

**THE EFFECTS OF ONLINE BIDDING ON ORGANIZATIONAL PERFORMANCE
IN GOVERNMENT ENTITIES: A CASE OF MUKONO DISTRICT LOCAL
GOVERNMENT**

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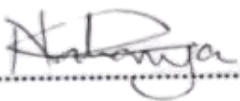


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DECLARATION

I Nahamya Benjamin hereby declare that this dissertation has been produced out of my own effort with the guidance of my supervisor and has never been submitted to any other institution for any award.

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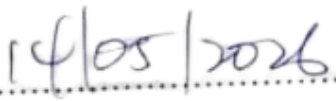
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APPROVAL

This dissertation has been supervised and approved by me and is therefore ready for submission to Uganda Christian University.

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Date.....

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DEDICATION

I dedicate this research to my parents who advised, supported and mentored me throughout my education up to university level. Above all, I thank God for guidance and provision towards completion of this dissertation.

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ABSTRACT

The study sought to examine the effects of online bidding on organizational performance in government entities: a case of Mukono District Local Government (MDLG). The study was guided by three objectives: examining the relationship between electronic advertising and organizational performance in MDLG, establishing the relationship between electronic bid submission and organizational performance in MDLG, and determining the relationship between electronic bid evaluation and organizational performance in MDLG.

The study was carried out using descriptive correlational research design where both quantitative and qualitative research approaches were utilized. Questionnaires were used to collect data from a sample of 52 lower-level employees of MDLG, whereas interviews were conducted with the key informants who are top management of MDLG.

The results indicated that electronic advertising ($r = 0.636^{**}$, $p < 0.05$), electronic bid submission ($r = 0.674^{**}$, $p < 0.05$) and electronic bid evaluation ($r = 0.605^{**}$, $p < 0.05$) had strong relationship with organizational performance while using online bidding in Mukono District Local Government. The results show that these practices boost transparency, efficiency, fairness, supplier involvement, and accountability in procurement activities, which ultimately results in improved procurement outcomes and overall performance in MDLG.

Finally, the study suggested that electronic procurement systems should be strengthened and fully institutionalized in MDLG through the improvement of electronic advertising, bid submission and bid evaluation processes as well as improving the accessibility of the electronic procurement systems, ICT infrastructure and capacity building of staff and suppliers. The improvements are hoped to enhance transparency, improve efficiency, be fair, ensure active participation of suppliers and improve accountability in procurement activities leading to improved organizational performance in Mukono District Local Government.

CHAPTER ONE

1.0 Introduction

The chapter presents the background of the study, the problem statement, purpose of the study, objectives, research questions, scope and significance of the study, conceptual framework and the limitations of the study so as to understand the impact of online bidding on the performance of an organization in government entities in case of Mukono District Local Government.

1.1 Background of the Study

Public procurement is an important aspect of government service delivery, representing approximately 15-20% of GDP and 30-40% of public expenditure in many developing nations (Masudio, 2021). It has a significant impact on the efficiency, transparency and value for money in public institutions (Masudio, 2021). The traditional method of government procurement was based on a manual bidding process that tended to be long, lack competition and be prone to inefficiency and corruption, ultimately impacting on organisational performance (Chan & Owusu, 2022). To overcome these issues, various e-procurement reforms have been introduced to strengthen accountability, cost management, and efficiency in government operations, with online bidding systems being a key component of these initiatives. (Hochstetter et al., 2021) Online bidding is a practice that seeks to achieve this by leveraging digital platforms for tendering, gathering bids, assessing suppliers, and awarding contracts transparently, with research demonstrating that it can drastically cut down on the time and expenses involved in procurement, and boost the involvement of suppliers (Hanák et al., 2021; Waithaka & Kimani, 2021).

Public sector performance metrics, such as transparency and governance quality and sustainable service delivery, are also strongly correlated with adopting online bidding systems (Jiménez et al., 2022). Online bidding systems eliminate collusion and manipulation opportunities and enhance institutional credibility and stakeholder trust by minimizing human interaction and automating bidding processes. Online bidding

systems increase stakeholders' trust in institutions and enhance institutional credibility by reducing opportunities for collusion and manipulation and by automating bidding processes. Moreover, evidence points toward better budgetary absorption, procurement compliance, and service delivery outcomes among companies successfully using internet bidding (Murithi et al., 2024). Furthermore, including internet bidding into procurement systems improves internal controls and improves monitoring and evaluation of procurement events (Masudin et al., 2021). As a result, especially in government agencies where procurement efficiency directly influences public welfare, internet bidding has grown to be a key factor in organizational performance (Omoregbe et al., 2022).

Globally, online bidding systems have been widely adopted across developed and emerging economies, particularly in the United States, Europe, and Asia, as part of digital government transformation initiatives (Gabiana et al., 2023). Centralized e-procurement systems like System for Award Management (SAM) used by federal and state governments in the United States have improved competition and shortened procurement lead times (Jiménez et al., 2022). Under European Union procurement regulations, European nations including the United Kingdom, Germany, and France have institutionalized required electronic tendering, therefore increasing openness and cost savings throughout government departments (Hanák et al., 2021). Countries including Indonesia, India, and the Philippines have created national e-tendering systems in Asia that have much enhanced organizational performance in public agencies and procurement efficiency (Masudin et al., 2021). Studies from Indonesia reveal that government agencies' performance accountability, supplier diversity, and compliance are all enhanced by online bidding (Kusumadewi et al., 2022).

In Africa and sub-Saharan Africa, online bidding adoption has picked up steam as governments try to fix long-standing problems in public procurement systems, like corruption and inefficiency (Tinali, 2022). Countries such as Kenya, Nigeria and Tanzania have implemented e-procurement and online bidding systems at national and sub-national level to improve the performance of procurement and service delivery (Obiero & Ngugi, 2024). Nyagosia & Nyile (2025) noted that the adoption of

electronic bidding tools (Nyagosia) in County Administrations in Kenya has led to improved organizational performance, cost control and transparency. The funding of Web-based e-tendering systems in Nigeria has led to greater effectiveness of procurement processes and reduced bid tampering in public contracting agencies (Abdullahi et al. 2022). Likewise, research in Tanzania shows that the impact of online bidding on public institutions' procurement performance is positively moderated by regulatory pressure and technology use (Tinali, 2022).

Public procurement in Uganda is under the Public Procurement and Disposal of Public Assets (PPDA) framework, which focuses on transparency, competition and accountability (Gumisiriza, 2023). Public procurement is critical in public spending as well as in the activities of government, making up approximately 18-22% of GDP and a significant portion of public expenditure (Gumisiriza, 2023). The Ugandan government has been making a series of changes in public institutions to improve the performance of its institutions and to achieve waste reduction, among which the introduction of internet bidding (Zakari et al., 2013). According to empirical data, using electronic procurement methods in Uganda increases operational efficiency, lowers procurement costs, and enhances service delivery results in public as well as private businesses (Ojiambo, 2025). However, studies also point out continuing problems with change management, system adoption, and institutional capacity that have an impact on how well online bidding works in government agencies (Abaine et al., 2024). Adoption of online bidding is aimed at raising procurement efficiency and organizational performance in Mukono District Local Government, however little empirical data exists on its actual effects, hence the necessity of this study (Abdi & Barasa, 2023).

1.2 Problem statement

Ideally, government entities are expected to achieve high organizational performance through effective procurement systems (Masudio, 2021). However, despite procurement reforms, organizational performance in many Ugandan government entities has continued to decline, particularly in efficiency, cost control, transparency, and service delivery outcomes (Gumisiriza, 2023). PPDA and Office of the Auditor

General reports indicate that over 60% of local governments experience procurement delays, cost overruns, and non-compliance with procurement timelines, which adversely affects operational efficiency and service delivery (Zakari et al., 2013). In Mukono District Local Government, procurement delays have resulted in late project completion, reduced budget absorption, and increased supplementary expenditures, undermining cost-effectiveness and service delivery (Abaine et al., 2024). If not addressed, they risk entrenching inefficiency and corruption despite ongoing reforms by stakeholders such as PPDA, the Ministry of Finance, and local government procurement units (Chan & Owusu, 2022).

Although several empirical studies by scholars like Obiero & Ngugi (2024) and Murithi et al. (2024) have examined electronic procurement and organizational performance, most focus on general e-procurement practices rather than isolating online bidding and its specific dimensions. Studies also emphasize electronic sourcing and procurement systems but provide limited contextual evidence on the effects of online bidding on organizational performance in Ugandan local governments (Nyagosia & Nyile, 2025). In Uganda, most studies concentrate on private sector organizations or national-level institutions, leaving district local governments such as Mukono under-researched (Ojiambo, 2025). However, prior research has not adequately examined how electronic bidding affects organizational performance at the district level. This gap justified a focused investigation into the effects of online bidding on organizational performance in Mukono District Local Government.

1.3 Purpose of the study

The purpose of the study was to examine the effects of online bidding on organizational performance in government entities: a case of Mukono District Local Government (MDLG).

1.4 Objectives of the study

- i. To examine the relationship between electronic advertising and organizational performance in MDLG.

- ii. To establish the relationship between electronic bid submission and organizational performance in MDLG.
- iii. To determine the relationship between electronic bid evaluation and organizational performance in MDLG.

1.5 Research questions

- i. What is the relationship between electronic advertising and organizational performance in MDLG?
- ii. What is the relationship between electronic bid submission and organizational performance in MDLG?
- iii. What is the relationship between electronic bid evaluation and organizational performance in MDLG?

