; Percentage distribution of respondents according to lengths of service.



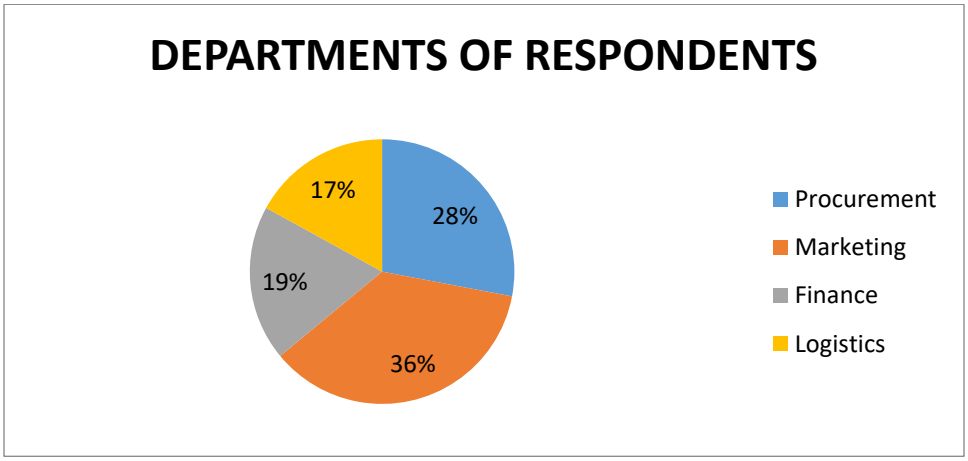
From the diagram above it showed that 22 (61%) of the respondents had spent less than 10 years working in the organization, 5 (14%) of the respondents had spent 10-20 years working in the organization, 9 (25%) of the respondents had spent 20-25 years working in the organization and none of the respondents had spent 25 and above years working in the organization. This therefore revealed that the responders had a lot of experience because they practice the same activities year in and year out and this made them well educated about the operations of the organization.

4.1.5 Findings on the departments of the respondents

	Frequency	Percentage (%)
Procurement	10	28

Marketing	13	36
Finance	7	19
Logistics	6	17
Total	36	100%

Figure 5; Percentage distribution of respondents according to departments

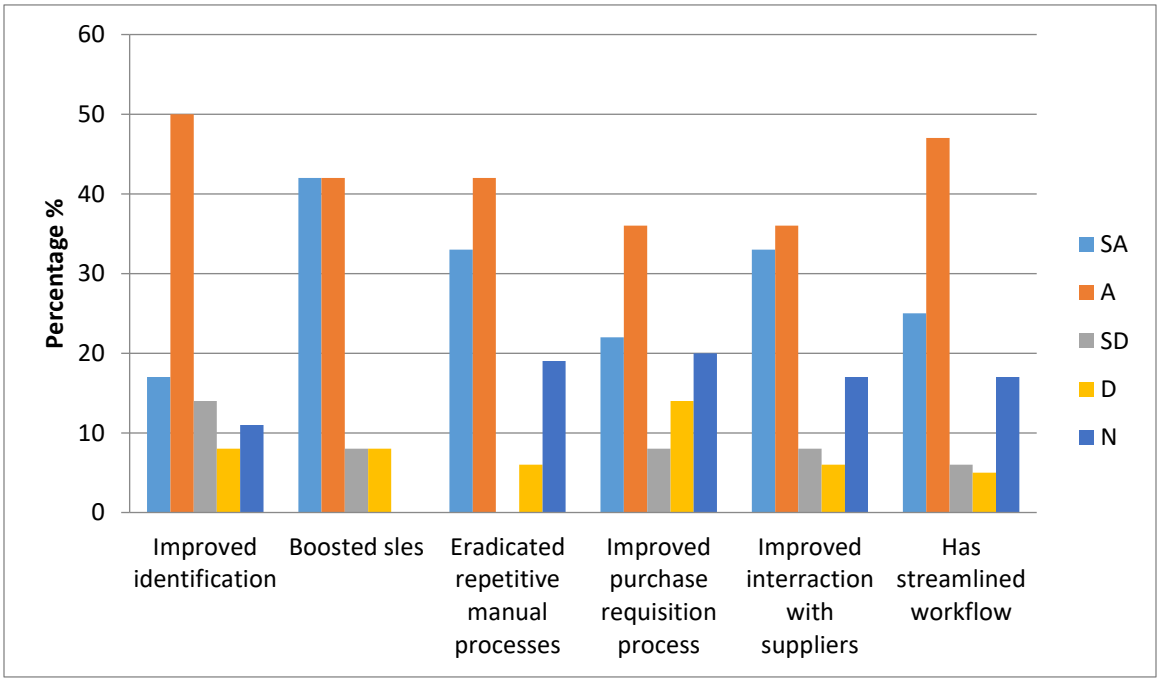


From the table above it showed that most of the respondents 13(36%) were from the Marketing department, 10(28%) were from the Procurement department,7(19%) were from the Finance department and 6(17%) were from the Logistics department and with this, it shows that the organization has various departments that handle the different aspects in the organization which ensures that there is efficiency and objectives are met accordingly.