1.6 Scope of the study

1.6.1 Content scope

This study specifically focused on examining the effects of online bidding on organizational performance in government entities with specific focus on Mukono District Local Government as the case.

1.6.2 Geographical scope

The study was carried out in geographically in Mukono District Local Government (MDLG) in Kauga, Mukono Municipality, Mukono district in the Central part of Uganda. MDLG was selected as the case for this study as it has actively undertaken reforms in online bidding and is still facing issues in its organizational performance for procurement efficiency, cost control, transparency and service delivery.

1.6.3 Time scope

The study was conducted from 2021-2025 to investigate the trends in organizational performance at Mukono District Local Government. The time period chosen was based on the period when there was an increased roll-out of online bidding reforms,

which would allow an examination of the impact of online bidding practices on operational efficiency, cost-effectiveness, transparency, and service delivery results.

1.7 Significance of the study

This study was able to give the evidence-based knowledge to the managers in Mukono District Local Government on an optimization of the online bidding practices to enhance the performance of the district. The study demonstrated the potential to enhance cost-effectiveness, efficiency, transparency, and service delivery while improving operational effectiveness of electronic advertising, bid submission, and bid evaluation processes in the resource constrained local government environment and aided in making wise decisions for procurement.

The study pointed out some gaps in how online bidding is practiced in government departments and agencies for policy makers and regulators in Uganda such as the Public Procurement and Disposal of Public Assets Authority (PPDA) and the Ministry of Finance, Planning and Economic Development. On the basis of the findings, local governments can apply evidence-based policy concepts to increase compliance, strengthen regulatory frameworks, and increase the efficient engagement with digital procurement platforms.

The study added to the existing literature on online bidding and organizational performance by addressing this issue from an empirical setting in the local government context in Uganda. Offering a methodical approach and quantifiable insights future scholars may utilize to investigate the consequences of internet bidding on performance in comparable public sector organizations, it helped to close contextual gaps.

1.8 Conceptual framework

Independent variable

Online Bidding

Electronic advertising

- Online tender notices
- Real-time access

Electronic bid submission

- Digital bid upload
- Deadline compliance

Electronic bid evaluation

- Automated evaluation
- Reduced human bias

Dependent variable

Organizational Performance

- Operational efficiency
- Cost-effectiveness
- Transparency
- Service delivery

Source: Adopted from, Muema (2021); Barney (1991); Cahyadi et al. (2023) and modified by the researcher (2026)

The conceptual framework revealed that the features of electronic advertising, electronic bid submission, electronic bid evaluation of internet bidding directly impact the performance of government agencies. There is a higher degree of efficiency and discipline in the process of completing the electronic bid through the digital bid upload, as well as adherence to the deadlines, while electronic advertising with the help of online tender notices and real time access to the bids provides better information and competition. Moreover, electronic bid analysis using automated systems and minimum human bias further contributes to the impartiality and objectivity in procurement decisions.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

To develop the research gaps in the research variables, the chapter summarizes the academic writings by various authors on the effects of online bidding on organizational performance in government entities. A concept definition was the beginning in an objective analysis of the literature, which was then followed by an examination of the objectives. The researcher used materials such as encyclopedias, magazines, journals, and books on the topic.

2.1 Conceptual review

2.1.1 Online bidding

Online bidding, sometimes called electronic tendering, is usually defined as the use of digital platforms to promote tenders, collect bids, assess submissions, and award contracts electronically, hence lowering manual processes and improving procurement systems' efficiency (Abdullahi et al., 2022). Some researchers see internet bidding as a part of bigger e-procurement systems that mix sourcing, ordering, and payment in a digital setting (Obiero & Ngugi, 2024). Others see online bidding, especially as a way to make things fairer, clearer, and get more suppliers involved in the procurement process by using web-based platforms (Masudio, 2021). These different points of view reveal that some academics view online bidding as a branch of e-procurement while others stress its special function in enabling competitive tendering and contract award process.

There are also conflicting opinions about the significance of online bidding in government and its effectiveness of the companies. Some people say that it can help to prevent corruption, others that it improves things. For instance, Jiménez et al. (2022) argue that internet bidding reduces the likelihood of corruption by eliminating the human element in the decision-making process and improving traceability in the

bidding process, as stated by Hochstetter et al. (2021) underline its part in raising transparency in e-government operations. Conversely, Waithaka and Kimani (2021) emphasize the operational advantages of online bidding, including lower procurement cycle times and better supply chain performance, therefore implying that its main value is in cost-cutting and efficiency rather than in governance outcomes alone. Omoregbe et al. (2022) also contend that by means of better supplier selection and lower transaction costs, electronic procurement techniques including online bidding give companies long-term competitive advantages.

Researchers have used several aspects to represent the multidimensional character of internet bidding inside procurement systems in evaluating it. Commonly used dimensions electronic bid submission, electronic bid evaluation, and electronic advertising of tenders reflect the main phases of the bidding process (Murithi et al., 2024). Other studies measure the uptake efficacy by measuring access to the internet, automation and compliance to rules of digital procurement by users (Tinali, 2022). Moreover, some experts assess the efficiency and validity of internet bidding systems by including factors including system security, regulatory compliance, and stakeholder involvement (Gabiana et al., 2023). These different means of evaluation show that public procurement systems' technological, procedural, and governance-related aspects define internet bidding as a multidimensional concept.

2.1.2 Organizational performance

Organizational performance is the degree to which a company successfully and efficiently reaches its goals utilizing the tools at hand. Goal attainment, resource efficiency, and achievement of strategic outcomes in public and private businesses define organizational performance for some academics (Nyagosia & Nyile, 2025). Others see organizational performance as the general result of operational procedures and managerial decisions influencing an organization's capacity to provide value to stakeholders (Masudin et al., 2021). In the public sector, organizational performance is typically connected to public value creation, responsibility, and service delivery effectiveness rather than profit maximization, therefore mirroring the distinct goals

of government organizations (Gumisiriza, 2023). These angles show that organizational performance is a multifarious idea that changes based on the setting of the company and the demands of the stakeholders.

There is also a debate on whether to measure the performance of an organization by governance, financial or operational metrics. For instance, Chan & Owusu, 2022 state that organizational performance should encompass measures such as efficiency, compliance, and innovation outcomes resulting from alterations in the methods of buying and managing. However, Idadokima et al. (2024) argue that the key factors in determining the performance of an organization, particularly driven by procurement, are the quality of buying, contract management, and supplier performance. Similarly, Abdi and Barasa (2023) indicated that preferential procurement policies in public institutions have a negative impact on the performance of these institutions due to the possibility of enhancing equity, efficiency, and responsibility. In these discussions, the concept of organisational performance is used multiple times, suggesting that not only financial outcomes are relevant, but also operational, governance and social aspects.

Researchers have employed several aspects in gauging organizational performance depending on the emphasis of study and organizational setting. Common metrics include compliance with regulatory standards, satisfaction of stakeholders, quality of service delivery, transparency, cost-efficiency and operational effectiveness (Obiero, 2024). Other studies consider sustainability, innovation, and competitiveness measures to be more general organizational outcomes instead of just operational outcomes (Ojiambo, 2025). Additionally, the performance of the public sector organizations is assessed using governance related indicators such as responsibility, audit compliance and ethical standards (Abaine et al., 2024). These few types of evaluation suggest that organizational performance is a complex concept that encompasses effectiveness, effectiveness and efficiency, governance, and the results of services provided.

The electronic advertising and its effect on the organization's performance is the second topic covered.

2.2 Relationship between electronic advertising and organizational performance

Obiero and Ngugi (2024) in their study looked at how e-procurement policies affected how well the Kiambu County Government performed in general. They discovered that using electronic advertising of tenders greatly increased supplier participation, procurement openness, and operational efficiency. The research found that internet tender notifications spurred supplier competition, which boosted general organizational performance by means of cost reductions and better procurement results. Likewise, Nyagosia and Nyile (2025) looked at how electronic procurement was used in county governments in the Lake Region Economic Bloc and discovered that electronic advertising had a good impact on how well procurement was done and how well services were delivered. However, neither research which were carried out in Kenyan county governments focused particularly on the underlying mechanisms whereby electronic advertising influences performance indicators including openness and cost-effectiveness in district local governments.

Masudio (2021) found, after looking at how government agencies used competitive tendering, that electronic tender advertising helps to improve responsibility and transparency by guaranteeing fair access to procurement information. The research also showed that companies that often post electronic tender opportunities see better procurement compliance and less procurement cycle times. Chan and Owusu (2022) also looked at how well electronic procurement is used and found that electronic advertising helps get procurement information out quickly and makes companies more responsive to market opportunities. But these investigations mostly concentrated on procurement performance metrics and did not specifically tie digital marketing to more general organizational outcomes including cost-effectiveness and service delivery.

Omeregbe et al. (2022) looked at how oil and gas companies used electronic procurement and discovered that by bringing in more suppliers and making contracts

better, electronic advertising helps keep them competitive. This research also indicated that firms with e-advertising strategies have lower transaction costs and higher operational efficiency. Masudin et al. (2021) also looked at how Indonesian manufacturing companies use e-procurement. They discovered that electronic advertising would aid them with procurement planning, selection of suppliers and make the company better as a whole. The applicability of these research to public sector companies like district local government can only be limited as regulatory and governance structures are different in most of these companies.