4.2 Findings on the role of E-sourcing in Improving Supplier performance.

	Statements.	SA		A		SD		D		N	
		F	%	F	%	F	%	F	%	F	%
(a)	E-sourcing tools have significantly improved the identification and Evaluation of next suppliers for specific spend category using internet technology.	6	17	18	50	5	14	3	8	4	11
(b)	The use of e-sourcing has boosted sales as it eases customers process to place orders for company services	15	42	15	42	3	8	3	8	0	0
(c)	E-sourcing has eradicated repetitive manual processes and remove the need for paperwork which reduces costs, increase productivity.	12	33	15	42	0	0	2	6	7	19
(d)	E-sourcing has improved the procedures for placing orders, receiving products and services, and formulating and approving purchase requisitions.	8	22	13	36	3	8	5	14	7	20
(e)	The adoption of e-sourcing has improved interaction with	12	33	13	36	3	8	2	6	6	17

	suppliers building a monitoring tool and attain a competitive advantage										
(f)	E-sourcing has streamlined work flow, enhanced flexibility and transparency in buyer-supplier relationships which improves informed negotiation and results into richer opportunities.	9	25	17	47	2	6	2	5	6	17



The table above revealed that E-sourcing tools have significantly improved the identification and evaluation of next suppliers for a specific spend category using internet technology as 50% of respondents agreed, 17% strongly agreed, 8% disagreed, 14% strongly disagreed and 11% of the respondents either disagreed or strongly disagreed with the impact of e-sourcing tools . This suggests that there was a strong perception of the effectiveness of e-sourcing tools in improving supplier selection.

The table also revealed that the use of e-sourcing has boosted sales as it eases customers' process to place orders for company services with 42% of the respondents strongly agreed, 42% agreed, 8% disagreed, 0% of the respondents were Neutral and 8% strongly Disagreed. A majority of respondents (84%) believe that e-sourcing has positively impacted sales by making it easier for customers to place orders which indicates that e-sourcing is perceived as a valuable tool for enhancing the sales process and customer satisfaction.

33% of the respondents agreed that e-sourcing had eradicated repetitive manual process and removed the need for paper work which reduced costs and increased productivity, 42% Agreed, 19% were Neutral, 6% Disagreed and none of the respondents strongly disagreed. A substantial portion of respondents 75% (a combination of SA and A) agree that e-sourcing has significantly cut down on manual processes and paperwork, leading to reduced costs and increased productivity indicating that the impact might vary depending on the specific implementation or context.

According to the findings it was revealed that E-sourcing had improved the processes of creating and approving purchasing requisitions, placing orders, and receiving goods and services where 22% of the respondents strongly with the statement, 36% agreed, 20% were Neutral , 14% disagreed and 8% strongly disagreed. There was a positive response to this statement which indicated that e-sourcing had improved various purchasing processes

Furthermore the findings revealed that the adoption of e-sourcing has improved interaction with suppliers, building a monitoring tool and attaining a competitive advantage with a strong agreement of 33%, Agreement of 36%, Neutrality of 17%, Disagreement of 6% and a strong disagreement of 6%. A majority 69% (a combination of SA and A) believed that e-sourcing had improved supplier interaction and competitive advantage. The relatively high neutral (17%) and disagreement (14%) responses suggested that while many see benefits, the impact might be less pronounced in certain cases.

Finally, E –sourcing had streamlined workflow, enhanced flexibility and transparency in buyer-supplier relations, which improves informed negotiation and results in richer opportunities. Where 25% of the respondents strongly agreed with the statement, 47% agreed, 17% were neutral, 5%