According to Tinali (2022) the use of technology in public procurement in Tanzania had the potential to improve public procurement processes by making information available and accelerating them.

The study also found that institutional structures are very important for figuring out how things will turn out, because regulatory pressure changes how electronic advertising and organizational performance are related. Similarly, Kusumadewi et al. (2022) looked at Indonesia's government procurement processes and discovered that digital tender marketing boosted public accountability and procedural compliance. Still, neither of the studies looked at whether local government agencies' multidimensional organizational performance measures such as transparency, service delivery, and cost-effectiveness were impacted by electronic advertising.

Abaine et al. (2024) investigated e-procurement changes in Uganda and discovered that electronic advertising raised procurement openness and lowered information asymmetry across procurement organizations and vendors. The research also said that how well an organisation is prepared and how it handles change have a big impact on how well electronic advertising works in public companies. Similarly, Abdi and Barasa (2023) looked at how electronic procurement works in Kwale County Government. They found that advertising on the internet made it easier to buy things from local businesses and made the government more responsible. These studies did, nevertheless, support more empirical inquiry as they neither separated electronic advertising as an independent concept nor looked at its particular impact on

organizational performance aspects including cost-effectiveness, transparency, operational efficiency, and service delivery in Ugandan district local governments, therefore justifying further empirical study.

2.3 Relationship between electronic bid submission and organizational performance

Abdullahi et al. (2022) looked at how a web-based e-tendering system for Nigerian public procurement agencies changed over time. They found that electronic bid submission greatly cut the time it took to get something done and made things run more smoothly. Improved organizational performance results from the research showing that digital bid upload systems lower human mistakes, cut paper, and strengthen procurement tracking, therefore minimizing mistakes and maximizing efficiency. Waithaka and Kimani (2021) also looked into how e-procurement is used and found that it made the supply chain work better because it made it easier for people to get information and made it less likely that things would be delayed. Both studies, however, focused on achieving technical and operational outcomes and did not consider the impact of e-bid submission on other governance outcomes, such as transparency and responsibility.

Jiménez et al. (2022) examined the potential of e-procurement to reduce corruption in government procurement and found that electronic tendering of bids reduces opportunities for bid manipulation and human intervention, leading to increased institutional transparency and governance results. The research further highlights the value of digital submission systems to enhance the auditability and traceability of the procurement information and, consequently, the performance and trustworthiness of the institutions. Hochstetter et al (2021) examined e-government procedures clarity as well. They discovered that receiving bids electronically increases the trust in government institutions and adherence to the regulations. However, most of these

investigations were concerned with the success of the management rather than providing much actual performance and cost figures.

Idadokima et al. (2024) examined the effectiveness of the choice of e-bids and the handling of the procurement process by oil servicing companies, and found that “Improved procurement efficiency and accuracy in contract awards due to electronic bid submission was one of the factors that contributed to the overall improvement in organizational performance.” The study has reported that in the digital submission platforms reduce administrative workload and enhance supplier evaluation processes, contributing to improved decision-making outcomes. Hanák et al. (2021) investigated public procurement bidding tactics and discovered that electronic submission systems help to simplify. Improve bid quality and competitive bidding, therefore impacting project performance results favorably. But the fact that these studies were done in the building and private sectors makes them less useful for public sector groups like municipal governments.

Gabiana et al. (2023) analyzed the Cebu provincial government's bidding procedure, discovered that electronic bid submission enhanced procurement efficiency and cut procurement processing time, hence improving service delivery outcomes. The study also found that systems for submitting things online help more suppliers participate and create more competition, which helps lower costs and improve the performance of the company overall. Likewise, Ananthajothi et al. (2024) created an Ethereum-powered e-tendering platform and discovered that blockchain-enabled bid submission improves procurement process security, integrity, and transparency. These studies, nevertheless, were carried out in Asian settings and neglected to investigate how electronic bid submission affects multidimensional organisational performance indicators in African regional governments.

Ojiambo (2025) looked at how well e-procurement and organizational performance in Uganda Breweries Limited worked together and discovered that electronic bid submission made procurement more efficient and cut down on the time it took to get things done, which boosted the productivity and competitiveness of the company. The

research also found that better financial performance results from better supplier communication and lower transaction costs made possible by digital submission systems. Gumisiriza (2023) also examined Ugandan government procurement methods and noted that using electronic bid submissions is quite important to boost openness, responsibility, and public sector efficiency. However, current research in Uganda mostly focus on either national-level procurement systems or private sector firms, with little empirical data on how electronic bid submission influences organizational performance in district local governments like Mukono District Local Government.

2.4 Relationship between electronic bid evaluation and organizational performance

Obiero (2024) looked at how county governments used electronic procurement and found that evaluating bids electronically really increases transparency, fairness, and efficiency in procurement procedures, which then improves how well the organization performs in terms of cost savings and quick service delivery. The study also showed that using automated evaluation standards helps get rid of human prejudice and disagreements about procurement, which makes the company more trustworthy and gains confidence from the stakeholders. Murithi et al. (2024) likewise showed that by means of improved purchase choices made possible by electronic evaluation systems, objective supplier assessment is enhanced therefore raising organizational productivity and supplier quality is improved. The authors found that well designed digital evaluation systems help to increase responsibility and adherence to procurement rules, therefore improving operational efficiency and general organizational governance. Both investigations, however, show a contextual research gap since they provide little focus on the technical ability and knowledge deficiencies that could impede efficient implementation of electronic bid evaluation in emerging countries.

Omeregbe et al. (2022) looked at how electronic procurement is used in the oil and gas industry and found that evaluating bids electronically helps keep the industry competitive by making sure suppliers are judged fairly and that fraud in procurement

is kept to a minimum. The research further showed that improved organizational reputation and stakeholder trust result from increased procurement openness brought forth by electronic evaluation systems. Another study by Masudin et al. (2021) looked at how well Indonesian manufacturing companies use e-procurement. They found that automated bid evaluation helps make procurement more accurate and improves supplier performance. This, in turn, makes the company more efficient and profitable. The authors also said that using electronic assessment systems helps make better decisions about what to buy, which leads to better strategic sourcing and cost control results. However, both studies do not sufficiently take into account the cultural and institutional barriers that might hinder the effective use of electronic tools for reviewing bids.

Abaine et al. (2024) looked at how well change management was done in Uganda's e-procurement changes and found that electronically evaluating bids makes procurement more efficient since it cuts down on manual work and increases compliance with rules about procurement. Moreover, the study showed that digital assessment systems enhance auditability of organisations and improve their governance and performance. Murithi et al. (2024) examined the approaches individuals take when operating computers and found that electronic method of checking things has beneficial impacts on suppliers' effectiveness and, subsequently, on the efficiency of purchasing. The authors also discovered that structured electronic evaluation criteria assist strategically in supplier selection, which aids in enhancing organizational sustainability and performance. Both, however, do not take much account of the constraint of technological infrastructure that may affect the use of electronic bid assessment in poor countries.

Tinali (2022) looked at how technology is used in public procurement and discovered that electronic bid evaluation greatly boosts procurement performance by means of increased efficiency, accuracy, and conformity with procurement guidelines. Additionally discovered by the study is that regulatory pressure moderates the efficacy of electronic evaluation systems therefore affecting organizational performance results. In another 2022 Kusumadewi et al. study, e-procurement

systems in government procurement were examined and found that electronic evaluation raises openness and fairness in bid evaluation, which improves organizational responsibility and service delivery performance. Additionally, the authors observed that by lowering chances for corruption and nepotism, digital assessment systems raise organizational integrity and stakeholder trust, therefore enhancing organizational legitimacy. Still, there is a need for more research as neither study gives much factual evidence on the financial performance effects of electronic bid evaluation.

2.5 Summary and literature gaps

The empirical review shows that there are a lot of things we don't know about how to evaluate electronic bids and how well companies perform. Although studies now indicate that electronic bid evaluation improves transparency, fairness, efficiency, supplier quality, operational compliance, and stakeholder trust, few studies look at how technical skills, organizational capability, and user knowledge influence the successful deployment of these systems in impoverished or resource-limited environments. Most research also concentrate on procurement-specific results, governance, or operational ones and offer little proof on more general organizational performance measures including strategic value creation, cost-effectiveness, financial efficiency, and service delivery quality. There are also contextual restrictions because most of the research focuses on certain industries or countries, and there aren't many studies on local governments in Africa. Furthermore, cultural, institutional, and infrastructural obstacles that might impede effective acceptance and integration of electronic bid evaluation systems remain underutilized, therefore exposing a definite need for future empirical investigation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This study adopted a descriptive correlational research design. The descriptive research design was used to provide an accurate account of the current state of online bidding practices within Mukono District Local Government, including aspects such as electronic bid submission, electronic bid evaluation, system accessibility, user training, and information availability. Using the descriptive correlational research design, the study looked at how organizational performance is related to online bidding.

3.1 Research Design

A research design is a plan showing how a study combined different parts of the research in a methodical way to properly answer the question being asked (Saunders et al., 2012). This study adopted a descriptive correlational research design. The descriptive research design was used to provide an accurate account of the current state of online bidding practices within Mukono District Local Government, including aspects such as electronic bid submission, electronic bid evaluation, system accessibility, user training, and information availability. Using the descriptive correlational research design, the study looked at how organizational performance is related to online bidding. This helped the researchers find out if changes in how people bid online affect how well an organization performs in areas like governance, cost-effectiveness, service delivery, and operational efficiency.

3.2 Area of the study

This study was conducted in Mukono District Local Government (MDLG) located in Kauga, Mukono Municipality, Mukono district, Central Uganda. MDLG was chosen as the case for this study because it has actively implemented online bidding reforms yet

continues to experience challenges in organizational performance related to procurement efficiency, cost control, transparency, and service delivery.

3.3 Study Target Population

The population, according to Trochim (2006), is the group from which the study wishes to draw a sample in order to draw generalizations. The target population for this study included employees from the procurement department, IT department, finance department, stores department and administration department all totaling to a population of 60 employees.

3.4 Sampling procedure and sample size

The sample size was computed basing on the Slovin's (1970) method of calculation of sample size. The formula and computation were presented below;

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

Where n= sample size, N= population and e = margin of error/0.05

$$n = \frac{60}{1 + 60(0.05)^2}$$

$$n = \frac{60}{1 + 60(0.0025)}$$

$$n = \frac{60}{1 + 0.15}$$

$$n = \frac{60}{1.15}$$

$$\underline{n=52}$$

Therefore, from the table above, the sample size was 52 respondents got from a total population of 60 employees of MDLG from the; the administration department, Procurement department, Stores department, Finance department and IT department.

Furthermore, the top management of MDLG specifically; the Chief Administrative Officer (CAO), District Procurement Officer, District Finance Officer, IT Manager and Stores Manager totaling to 5 was included in the study as the key informants for qualitative data.

Table 1: Target Population, Size and Selection

Category of Respondents	Population Size	Sample size	Sampling Techniques
Lower level employees	60	52	Simple random sampling
Top management of MDLG	5	5	Purposive sampling
Total	65	57	

Source: MDLG (2026)

3.5 Sampling techniques and methods

Both simple random and purposive sampling techniques were used in this study. For the lower-level employees of Mukono District Local Government in the selected departments, the researcher used simple random sampling to select respondents for the study. This technique was implemented by obtaining a list of all registered employees in the procurement, finance, stores, IT, and administration departments from the organization's records. A random selection procedure was then applied to choose a representative sample of employees, ensuring that each individual has an equal chance of being selected. Simple random sampling was appropriate for this category of respondents because it minimizes selection bias and enhances the representativeness and generalizability of the study findings regarding the effects of online bidding on organizational performance.

For the key informants (KIs), purposive sampling was employed to select top management personnel within Mukono District Local Government. The researcher deliberately targeted individuals with specialized knowledge and experience in procurement and organizational management, such as the Chief Administrative Officer (CAO), District Procurement Officer, District Finance Officer, IT Manager, and Stores Manager. This technique was suitable because it enables the researcher to obtain rich and in-depth information from respondents who are directly involved in online bidding systems and organizational performance oversight. Purposive sampling ensures that the selected key informants provide informed and context-specific insights into how online bidding practices influence organizational performance outcomes in local government operations.

3.6 Sources of data

Primary source: Primary data is essential for all fields of study since they offer exact information on the consequences of an experiment or observation. The researcher was able to gather information for their study's unique goals with the use of primary data. The researcher used interview guide and questionnaires to gather the data on his own.

Secondary source: Information handled, collected, and maybe analyzed by someone other than the researcher is referred to as "secondary data". The most common secondary sources for historical research projects are scholarly publications and articles. The information was collected from previously published sources, including published papers, e-books, publications and journals (Mubazi 2008).

3.7 Data collection methods

Interviews and a questionnaire survey were used to gather data for the study. These techniques for gathering data yielded details about the topic under study.

3.7.1 Survey

A survey, according to Amin (2005), is a self-report study that is used to collect data regarding variables of interest. This study used a questionnaire survey to get quantitative information about the relationship between online bidding and organizational performance in government entities with the selected employees of MDLG. The questionnaire consisted of structured items designed to elicit responses regarding the study objectives. This survey method was used since it allows for the efficient collection of large-scale data, enabling the researchers to quantify trends, correlations, and patterns related to e-GP and transparency.

3.7.2 Interviews

According to Desncombe (2008), key informants are frequently given open-ended interview questions to provide them a great deal of freedom to discuss the topic. The information obtained from respondents and the available materials were supplemented and triangulated by the interviews). This is meant to provoke a broad perspective on the topic. Both in-person and cellular phone dialogues were conducted. Both designed and semi-designed queries were included. Since they guarantee further information, clarification, and the ability to record the interviewee's facial expressions, interviews were used (Somekh & Lewin, 2015). They also provided the researcher with the chance to go over some of the concerns that have been overlooked in previous instruments but are still thought to be important for the study.

3.8 Data collection instruments

Information was gathered for the study using interview guides and a structured questionnaire.

3.8.1 Questionnaires

Closed-ended questions and a list of possible answers were included in the questionnaires. Respondents were requested to select the response that best

expresses their thoughts on the circumstance and the subject under inquiry (Mugenda & Mugenda, 2005). Responses were limited to the items on the questionnaire, which will be uniform and inflexible. This assists to enlist validity and control of the extraneous factors (Sarantakos, 2005). To gather data on the topic, a structured questionnaire with sections based on study factors were produced. The respondents were given it. With response options like (5) strongly agree, (4) agree, (3) not sure, (2) disagree, and (1) strongly disagree, it used a five-point Likert scale. Since it gives responders with a number of options and facilitates tabulation of the collected data for comparison, the Likert format was chosen. With their permission, the questionnaire was utilized to gather information from the 52 selected employees in the selected departments of MDLG.

3.8.2 Interview guide

The purpose of the interview guide is to systematically collect qualitative data from key informants. This guide was useful to ensure consistency in interviews and flexibility in extensive interviews. These interviews are likely to be conducted by top management personnel who have a broad knowledge and experience in the field of online bidding, which gives them access and flexibility to delve into the topic and communicate openly and thoroughly. The Interview Guide comprised unstructured questions geared towards the main variables of the conceptual framework that focused on elements of e-government procurement and transparency. According to Ragin (2009), interview guides include elements that steer the interview process and allow the interviewer to probe for further details, clarifications, and observe non-verbal cues. The key informants in this study included the Chief Administrative Officer (CAO), District Procurement Officer, District Finance Officer, IT Manager, and Internal Auditor individuals who hold strategic roles in the implementation and oversight of online bidding in Mukono District Local Government.

3.9 Data collection procedure

After receiving a letter of recommendation and introduction from Uganda Christian University, in order to conduct interviews and deliver questionnaire guidelines, the

researcher approached various respondents, and he then asked for permission from the management of Mukono District Local Government to carry out research with the various respondents.

3.10 Validity and reliability of the research instruments

3.10.1 Validity

Validity was assessed to determine if the questions effectively capture the intended data (Sürücü & Maslakçı, 2020). Research experts evaluated the questions to assess their ability to capture the intended responses. A Content Validity Index (CVI) was computed to establish the validity of the research instrument. The researcher used the formula below to determine the validity of the research instruments.

Content validity Index (CVI) = $\frac{\text{Relevant items by all judges as suitable}}{\text{Total number of items judged.}}$

The CVI was 0.79 which exceeded the recommended threshold of 0.70 (Duckett, 2021), suggesting that the questionnaire was effective for data collection.

3.10.2 Reliability

Reliability in research pertains to the consistency, stability, and dependability of research outcomes, reflecting how well a study's results can be replicated or reproduced under comparable conditions or by different researchers. The questionnaire's reliability was evaluated using Cronbach's coefficient alpha (Mellinger & Hanson, 2020). A pilot study involving 5 respondents was conducted, and the reliability analysis was performed using the Statistical Package for the Social Sciences (SPSS). The following formula was used to calculate the Cronbach's coefficient alpha.

If the coefficient meets or exceeds the recommended .70 (Duckett, 2021), it indicates that the questionnaire is appropriate for data collection.

3.11 Data Analysis

3.11.1 Analysis of quantitative data

Quantitative data was analyzed using Statistical Package for Social Sciences (SPSS) version 20 and presented in form of descriptive statistics of frequency and percentages for each of the variables used in the study. Strongly agree and agree were combined to indicate agree while strongly disagreed and disagree were combined to indicate disagree. Pearson's correlation statistics was used to test the relationships at 99 and 95 confidence limits. A positive correlation indicates a direct positive relationship between the variables while a negative correlation indicates an inverse, negative relationship between the two variables (Jopling, 2019).

3.11.2 Analysis of qualitative data

The qualitative data collected through interviews was analyzed using content analysis. Information gathered from key informants was organized into major themes related to e-government procurement and transparency in local government operations. Themes included procurement processes, technological implementation, accountability measures and implementation issues. The results are presented in narrative format, with the voices and perspectives of the interviewees included. Implications, conclusions and inferences drawn from the effect of online bidding on organizational performance in Mukono District local Government. The qualitative data was also cross-checked with the quantitative results to gauge the extent of agreement or disagreement with the quantitative results.

3.12 Measurement of Variables

In studying variables, there are indicators used to measure both independent and dependent variables. Categorical scales were used to assess relevant demographic and contextual factors while Likert scales (e.g. 1 = Strongly Disagree to 5 = Strongly

Agree) were used to assess perceptions, attitudes, and responses associated with each independent variable. The dependent variable was reported by instruments which used ordinal scales indicating the impact or change level occurred, with the aid of key indicators appropriate with the study objectives. Descriptive statistics (means and SDs) summarized responses and inferential statistics tested relationships and draw conclusions on the variable interactions.