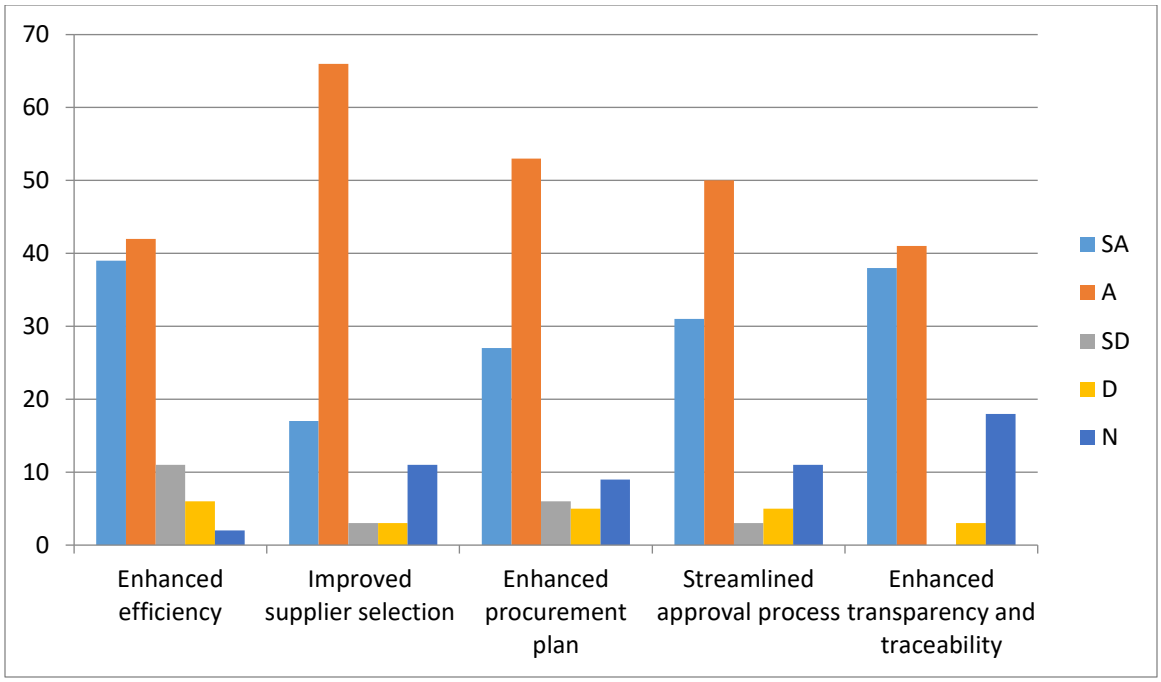
disagreed and 6% strongly disagreed. Which suggested that these benefits are broadly recognized, though there are still some varying opinions.

Therefore data indicated a generally positive view of e-sourcing tools, with respondents recognizing their benefits in supplier management and procurement. Most agreed that e-sourcing improved supplier identification, sales processes, and productivity by reducing manual tasks. It was also seen as enhancing procurement efficiency and supplier interactions. Despite this, some variation in opinions suggested that its effectiveness might depend on implementation. Overall, e-sourcing was valued for improving workflows and transparency, though its impact varied.

4.3Findings on the Role of E-procurement practices integration on supplier performances.

	Statement	SA		A		SD		D		NS	
		F	%	F	%	F	%	F	%	F	%
(a)	The integration of e-procurement practices has enhanced the efficiency of procurement operation. Like use of e-catalog to provide listings, various technical specifications, and prices for specific goods and services from several providers to electronic information systems.	14	39	15	42	4	11	2	6	1	2

(b)	E-procurement practices like e-sourcing has improved supplier selection with delivery schedules.	6	17	24	66	1	3	1	3	4	11
(c)	E-procurement integration has streamlined the approval process for procurement transactions involved in developing and providing value-added services.	10	27	19	53	2	6	2	5	3	9
(d)	E-procurement practices have enhanced procurement plan system of the organizations' purchases, reducing errors and discrepancies in purchase orders and invoices.	11	31	18	50	1	3	2	5	4	11
(e)	The integration of e-procurement practices have enhanced transparency, quality information sharing and traceability of procurement activities.	14	38	15	41	0	0	1	3	6	18



The statistical data in the table above revealed the perceived positive impact of e-procurement practices integration on supplier performance. The integration of e-procurement practices was generally viewed as enhancing procurement operation efficiency, with 39% of respondents strongly agreeing and 42% agreeing that e-catalogs and electronic information systems improved procurement processes, 11% of the respondents strongly disagreeing, 6% disagreeing and 2% being neutral which suggests a strong positive perception of the impact of e-procurement practices integration on supplier performance.

According to the findings, it was also revealed that E-procurement practices were particularly seen as beneficial for supplier selection and delivery scheduling, with 66% of the respondents agreeing, 17% strongly agreeing, 11% of the respondents neither agreeing or disagreeing and 6% (a combination of respondents strongly disagreeing and disagreeing respectively) which signified efficiency in supplier selection and delivery schedules processes.

Regarding the streamlining of approval processes and value-added service creation, 53% of respondents agreed, 27% strongly agreed, 9% of respondents were neutral, 5% disagreeing and 6% strongly disagreeing which signified a strong impact of e-procurement integrations on approval processes for procurement transactions and the procedures for creating and delivering value-added services.

Additionally in terms of reducing errors and discrepancies in purchase orders and invoices, e-procurement practices have enhanced procurement plan system of organization's purchases with 50% of the respondents agreeing, 31% strongly agreeing, 11% were neutral, 5% of the respondents disagreed and 3% strongly disagreeing which positively revealed that e-procurement practices improved procurement planning systems of the organizations' purchases.

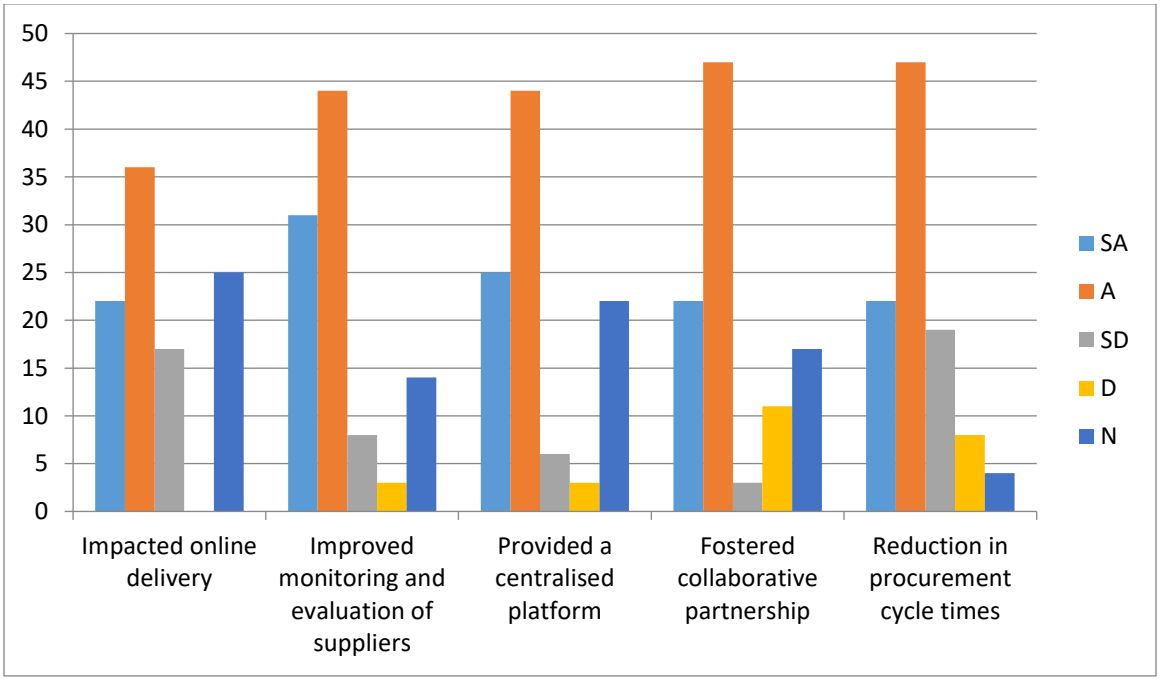
Furthermore, the integration of e-procurement practices was viewed as significantly enhancing transparency, quality information sharing, and traceability of procurement activities, with 41% of the respondents agreeing, 38% strongly agreeing 18% being neutral, 3% disagreeing and none of the respondents strongly agreed towards the impact of the integration of e-procurement practices in organizational activities like quality information sharing, traceability hence fostering transparency.

Therefore, the findings of the data above suggested that the majority of respondents recognized the beneficial impact of e-procurement integration on improving supplier performance improved supplier selection with delivery schedules, reducing errors, discrepancies in purchase orders and invoices, delivering value-added services, also strongly fostered transparency in quality information sharing and traceability of procurement activities and operations. Although some uncertainty and minimal disagreement existed across these areas, electronic information systems improved procurement processes.

4.4 Findings on the relationship between E-procurement adaption and supplier performance.

	Statement	SA		A		SD		D		NS	
		F	%	F	%	F	%	F	%	F	%
(a)	The adoption of e-procurement has positively impacted online delivery, order and information sharing with suppliers.	8	22	13	36	6	17	0	0	9	25
(b)	E-procurement systems have improved the ability to monitor and evaluate supplier performance through enhanced relationship management practices.	11	31	16	44	3	8	1	3	5	14
(c)	E-procurement has provided a centralized platform for interactions with suppliers enhancing transparency, visibility, and coordination a cross the supply chain.	9	25	16	44	2	6	1	3	8	22
(d)	E-procurement adoption has fostered collaborative partnerships between buyer and supplier which led to continuous improvement, joint problem solving, mitigate supply chain risks.	8	22	17	47	1	3	4	11	6	17

(e)	E-procurement adoption has led to a reduction in procurement cycle times, minimize errors, optimize resources utilization, faster order processing, improved order accuracy and reduced times.	8	22	17	47	7	19	3	8	1	4



The statistical data above indicated that e-procurement adoption has been positively perceived across various dimensions, though some uncertainties and disagreement remain. A significant majority of the respondents with (36% strongly agreeing, 22% agreeing) believed that e-procurement positively impacted online delivery, order, and information sharing with suppliers. Also 25% of respondents neither agreeing or disagreeing, 17% strongly disagreeing and neither of the respondents disagreed which revealed a positive impact of e-procurement adoption on various organizational operations.