3.13 Ethical Considerations

The research process adhered strictly to ethical guidelines, with all personal information safely kept and used solely for research, consistent with privacy laws (Chervenak & McCullough, 2021). All participants provided informed consent by signing a consent form after being informed of the purpose, processes, and risks of the study (Skinner, 2020). Anonymity was maintained by removing or coding any identifying information so that individual identities remain undisclosed in the final report (Pietilä et al., 2020). Confidentiality was ensured by restricting data access to the research team and utilizing aggregated or anonymized data for any disclosures. Plagiarism was avoided by rigorously citing all sources and clearly attributing any direct quotations to their original authors (Ruggiano & Perry, 2019). Finally, the entire research process adhered to institutional ethical guidelines, thereby upholding principles of respect, fairness, and the protection of participants' rights.

3.13 Limitations and delimitations of the study

Since they are unsure of where the information was used, some respondents were reluctant to divulge information. This was resolved by acquiring an introductory letter from the university and by virtue of its outstanding reputation as a learning institution in the study area.

The researcher was also limited by the funds needed to support the study, which included paying for printing, convincing respondents, transportation to the institution to collect data, were constraint on the researcher. However, the researcher

organized financial support from well-wishers, including family, through self-initiatives and methods.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents and discusses the results of analysis that has been done to look at the specific objectives of the study and in relation to the reviewed literature. The study was carried out using questionnaires with lower-level employees working in the different departments in Mukono District Local Government (MDLG) and interviews with key informants who are the top management of MDLG like the Chief Administrative Officer (CAO), District Procurement Officer, District Finance Officer, IT Manager and Stores Manager. The findings are presented with the help of tables for purposes of clarity and interpretation.

4.2 Findings on demographic characteristics of respondents

This section presents the general background information about the respondents in relation to their gender, age, highest level of education, department and period spent working in the study context as shown in the table below;

Table 2: Background Information about the respondents

Item	Description	Frequency	Percentage (%)
Gender	Male	29	55.8
	Female	23	44.2
	Total	52	100.0
Age bracket	21-30 years	15	28.8
	31-40 years	19	36.5
	41-50 years	13	25.0
	Above 50 years	5	9.6
	Total	52	100.0
Level of education	Bachelor's degree	26	50.0
	Master's degree	16	30.8
	Others	10	19.2
	Total	52	100.0

Department	Procurement department	13	25.0
	IT department	7	13.5
	Finance department	12	23.1
	Stores department	9	17.3
	Administration department	11	21.1
	Total	52	100.0
Period spent working	1-5 years	14	26.9
	6-10 years	25	48.1
	Above 10 years	13	25.0
	Total	52	100.0

Source: *Primary data*

This shows that there is a slight predominance of males in the workforce of Mukono District Local Government.

The study results also indicated that the highest age group of the respondents was 31-40 years old with 36.5% of the respondents, second was the age group of 21-30 years old with 28.8% of respondents. Those aged 41-50 years comprised 25.0% and over 50 years were the least represented age group comprising 5.0%. The results show that the majority of the employees of Mukono District Local Government are relatively young and in their prime working years.

Moreover, the results showed that 50.0% of the respondents possessed a bachelor's degree, 30.8% of the respondents had a master's degree and 19.2% of the respondents held other qualification, such as postgraduate diploma CPA, CIPS and ACCA. This means that a high proportion of employees have higher levels of education and a significant proportion have higher post-educational qualifications.

In addition, the study findings indicated that majority of the respondents represented by 25.0% work with the procurement department, followed by 23.1% who work with the finance department. Employees working with the administration department constituted 21.1%, while those in the stores department made up 17.3%. The least represented department was the IT department, with 13.5% of the respondents.

Lastly, the study findings revealed that majority of the respondents, 48.1%, have worked with MDLG for 6-10 years, followed by 26.9% have worked with MDLG for 1-5 years, whereas those who have worked for more than 10 years made up 25.0%. These findings indicate that the respondents have enough experience and knowledge.

4.3 Relationship between electronic advertising and organizational performance

Table 3 summarizes respondents' responses on the relationship between electronic advertising and organizational performance in MDLG using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 3: Relationship between electronic advertising and organizational performance

Statements	Extent of agreement & disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Electronic advertising of tenders improves access to procurement information in MDLG.	28 53.8%	16 30.8%	00	8 15.4%	00
Online platforms used for advertising tenders reach a wider range of potential bidders.	26 50.0%	21 40.4%	00	5 9.6%	00
Electronic advertising enhances transparency in the procurement process at MDLG.	26 50.0%	16 30.8%	00	10 19.2%	00
Timely posting of tenders through electronic platforms improves procurement efficiency.	28 53.8%	13 25.0%	00	5 9.6%	6 11.3%
Electronic advertising reduces information asymmetry between MDLG and potential suppliers.	33 63.5%	13 25.0%	3 5.8%	3 5.8%	00
The use of digital platforms for advertising tenders increases competition among bidders.	23 44.2%	18 34.6%	00	11 21.2%	00

Source: *Primary data*

Table 3 represents the descriptive statistics on the relationship between electronic advertising and organizational performance in MDLG. The findings revealed that 90.4% of the respondents agreed that online platforms used for advertising tenders reach a wider range of potential bidders, while 9.6% disagreed with the statement. This indicates that electronic advertising significantly expands the pool of suppliers who can access tender opportunities in MDLG. This implies that wider supplier outreach enhances competition, improves the quality of bids received, and promotes cost-effectiveness, which ultimately strengthens organizational performance.

This shows that there is a slight predominance of males in the workforce of Mukono District Local Government.

The study results also indicated that the highest age group of the respondents was 31-40 years old with 36.5% of the respondents, second was the age group of 21-30 years old with 28.8% of respondents. Those aged 41-50 years comprised 25.0% and over 50 years were the least represented age group comprising 5.0%. The results show that the majority of the employees of Mukono District Local Government are relatively young and in their prime working years.

Moreover, the results showed that 50.0% of the respondents possessed a bachelor's degree, 30.8% of the respondents had a master's degree and 19.2% of the respondents held other qualification, such as postgraduate diploma CPA, CIPS and ACCA. This means that a high proportion of employees have higher levels of education and a significant proportion have higher post-educational qualifications. This shows that most respondents acknowledge the role of electronic advertising in promoting competitive bidding. This implies that increased competition leads to better pricing, improved quality of goods and services, and more efficient procurement outcomes, thereby enhancing the overall performance of MDLG.

Overall, the findings indicate that electronic advertising has a strong positive relationship with organizational performance in MDLG, as evidenced by the high levels of agreement across all statements. The results indicate that electronic advertising can help promote access to the procurement information, increase transparency,

decrease information asymmetry, increase supplier participation, and improve procurement efficiency. All these factors play a role in achieving good procurement practices including cost effectiveness, accountability and service delivery, and therefore contributing to organization performance in Mukono District Local Government. To determine the relationship between electronic advertising and organizational performance in MDLG, the Pearson's correlation with the findings of the study were performed as shown below:

Table 4: Pearson's correlation electronic advertising and organizational performance in MDLG

Correlations		Electronic advertising	Organizational performance
Electronic advertising	Pearson Correlation	1	.636**
	Sig. (2-tailed)		.000
	N	52	52
Organizational performance	Pearson Correlation	.636**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

The findings indicated in table above shows that there is a significant positive relationship between electronic advertising and organizational performance in MDLG. This relationship is affirmed by r-values of 0.636** with significant p-values of 0.000 at the level of 0.05 (2-tailed) ($r = .636^{**}$, $p < .05$). It suggests that with advancing electronic advertising, there are significant improvements associated with the performance of the organization in MDLG. Thus, there is a need to enhance the practice of electronic advertising to ensure that tender information is disseminated timely, suppliers are reached widely and there is increased transparency in the procurement process which would help in improving the efficiency, accountability and overall performance of the Mukono District Local Government.

4.3.1 Electronic advertising and organizational performance in MDLG

From the interviews conducted with the key informants who are the top management of MDLG like the Chief Administrative Officer (CAO), District Procurement Officer, District Finance Officer, IT Manager and Stores Manager, they were asked for their views on how electronic advertising is related organizational performance in MDLG and their responses were as follows;

The key informants typically agreed that digital marketing plays a good sized position in improving organizational performance inside MDLG. They defined that the usage of digital systems to advertise tenders has greatly improved the velocity and attain of procurement records dissemination, allowing more providers to get right of entry to opportunities in real time. according to the leader Administrative Officer and the District Procurement Officer, electronic marketing has superior transparency and openness in procurement procedures by using reducing reliance on casual communication channels and making sure that all smooth facts is publicly available. The District Finance Officer further noted that this improved openness has contributed to better duty and decreased procurement delays, which in turn improves price range utilization and provider delivery performance inside the district. The informants emphasized that electronic advertising has strengthened competition among suppliers, main to higher cost for cash and stepped forward organizational overall performance outcomes in MDLG.

Moreover, the IT manager and shops supervisor highlighted that electronic advertising and marketing has stepped forward operational performance by means of reducing paperwork, minimizing guide mistakes, and making sure timely posting of procurement notices. They mentioned that the machine has also stepped forward coordination between departments involved in procurement planning and execution. But, some informants pointed out that challenges including restricted ICT abilities amongst some body of workers and coffee device downtime can also affect the full effectiveness of digital advertising and marketing. Some of the selected respondents reported that;

“.....Electronic advertising has made procurement information more open and accessible, which has greatly improved transparency and competition in our procurement processes.....” Key informant

“.....Since we started using electronic platforms, we receive more suppliers and faster responses, which has improved efficiency and overall performance of the district.....” Key informant

4.4 Relationship between electronic bid submission and organizational performance

Table 5 summarizes respondents' responses on the relationship between electronic bid submission and organizational performance in MDLG by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 5: Relationship between electronic bid submission and organizational performance in MDLG

Statements	Extent of agreement & disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Electronic bid submission simplifies the process of submitting bids for suppliers.	13 25.0%	23 44.2%	00	10 19.2%	6 11.5%
Online bid submission reduces delays associated with manual procurement processes.	9 17.3%	31 59.6%	00	12 23.1%	00
Electronic submission systems improve the accuracy and completeness of submitted bids.	23 44.2%	18 34.6%	00	11 21.2%	00
The use of electronic bid submission enhances fairness in the procurement process.	23 44.2%	16 30.8%	00	10 19.2%	3 5.8%
Electronic bid submission reduces administrative costs for MDLG.	26 50.0%	16 30.8%	00	10 19.2%	00
Suppliers find it easier to participate in procurement due to electronic bid	33 63.5%	13 25.0%	00	3 5.8%	3 5.8%

submission systems.					
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Source: *Primary data*

Table 5 represents the descriptive statistics on the relationship between electronic bid submission and organizational performance in MDLG. The findings revealed that 90.4% of the respondents agreed that online platforms used for advertising tenders reach a wider range of potential bidders, while 9.6% disagreed with the statement. This means that electronic advertising greatly increases the number of suppliers that are eligible to tender for opportunities in MDLG. This means that broader supplier engagement leads to increased competition, quality of bids received and cost effectiveness which in turn supports organisation performance.

The results also revealed that 88.5% of the respondents believed that e-advertising does reduce information asymmetry between MDLG and potential suppliers, while 5.8% disagreed and 5.8% were not sure. This implies that electronic platforms provide equal and timely access to procurement information to all suppliers. It means that a reduction in information asymmetry creates a level playing field, equal opportunity and trust in procurement processes, which in turn results in better supplier relationships and better organizational performance.

In addition, the findings showed that 84.6% of respondents agreed electronic advertising of tenders facilitates access to the procurement information in MDLG, and 15.4% disagreed. This indicates that most workers feel electronic advertising is a powerful method in improving access to procurement information. This means better information access leads to greater awareness of potential suppliers, a greater participation, and a greater transparency that helps to boost organizational performance.

Furthermore, the results showed that 80.8% of respondents agreed that electronic advertising improves transparency in the procurement process at MDLG while 19.2% disagreed. This suggests that a lot of respondents agree that the use of electronic advertising contributes to openness and accountability in procurement processes. This means that the more transparent an organisation is, the less corruption and favoritism

will exist, which will result in a higher level of accountability and better performance.

Even more, it was discovered that 78.8% of the respondents agreed that it helps to enhance procurement efficiency to post tenders in time via the electronic platforms, whereas 20.9% disagreed with the statement. This highlights that the majority understand that there is a need to communicate electronically in a timely manner during procurement processes. This means that if procurement information is shared faster, there will be less delay, shorter procurement cycles and better operational efficiency, which will have a positive impact on the performance of the organization.

Finally, the results showed that 78.8% of the respondents agreed with the idea that the application of digital platforms for the advertising of tenders creates competition among the bidders while 21.2% did not agree with this opinion. This indicates that a large percentage of respondents recognize the value of electronic advertising to competitive bidding. This suggests that the more competitive the environment, the better the prices, the better the quality of goods and services and the more efficient the procurement result, which in turn will improve the performance of MDLG.

Overall, the findings indicate that electronic advertising has a strong positive relationship with organizational performance in MDLG, as evidenced by the high levels of agreement across all statements. The results demonstrate that electronic advertising improves access to procurement information, enhances transparency, reduces information asymmetry, increases supplier participation, and improves procurement efficiency. The findings of the study concerning relationship between electronic bid submission and organizational performance in MDLG, were further determined using Pearson's correlation that was conducted as shown below;

Table 6: Pearson's correlation electronic bid submission and organizational performance in MDLG

Correlations

		Electronic bid submission	Organizational performance
Electronic bid submission	Pearson Correlation	1	.674**
	Sig. (2-tailed)		.000
	N	52	52
Organizational performance	Pearson Correlation	.674**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . Correlation is significant at the 0.05 level (2-tailed).

Source: *Primary data*

The findings indicated in table above shows that there is a significant positive relationship between electronic bid submission and organizational performance in MDLG. This relationship is affirmed by r-values of 0.674** with significant p-values of 0.000 at the level of 0.05 (2-tailed) ($r = .674^{**}$, $p < .05$). This implies that improvements in electronic bid submission are strongly associated with enhanced organizational performance in MDLG, indicating that strengthening electronic bid submission practices such as simplifying submission processes, reducing delays, improving accuracy, and enhancing fairness is likely to improve procurement efficiency, transparency, and overall organizational performance in Mukono District Local Government.

4.4.1 Electronic bid submission and organizational performance in MDLG

During the interview with the key informants such as the top management of MDLG like Chief Administrative Officer (CAO), District Procurement Officer, District Finance Officer, IT Manager and Stores Manager, they gave their views on the relationship between electronic bid submission and organizational performance in MDLG and the following is the responses;

The key informants normally indicated that electronic bid submission has a robust wonderful dating with organizational performance in MDLG. They said the electronic submission structures have significantly streamlined the procurement process by

enabling permitting suppliers to submit their bids from a distance, without needing to deliver physical goods, leading to fewer delays and improved performance. The chief Administrative Officer and District Procurement Officer referred to that electronic bid submission has stronger timeliness in procurement activities, as bids are obtained and recorded routinely within the gadget, decreasing administrative bottlenecks and human mistakes related to manual submissions. The District Finance Officer also noted that the new and speedy bid submission techniques have contributed to better price range execution and supported for provider shipping and overall performance within the district, since procurement sports are finished within the planned timeline.

Additionally, the IT supervisor and stores manager highlighted that electronic bid submission has advanced equity and transparency in procurement methods via ensuring that all submitted bids are securely stored and accessed handiest throughout evaluation. They also said that it has increased the participation of providers because it eliminates geographical restrictions and lowers the amount of charges bidders are forced to pay for making the submission. A few informants noted, however, challenging circumstances such as equipment failures, community unrest, and limited ICT skills of some workforces and suppliers that can, on occasion, impede efficient implementation. Despite these challenges, all informants have confirmed improvements in digital bid submission such as stepping up responsibility, lower administrative costs and improved procurement performance have contributed to better overall performance in MDLG in their organisations. Some of the selected respondents reported that;

“.....Electronic bid submission has made procurement faster and more efficient because bids are received instantly without delays or paperwork.....” **Key informant**

“.....The system has improved fairness and reduced errors in handling bids, which has strengthened our overall procurement performance.....” **Key informant**

4.5 Relationship between electronic bid evaluation and organizational performance in MDLG

Table 7 summarizes respondents' responses on the relationship between electronic bid evaluation and organizational performance in MDLG by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 7: Relationship between electronic bid evaluation and organizational performance in MDLG

Statements	Extent of agreement & disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Electronic bid evaluation systems improve the objectivity of supplier selection.	28 53.8%	16 30.8%	00	8 15.4%	00
The use of digital tools in bid evaluation reduces human bias in procurement decisions.	26 50.0%	21 40.4%	00	5 9.6%	00
Electronic bid evaluation enhances transparency in the selection of suppliers.	23 44.2%	21 40.4%	00	8 15.4%	00
The evaluation of bids using electronic systems is faster compared to manual methods.	26 50.0%	16 30.8%	00	10 19.2%	00
Electronic bid evaluation improves accountability in procurement processes at MDLG.	28 53.8%	13 25.0%	00	5 9.6%	6 11.5%
The use of electronic systems ensures consistency in bid evaluation criteria.	30 57.7%	12 23.1%	6 11.5%	4 7.7%	00

Source: Primary data

Table 7 represents the descriptive statistics on the relationship between electronic bid evaluation and organizational performance in MDLG. The results showed that 90.4% of the respondents agreed with the statement "Use of digital tools in bidding lessens human bias in the bidding process" and 9.6% disagreed. As seen in this chart, most assess that electronic bid evaluation systems are helpful in limiting the subjective influence on procurement decisions. This means that the decreased human

bias will lead to more fairness and objectivity in supplier selection and increase transparency and organization's performance in MDLG.

The results also revealed that 84.6% of the respondents agreed that electronic bid evaluation systems enhance the objectivity of supplier selection, while 15.4% disagreed with the statement. This implies that the electronic systems encourage a supplier's performance to be judged according to merit.

Furthermore, the findings showed that 84.6% of the respondents agreed that electronic bid evaluation enhances transparency in the selection of suppliers, while 15.4% disagreed with the statement. This indicates that most employees believe that digital evaluation processes promote openness in procurement activities. This implies that increased transparency reduces opportunities for corruption and favoritism, thereby improving accountability and overall organizational performance.

More so, the study found that 80.8% of the respondents agreed that the evaluation of bids using electronic systems is faster compared to manual methods, whereas 19.2% disagreed with the statement. This demonstrates that a majority recognize the efficiency of electronic evaluation systems. This implies that faster evaluation processes reduce procurement delays, shorten procurement cycles, and enhance operational efficiency, which contributes to improved organizational performance.