Similarly, 44% of the respondents strongly agreed, 31% agreed, 14% are neutral, 8% strongly disagreeing and 3% of the respondents disagreed that e-procurement systems improved the ability

to monitor and evaluate supplier performance, highlighting enhanced relationship management practices.

Additionally regarding transparency, visibility, and coordination in the supply chain, 44% strongly agreed, 25% agreed, 22% are neutral, 6% strongly disagreed and 3% of the respondents disagreed that e-procurement provided a centralized platform for supplier interactions hence positively revealing a significant visible and coordination across the supply chain.

Furthermore 22% of the respondents strongly agreed, 47% agreed, 3% strongly disagreed, 11% disagreed and 17% of the respondents neither agreed or disagreed at the role of e-procurement adoption fostering collaborative partnerships between buyers and suppliers leading to continuous improvement, joint problem solving and risk mitigation, which was strongly affirmed by 47% of respondents, with 22% agreeing hence enhancing overall operations within a given organization.

Finally, in terms of operational efficiencies, such as reducing procurement cycle times, optimizing resources utilization and minimizing errors, 22% of the respondents strongly agreed, 47% agreed, 4% not sure, 19% strongly disagreed and however, 8% of the respondents expressed disagreements across e-procurement adoption leading to a reduction in procurement cycle times, minimizing errors, optimizing resources utilization, efficiency in order processing, improving order accuracy and reducing lead times.

Therefore the survey data shows a generally positive perception of e-procurement, with most respondents acknowledging its benefits in enhancing online delivery, supplier performance monitoring, and transparency across the supply chain. Many believe it fosters better collaboration and operational efficiencies. However, there are notable dissenting views, particularly regarding its impact on operational efficiencies, with some respondents expressing skepticism about its effectiveness in reducing procurement cycle times and minimizing errors.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSION, AND RECOMMENDATIONS OF THE FINDINGS OF THE STUDY.

5.0 Introduction.

This chapter intends to talk about the discussion, summary, conclusion and recommendation of the findings.

5.1 Discussion of the findings.

5.1.1 Findings on the role of E-sourcing in Improving Supplier performance at Rose Foam Uganda Limited.

The findings on the role of e-sourcing in improving supplier performance at Rose Form Uganda Limited revealed that e-sourcing was viewed as a tool to enhance supplier performance, particularly through features like supplier portals, electronic requisitions, and online catalogues. These tools were recognized for improving supplier selection, streamlining sales processes, and boosting supply chain efficiency. The results strongly supported this, with 67% of respondents (50% agreed, 17% strongly agreed) acknowledging the positive impact of e-sourcing on supplier selection. This aligned with Premkumar (2009) and Ribeiro and Henriques (2011), who noted that e-sourcing could improve supplier selection by leveraging internet technology to identify and evaluate suppliers.

It was found that e-sourcing significantly boosted sales by simplifying the process for customers to place orders, with 42% of respondents strongly agreeing and another 42% agreeing. This majority response (84% combining SA and A) indicated that e-sourcing was perceived as a valuable tool for enhancing sales and customer satisfaction. This aligned with Mose (2012), who noted the adoption of IT systems in procurement, and Thai (2014), who highlighted efforts to

automate procurement processes. Lysons (2013) also defined e-sourcing as the electronic management of procurement activities, which supports improved sales and customer satisfaction.

The findings revealed that 75% of respondents (42% agreed, 33% strongly agreed) believed that e-sourcing reduced costs and boosted productivity, suggesting that there was effectiveness achieved from e-sourcing depending on its implementation within a given firm. Which are consistent with (Porter and Millar (2015), who suggested that e-sourcing could reduce costs and enhance productivity by eliminating manual tasks and paperwork.

(Songip et al. (2013)) highlighted that e-sourcing could improve the procedures for placing orders, receiving items, and approving requisitions. The findings confirmed this, with 58% of respondents (36% agreed, 22% strongly agreed) reporting improvements in these processes of the organizational operations due to the impact of e-sourcing hence Improving approving requsitions, and placing orders.

The findings revealed that 69% of respondents (36% agreed, 33% strongly agreed) observed improvements in supplier interaction and competitive advantage through e-sourcing. These findings aligned with (Croom and Brandon (2014), who discussed e-sourcing's potential to enhance supplier interaction and provide a competitive edge..

Additionally, 72% of respondents (47% agreed, 25% strongly agreed) recognized enhancements in workflows, flexibility, and transparency in buyer-supplier relationships. Which correlated with (Moon (2015) Wong , and Sloan (2014)), who emphasized the improvements in workflows, flexibility, and transparency that e-sourcing could bring to buyer-supplier relationships within a given organizational operations.

5.1.2 Findings on the Role of E-procurement practices integration on supplier performances at Rose Foam Uganda Limited.

The data showed that 81% of respondents believed that e-catalogs and electronic information systems significantly enhanced procurement processes, reflecting a strong alignment with existing literature. This high level of agreement confirmed that e-procurement practices indeed contributed to improved procurement efficiency, as discussed by Madzimure (2020) and Wijaya (2022).