In addition, the findings established that 80.8% of the respondents agreed that electronic bid evaluation improves accountability in procurement processes at MDLG, while 21.1% disagreed with the statement. This suggests that electronic systems enhance traceability and responsibility in procurement decisions. This implies that improved accountability minimizes errors and unethical practices, thereby strengthening governance and enhancing organizational performance.

Lastly, the results illustrated that 80.8% of the respondents agreed that the use of electronic systems ensures consistency in bid evaluation criteria, whereas 7.7% disagreed and 11.5% were not sure. This shows that most respondents acknowledge the role of electronic systems in standardizing evaluation procedures. This implies

that consistency in evaluation criteria ensures fairness, reduces discrepancies, and enhances reliability in procurement decisions, which positively influences organizational performance.

Overall, the findings indicate that electronic bid evaluation has a strong positive relationship with organizational performance in MDLG, as evidenced by the high percentages of respondents agreeing across all the statements. The results demonstrate that electronic bid evaluation enhances objectivity, reduces bias, promotes transparency, improves accountability, increases efficiency, and ensures consistency in procurement processes. These factors collectively contribute to improved procurement outcomes such as fairness, cost-effectiveness, timely decision-making, and strengthened governance, thereby enhancing organizational performance in Mukono District Local Government. The findings of the study concerning the relationship between electronic bid evaluation and organizational performance in MDLG, were further determined using Pearson's correlation that was conducted as shown below;

Table 8: Pearson's correlation on electronic bid evaluation and organizational performance in MDLG

Correlations			
		Electronic bid evaluation	Organizational performance
Electronic bid evaluation	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	52	52
Organizational performance	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

The findings indicated in table above shows that there is a significant positive relationship between electronic bid evaluation and organizational performance in

MDLG. This relationship is affirmed by r-values of 0.605** with significant p-values of 0.000 at the level of 0.05 (2-tailed) ($r = .605^{**}$, $p < .05$). This means that there is a significant relationship between improvement of electronic bid evaluation and enhanced organizational performance in MDLG which points to improvement of electronic bid evaluation practices such as; enhance objectivity and reduce bid evaluation bias, improve transparency, ensure consistency of bid evaluation criteria is likely to improve electronic procurement performance, accountability and overall organizational performance in MDLG.

4.5.1 Electronic bid evaluation and organizational performance in MDLG

The interviews with the key informants the top management of MDLG such as Chief Administrative Officer (CAO), District Procurement Officer, District Finance Officer, IT Manager and Stores Manager yielded the following responses on the relationship between electronic bid evaluation and organizational performance in MDLG;

Generally, the key informants cited (Chief Administrative Officer (CAO), District Procurement Officer, District Finance Officer, IT supervisor and stores manager) said electronic bid assessment has a strong favourable linkage with MDLG's performance. They defined that digital bid evaluation has progressed the objectivity and fairness of procurement selections through reducing human interference and making sure that providers are assessed based totally on standardized criteria inside the system. The District Procurement Officer and CAO emphasized that using digital evaluation equipment has minimized bias and favoritism, leading to extra transparent and credible procurement effects. The District Finance Officer further noted that improved objectivity in bid evaluation has improved value for money, as the district is much more likely to pick out able providers who supply pleasant offerings within finances, thereby improving economic performance and typical organizational overall performance.

Additionally, the IT manager and shops manager highlighted that digital bid evaluation has considerably stepped forward efficiency and responsibility in procurement processes. They spoke about how computerized assessment structures

cut down the time taken for evaluation and contract award, and quicken the implementation of projects as soon as they're awarded. The informants also identified that electronic systems produce a clean audit trail which makes it easier to trace the decisions made in the assessment and hold responsible officers accountable. They noted, however, that there are challenges encountered, such as gadget issues, some lack of ICT skills, and connectivity issues on the internet that could impact the effectiveness of the machine. However, despite these difficulties, all informants confirmed that electronic bid evaluation makes procurement more transparent, decreases procurement conflicts and is a positive influence upon ordinary organizational performance within the MDLG. Among the selected respondents the following reported that;

“...The use of electronic bid evaluation has helped us to cut down on the bias in our procurement process and to ensure that we are getting the suppliers we deserve fairly for the criteria we set out.....” **Key informant**

“...Thanks to the system, the evaluation process is quicker and clearer, and has greatly enhanced accountability and performance in our procurement processes....” **Key informant**

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The findings in relation to the literature are discussed in this chapter. It also presents a summary of all the findings that were reported in chapter four based on the questions of the study, draws conclusions, suggests recommendations and also proposes some areas for further study.

5.1 Summary of findings

The study results showed that there is a positive and strong relationship between the electronic advertising and the performance of the organization in Mukono District Local Government (MDLG). Most respondents believed electronic advertising enables them to have better access to procurement information, makes it easier for suppliers to compete, makes it easier to have transparency, makes it easier to reduce information asymmetry, and, makes it easier to disseminate tenders on time, all of which lead to better quality bids and cost-effective outcomes. The combined effect of these improvements enhances the efficiency, accountability and service delivery of the district. The relationship is also supported by a strong positive correlation ($r = 0.636^{**}$, $p < 0.05$), which suggests that good electronic advertising practices directly affect the performance of MDLG in terms of procurement practice and good governance.

Moreover, the study results identified that the use of E-Bid in Mukono District Local Government has a significant positive impact on the performance of the organization. Most respondents agreed that electronic submission systems simplify the bidding process, minimize delays related to manual procurement, improve the accuracy and completeness of bids, improve fairness and transparency, reduce administrative costs, and ease suppliers' involvement in the procurement process. These improvements help to ensure a more efficient and accountable procurement system, boost supplier

engagement, and improve procurement operations in general. A significant positive correlation ($r = 0.674^{**}$, $p < 0.05$) further supports this relationship, indicating that better practices in electronic bids lead to better performance in procurement efficiency, transparency and overall performance of Mukono District Local Government.

Finally, the results indicated that electronic bid evaluation process has a high positive impact on the performance of the Mukono District Local Government. Most respondents agreed that electronic systems for the evaluation of bids are used to improve the objectivity in supplier selection, reduce human bias in procurement decisions, improve transparency of the bid evaluation process, facilitate faster bid evaluation as compared to manual methods, make the results of the bid evaluation more accountable through traceability of the decisions, and ensure consistency in the application of bid evaluation criteria. All these improvements contribute to fairness; minimize procurement issues; improve governance and increase efficiency of procurement processes in MDLG. This relationship is also supported by a high positive correlation ($r = 0.605^{**}$, $p < 0.05$) which means that enhancing the practice of electronic bid evaluation directly improves transparency, accountability, efficiency and overall organizational performance of Mukono District Local Government.

5.2 Discussion of findings

5.2.1 Relationship between electronic advertising and organizational performance

The survey findings found out that electronic advertising has a sturdy effective courting with organizational overall performance in Mukono District local government (MDLG). The findings discovered that electronic advertising and marketing improves access to procurement statistics, will increase provider attain, complements transparency, reduces facts asymmetry, and promotes well timed dissemination of tenders, which ultimately improves opposition and procurement efficiency. The findings relate with the literature via Waithaka and Kimani (2021) who established that e-procurement practices such as electronic gentle commercial substantially improve deliver chain overall performance via extended supplier participation and

reduced procurement delays. Further, Abdi and Barasa (2023) found that digital procurement practices improve organizational overall performance in county governments by way of enhancing transparency and responsibility in procurement approaches. Inside the identical line, Hochstetter et al. (2021) emphasize that digital procurement systems improve transparency through decreasing human interference and growing get right of entry to attain procurement facts, which aligns with the findings of this observe.

However, some research present barely extraordinary perspectives. Chan and Owusu (2022) argue that while electronic procurement structures improve efficiency, their effectiveness relies upon closely on the extent of technological readiness and institutional capacity, which may additionally restrict their impact in a few developing contexts. Further, Abaine et al. (2024) highlight that poor change control and limited ICT abilities can weaken the effectiveness of e-procurement structures, a mission that can additionally have an effect on MDLG regardless of the advantageous outcomes found in this have a look at. Nonetheless, the findings are consistent with Jiménez et al. (2022), who established that virtual procurement systems lessen corruption risks and enhance governance outcomes, reinforcing the argument that electronic advertising complements organizational overall performance via advanced transparency and accountability mechanisms.

The findings further align with regional research in Africa and beyond. Obiero and Ngugi (2024) observed that e-procurement adoption in Kenyan county governments drastically improves performance and carrier transport, at the same time as Nyagosia and Nyile (2025) stated stepped forward procurement overall performance because of wider dealer reach and faster dissemination of soft facts. Likewise, Omoregbe et al. (2022) mounted that electronic procurement practices make a contribution to competitive benefit in public quarter corporations through enhancing value-effectiveness and operational performance. But, Masudio (2021) noted that while competitive tendering improves procurement overall performance, its effectiveness varies depending on enforcement and implementation energy. average, the findings of this examine are largely regular with present literature, confirming that electronic

advertising plays a key function in improving organizational overall performance in public quarter procurement structures.