The findings revealed that 83% of respondents (17% strongly agreed, 66% agreed) indicated that e-procurement practices had enhanced efficiency in supplier selection and delivery scheduling. This strong alignment with the literature supported the notion that e-procurement positively impacted these areas. According to Ayoub and Abdallah (2019), incorporating strategies such as joint learning, social exchange theory, and information-rich theory into e-procurement plans significantly improved supply chain performance. These strategies, which included e-negotiation, e-sourcing, and electronic design, contributed to a unique procurement system that enhanced both operational tasks and overall organizational performance, mirroring the consistency observed in the study's findings.

The study found out that 80% of respondents believed e-procurement integration had streamlined approval processes and improved value-added services. This finding was consistent with Faheem and Siddiqui's (2019) work, which highlighted the importance of value-added services in supply chain performance. Ayoub and Abdallah (2019) also noted that incorporating strategies like joint learning into e-procurement could enhance supply chain efficiency. The high agreement among participants underscored the role of e-procurement in optimizing these processes, supporting its impact on operational success.

The data showed that 81% of respondents felt e-procurement practices had effectively reduced procurement errors and discrepancies. This result aligned with Mutangili's (2019) findings that digitalizing procurement processes minimized mistakes and streamlined operations. The literature suggested that automating steps such as source selection and order approvals reduced manual errors. This connection between your study and existing research reinforced the idea that e-procurement improved accuracy and reliability in procurement tasks.

The survey also indicated that 79% (combination of 38% SA and 41% A) of respondents believed e-procurement had enhanced transparency, information sharing, and traceability in procurement processes. This was supported by Ronchi et al. (2020), who argued that e-procurement platforms improved information flow and transparency in supply chains. Akaba et al. (2019) further discussed how integrating blockchain technology into e-procurement systems could enhance transaction traceability and security. The alignment between your findings and these studies

emphasized the crucial role of e-procurement in creating a more transparent and efficient procurement environment..

5.1.3 Findings on the relationship between E-procurement adaption and supplier performance Rose Foam Uganda Limited.

The study highlighted that 58% (combining those who SA and A) of respondents at Rose Form Uganda, believed that e-procurement has improved online delivery, order and information sharing with suppliers which are elaborated on these processes. This aligned with (Wu, 2007) who suggested that e-procurement adoption had a positive impact on online delivery and information sharing

The Survey results on E-procurement systems improving ability to monitor and evaluate supplier performance also showed that 75% (combining 31% SA and 44% A) of respondents supported this view. This correlated with (Zsidisin et al., 2019) who emphasized that e-procurement systems can improve our ability to monitor and evaluate performance of suppliers through enhancing relationship management practices. And that e-procurement improved supplier performance monitoring through tools like dashboards according to (Trent & Monczka, 2013).

The adoption of e-procurement significantly enhanced transparency, visibility, and coordination across the supply chain. Findings showed that 44% of respondents strongly agreed and 25% agreed that e-procurement offered a centralized platform for supplier interactions, improving visibility and coordination. This supported literature indicating that e-procurement systems streamlined procurement and improved supplier performance management (Monczka et al., 2015). Performance dashboards and vendor scorecards helped evaluate suppliers against benchmarks, reinforcing that e-procurement boosted supply chain coordination (Trent & Monczka, 2013). E-sourcing, e-informing, and e-negotiation functions further improved procurement efficiency and transparency, reducing uncertainties and enhancing supplier performance (Flynn et al., 2010; Zsidisin et al., 2019).

The belief that e-procurement adoption fostered collaborative partnerships between buyers and suppliers, leading to continuous improvement and risk mitigation, was strongly affirmed by 47% of respondents, with 22% strongly agreeing. This supported Croom et al. (2016), who argued that e-procurement enhanced collaboration through seamless information exchange, and correlated

with Wang and Lee (2018), who emphasized its role in improving transparency and coordination across the supply chain.

The statistical findings revealed that while the majority of respondents 69% (Combination of 22% strongly agreeing, 47% agreeing) recognized the benefits of e-procurement in reducing procurement cycle times, minimizing errors, and optimizing resources. This aligned with literature by (Nanni and Razzolini (2019), which highlighted that efficiencies are gained through digitization of procurement operations, and by Cai and Choi (2019), who emphasized improved supplier performance due to faster order processing, improved order accuracy, and reduced lead times . However, the differing opinions suggested that the benefits of e-procurement were not uniformly experienced, likely due to varying implementation challenges across organizations.

5.2 Summary of the findings.

The findings of the study showed a generally favorable view of e-sourcing tools. Most respondents (67%) acknowledged their effectiveness in improving supplier identification and evaluation. E-sourcing was praised for enhancing sales processes and customer satisfaction, with 84% agreeing on its benefits. It also reduced manual tasks and paperwork, leading to increased productivity, as seen by 75% of respondents. Additionally, 69% noted improvements in procurement processes and supplier interactions, though opinions varied based on implementation contexts. Overall, 72% valued e-sourcing for enhancing workflows and transparency.

In terms of e-procurement practices, respondents generally viewed them positively regarding their impact on supplier performance. A notable percentage (39% strongly agreed, 42% agreed) believed e-catalogs and electronic information systems improved procurement efficiency. E-procurement was recognized for enhancing supplier selection and delivery scheduling (66%) and streamlining approval processes, with 80% acknowledging its benefits. Additionally, 81% saw improvements in reducing errors and discrepancies, and praised the integration for enhancing transparency and quality information sharing, despite some uncertainty in specific areas.

The survey data also indicated a generally positive perception of e-procurement, with varying levels of agreement. A majority believed it improved online delivery, order processing, and information sharing with suppliers, with 36% strongly agreeing and 22% agreeing. E-procurement

was also seen as enhancing the monitoring and evaluation of supplier performance (44% strongly agreed, 31% agreed) and boosting transparency and coordination (44% strongly agreed, 25% agreed). Although 47% agreed and 22% strongly agreed on fostering collaborative partnerships, there was skepticism about its impact on operational efficiencies, with some disagreement about reduced cycle times and minimized errors.

5.3 Conclusion of the Findings.

The survey indicated a broadly positive view of e-sourcing and e-procurement tools. E-sourcing was valued for its effectiveness in enhancing supplier identification, improving sales processes, and increasing productivity by minimizing manual tasks. While opinions on its impact varied depending on implementation, there was a general consensus on its benefits for workflow and transparency. Similarly, e-procurement was recognized for boosting procurement efficiency, improving supplier selection and delivery scheduling, and reducing errors, though some uncertainty persisted in specific areas. Overall, both e-sourcing and e-procurement were appreciated for their contributions to efficiency and transparency in procurement processes, despite some mixed feedback on their effects on operational efficiencies.

5.4 Recommendations of the findings.

- Enhance Customization and Training for E-Sourcing Tools**:** Develop tailored e-sourcing solutions and provide thorough training to users to address specific departmental needs. This approach will improve tool effectiveness and user satisfaction by overcoming the limitations of a standardized system.
- Improve Error Detection and Address Discrepancies in E-Procurement Systems**:** Invest in advanced error detection and update procurement processes to reduce discrepancies in orders and invoices. This will enhance system reliability and accuracy, addressing current limitations and boosting user confidence.
- Strengthen Supplier Relationship Management and Transparency Initiatives**:** Implement strategies such as regular feedback, improved communication, and transparency reports to build stronger supplier relationships and enhance transparency. These initiatives will improve collaboration and maximize the benefits of e-sourcing and e-procurement.

- Monitor and Evaluate the Impact of E-Procurement on Operational Efficiencies: Establish continuous monitoring and evaluation to assess e-procurement's effect on cycle times and resource use. This will enable data-driven adjustments, ensuring the system meets its intended objectives and improves operational efficiency.

References.

Akaba, S., Adedeji, A., & Kofi, A. (2019). Blockchain technology in e-procurement: Enhancing transaction traceability and security. *Journal of Supply Chain Management*, 55(3), 72-88.

Ayoub, K., & Abdallah, T. (2019). The impact of e-procurement on supply chain performance: The role of joint learning and information-rich theories. *International Journal of Operations & Production Management*, 39(2), 210-233.

Baily, P., Farmer, D., Crocker, B., Jessop, D., & Jones, D. (2008). *Purchasing and supply chain management* (9th ed.). Pearson Education.

Bowersox, D. J., Closs, D. J., & Stank, T. P. (1999). *24/7: Logistics and supply chain management*. McGraw-Hill.

Cai, J., & Choi, T. M. (2019). The impact of e-procurement on supplier performance and supply chain agility. *European Journal of Operational Research*, 274(2), 470-481.

Cameron, K. (2007). The effectiveness of e-procurement: A review of recent literature. *International Journal of Procurement Management*, 1(3), 295-315.

Carter, C. R., & Rogers, D. S. (2018). A framework for sustainable supply chain management: Moving toward a sustainable future. *Journal of Supply Chain Management*, 54(4), 55-79.

Chang, K. C., & Wong, C. Y. (2012). E-evaluation in e-procurement: A comprehensive review. *Journal of Purchasing and Supply Management*, 18(4), 228-236.

Chang, P., Xu, Z., & Zhao, L. (2013). E-design: Enhancing supplier collaboration through electronic platforms. *Journal of Business Research*, 66(7), 1013-1022.

Chen, I. J., Yang, C. L., & Li, L. (2007). The impact of supplier integration on performance: A case study of SMEs. *Journal of Operations Management*, 25(5), 985-999.

APPENDICES

APPENDIX 1 :**QUESTIONNAIRE**

Dear Respondent, my name is Maiso Solomon Reg No. J22B12/122 a student at Uganda Christian University perusing a Bachelor's Degree in Procurement and Logistics Management, Third year, second semester.

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

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

INSTRUCTIONS.

Please answer all questions as accurately as possible.

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

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

SECTION A.

(BIO DATA)

Section 1: Gender of the Respondent.

a. Male ☐ b. Female ☐

Section 2: Age bracket of the respondents.

a. 18-27 Years ☐

b. 28-37 Years ☐

c. 38-47 Years ☐

d. 48 & above ☐

Section 3: Level of Education

a. Diploma ☐ b. Degree ☐ c. Masters ☐

Any other please specify.

Section 4: Length of service in the organization.

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

section 5: Department in which you belong.

a. Procurement ☐

b. Marketing ☐

c. Finance ☐

d. Logistics ☐

Any other please specify

SECTION B

INSTRUCTIONS.

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

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

S/N	ROLE OF E-SOURCING IN IMPROVING SUPPLIER PERFORMANCES.	SA	A	SD	D	NA/D
1	E-sourcing tools have significantly improved the identification and evaluation of next suppliers for a specific spend category using internet technology.					
2	The use of e-sourcing has boosted sales as it eases customers process to place orders for company services.					
3	E-sourcing has eradicated repetitive manual processes and remove the need for paperwork which reduced costs, increase productivity and customer services.					
4	E-sourcing has improved the processes of creating and approving purchasing requisitions, placing orders and receiving goods and services.					
5	The adoption of e-sourcing has improved interaction with suppliers building a monitoring tool and attain a competitive advantage.					
6	E-sourcing has streamlined workflow, enhanced flexibility and transparency in buyer-supplier					

	relationships which improves informed negotiation and results into richer opportunities					

In case there are any other ROLE OF E-SOURCING IN IMPROVING SUPPLIER PERFORMANCES applicable to the Organization other than the ones mentioned above, pleases specify

SECTION C:

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

S/N	ROLE OF E-PROCUREMENT PRACTICES INTERGRATION ON SUPPLIER PERFORMANCE.	SA	A	SD	D	NA/D
1	The integration of e-procurement practices has enhanced the efficiency of procurement operations. Like use of e-catalog to supply electronic information systems with listings, kinds of technical specs, and pricing for particular items and services from numerous suppliers.					
2	E-procurement practices like e-sourcing has improved supplier selection with delivery schedules.					
3	E-procurement practices have enhanced procurement plan system of the organization's purchases, reducing errors and discrepancies in purchase orders and invoices.					
4	E-procurement integration has streamlined the approval process for procurement transactions and the procedures for creating and delivering value-added services.					
5	The integration of e-procurement practices have enhanced transparency, quality information sharing and traceability of procurement activities.					

In case there are any ROLE OF E-PROCUREMENT PRACTICES INTERGRATION ON SUPPLIER PERFORMANCE in the Organization other than the ones mentioned above, pleases specify.

c) RELATIONSHIP BETWEEN E-PROCUREMENT ADAPTION AND SUPPLIER PERFORMANCE

S/N	RELATIONSHIP BETWEEN E-PROCUREMENT ADAPTION AND SUPPLIER PERFORMANCE.	SA	A	SD	D	NA/D
1	The adoption of e-procurement has positively impacted online delivery, order and information sharing with suppliers.					
2	E-procurement systems have improved our ability to monitor and evaluate supplier performance through enhanced relationship management practices.					
3	E-procurement has provided a centralized platform for interactions with suppliers enhancing transparency, visibility, and coordination across the supply chain.					
4	E-procurement adoption has fostered collaborative partnerships between buyers and suppliers which led continuous improvement, joint problem solving, mitigate supply chain risks, and enhance overall.					
5	E-procurement adoption has led to a reduction in procurement cycle times, minimize errors, optimize resource utilization, faster order processing, improved order accuracy, and reduced lead times.					

In case there are any relationships between electronic procurement adaption and supplier performance experienced in the Organization other than the ones mentioned above, pleases specify.

Thank you for your cooperation and responses.

APPENDIX 2: INTRODUCTORY LETTER

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

SCHOOL OF BUSINESS

19th Aug, 2024

ROYIKEMS FOAM CO. LTD
P.O.BOX 35105, KAMPALA BLOCK 172
30 AUG 2024
PROCUREMENT MANAGER

TO WHOM IT MAY CONCERN

Name: **MAISO SOLOMON** Reg. No J22B12/122

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

Assessing the impact of Electronic Procurement implementation on Supplier Performances in Manufacturing Companies, A case Study of Rose Form Limited in Mukono District.

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

The Uganda Christian University School of Business thanks you in advance

.....

Mukisa Simon Peter
Research coordinator