5.2.2 Relationship between electronic bid submission and organizational performance

The survey findings found out that electronic bid submission has a robust superb effect on organizational performance in Mukono District nearby authorities (MDLG). The findings set up that electronic submission structures simplify the bidding method, reduce delays related to guide procurement, improve accuracy and completeness of bids, enhance fairness and transparency, lessen administrative charges, and increase dealer participation. The findings relate with the literature by way of Waithaka and Kimani (2021) who located that e-procurement practices extensively enhance supply chain overall performance by way of decreasing procurement cycle times and increasing performance in bid handling techniques. Similarly, Idadokima et al. (2024) installed that digital bidding structures enhance procurement performance by improving velocity, accuracy, and fairness in provider selection, which aligns with the findings of this look at. Further, Murithi et al. (2024) noted that digital sourcing practices improve organizational performance thru quicker processing of procurement sports and reduced operational expenses, helping the positive outcomes found in MDLG.

However, some studies gift differing perspectives on the effectiveness of electronic bid submission. Chan and Owusu (2022) argue that at the same time as electronic procurement systems enhance procurement performance; their fulfillment largely depends on institutional readiness, infrastructure, and person potential, which may limit their effectiveness in a few growing authorities entities. Further, Abaine et al. (2024) spotlight that challenges along with constrained ICT abilties, resistance to change, and device downtime can avert the whole advantages of e-procurement systems, which may additionally have an effect on bid submission procedures in MDLG. Despite these demanding situations, Jiménez et al. (2022) emphasize that virtual procurement systems reduce corruption dangers and enhance transparency

through better traceability of transactions, reinforcing the positive courting identified in this have a look at among electronic bid submission and organizational overall performance.

The findings similarly align with nearby and worldwide literature. Obiero (2024) observed that e-procurement practices in Kenyan county governments significantly improve organizational performance through enhancing performance in procurement approaches, along with bid submission and processing. Likewise, Nyagosia and Nyile (2025) stated that digital procurement structures improve provider shipping and decrease delays in procurement activities due to simplified digital strategies. In the same context, Omoregbe et al. (2022) established that electronic procurement adoption enhances organizational competitiveness by way of improving performance, cost reduction, and transparency in procurement operations. However, Masudio (2021) cautions that the effectiveness of electronic procurement reforms depends on strong implementation frameworks and enforcement mechanisms. Average, the findings of this study are largely steady with existing literature, confirming that electronic bid submission plays a critical role in improving organizational performance in public region procurement systems.

5.2.3 Relationship between electronic bid evaluation and organizational performance in MDLG

The study findings discovered that electronic bid evaluation has a sturdy effective effect on organizational performance in Mukono District local authorities (MDLG). The findings relate with the literature by means of Obiero and Ngugi (2024) who established that digital procurement structures notably enhance transparency, objectivity, and efficiency in public procurement approaches through reducing manual interference and selling standardized assessment methods. In addition, Nyagosia and Nyile (2025) determined that digital procurement practices in county governments improve procurement consequences by using making sure quicker decision-making and enhancing equity in supplier selection, which aligns with the study locating that electronic bid assessment improves speed, consistency, and

transparency in MDLG procurement approaches. These studies together assist the argument that digital evaluation equipment toughen procurement governance and organizational overall performance thru advanced accountability and reduced bias.

The survey findings revealed that digital bid assessment improves objectivity, reduces human bias, and guarantees consistency in assessment standards. The findings relate with the literature by means of Idadokima et al. (2024) who observed that electronic bid selection systems decorate procurement performance in oil servicing companies by using standardizing evaluation processes and minimizing subjective affect in decision-making. inside the equal line, Masudin et al. (2021) hooked up that e-procurement adoption improves organizational performance via ensuring facts-driven and constant procurement decisions, which helps the cutting-edge study's finding that MDLG blessings from truthful and uniform evaluation procedures. However, Chan and Owusu (2022) present a slightly distinctive view by means of arguing that the effectiveness of digital procurement systems depends on institutional readiness and technological capability, implying that without adequate infrastructure and professional employees, the advantages of digital bid assessment might not be completely realized, a project that may additionally be applicable to MDLG.

The survey findings discovered that digital bid assessment enhances responsibility, transparency, and performance in procurement strategies. The findings relate with the literature by using Hochstetter et al. (2021) who emphasised that virtual procurement structures improve transparency with the aid of growing traceable audit trails that lessen corruption risks and enhance governance outcomes in public institutions. Likewise, Abdi and Barasa (2023) determined that electronic procurement practices support accountability and overall performance in county governments by way of improving tracking and reducing procurement irregularities. Furthermore, Tinali (2022) helps the findings by way of noting that generation usage in procurement enhances efficiency and strengthens regulatory compliance, leading to advanced organizational overall performance. Common, the findings are in large part steady with present literature, confirming that electronic bid assessment

performs a vital position in enhancing procurement governance, fairness, and organizational performance in public sector institutions.

5.3 Conclusion

The study The study findings indicate that electronic marketing has a full-size and beneficial effect on the overall performance of Mukono District neighborhood government (MDLG). That shows up via its role in enhancing access to procurement data, reaching a bigger variety of providers, bolstering transparency, minimizing information asymmetry, and delivering the soft statistics in time. All these enhancements contribute to better opposition, better satisfactory of bids received and better fee-powerful procurement outcomes. As a result, digital advertising and marketing are a key part to better carrier shipping, accountability, and performance in the procurement process within MDLG.

In addition, the research findings indicate that the use of electronic bid submission significantly increases organizational overall performance in MDLG through the simple procurement process and reduction of inefficiencies of paper-based procurement processes. Electronic submission platforms will enhance the accuracy and completeness of bids, decrease delays, decrease administrative costs, and will increase the number of providers taking part in procurement processes. Ultimately this results in more efficient, transparent and transparent procurement processes, and improves the overall effectiveness of the district local government.

Finally, the study concludes that Electronic bid assessment has a strong and fabulous influence in the organizational performance in the field of MDLG. It increases the objectivity of provider selection, human bias is reduced, transparency is increased, and evaluation criteria are consistent. Moreover, it increases responsibility thru better traceability of selections and hastens the procurement evaluation manner as compared to manual methods. Those enhancements sell fairness, lessen procurement disputes, fortify governance systems, and ultimately beautify the efficiency and effectiveness of procurement systems in MDLG.

5.4 Recommendations

The following recommendations are drawn from the results of the study based on the government entities' performance and the effects of online bidding in the organization Mukono District Local Government:

The study recommends that Mukono District neighborhood government (MDLG) should strengthen and definitely institutionalize the electronic marketing structures in all the procurement techniques. This will make certain that smooth records are broadly disseminated in a timely manner, accomplishing a bigger pool of capability providers. Via enhancing get entry to attain procurement opportunities, the district will beautify competition, improve bid satisfactory, and gain extra value-effective procurement results, ultimately strengthening organizational overall performance.

The research suggests that it is necessary for MDLG to beautify the effectiveness and ease of digital submission of bids. Some of this can be done through streamlined system interfaces, consumer assistance and ensuring robust system functionality. More advanced electronic submission systems will reduce delays associated with guide methods, reduce documentation inaccuracies, and encourage increased dealer involvement, which will enhance procurement efficiency and service transport.

Moreover, the study suggests that MDLG should invest in the potential building and ICT education for all procurement companies and providers. This may be able to provide customers with the valuable virtual skills to successfully interact with electronic procurement systems. The greater the level of desired ICT competence, the less likely the misuse of devices will be, more compliant with digital procurement methods and ensure successful implementation of on-line bidding methods, leading to better organizational performance.

In addition, the survey recommends the need for MDLG to strengthen digital bid assessment mechanisms with the aid of adopting extra standardized and automated assessment tools. This will decrease the human bias, make the selection of the dealer more objective and fair. An increased clear and constant evaluation process will

lessen procurement disagreements and cultivate accountability, resulting in a greater sense of trust within the procurement process and overall organizational performance.

Finally, the study suggests the need for MDLG to improve the ICT infrastructure and device reliability for proper guidance in all the methods of online bidding. This involves investing in robust Internet connectivity, device maintenance and cyber security. Dependable infrastructure will make certain non-stop operation of electronic procurement structures, lessen downtime, and beautify the overall efficiency and effectiveness of procurement activities in the district.

5.5 Areas for further research

The research indicates that in addition studies have to be carried out on the effects of on line bidding in different neighborhood governments and public institutions beyond Mukono District neighborhood authorities. This will be useful to find out if these same effects can be learned in special institutional settings and if results can be generalized across the general public region.

Furthermore, the study suggests that the study on destiny needs to pay attention to the challenging situations that will influence the implementation of online bidding structures in authorities' entities. These may also be areas of ICT infrastructure deficiency, limited staff capabilities, downtime of devices and resistance to trade. These studies may help to identify potential strategies for enhancing the use and effectiveness of gadgets.

Last but not least, the research shows that, analogously, also research should focus on the long-term impact of online bidding on organizational performance indicators - efficiency, transparency, responsibility and carrier delivery. There may also be longitudinal studies conducted to assess over time the impact of consistent implementation of electronic procurement structures on government performance over time.

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APPENDICES

Appendix 1: Questionnaire

For Staff of Mukono District Local Government

Introduction

Dear Respondent,

I am Nahamya Benjamin a bachelor's student of Procurement and Logistics Management from Uganda Christian University-Mukono conducting a research on "the effects of online bidding on organizational performance in government entities: a case of Mukono District Local Government". You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality.

Please kindly spare some few minutes to respond to the following questions.

SECTION A: BACKGROUND DATA

Please TICK the numbers representing the most appropriate responses for you in respect of the following items:

1. Gender

a) Male ☐

b) Female ☐

2. Age

a) 21-30 years ☐

b) 31 -40 years ☐

c) 41-50 years ☐

d) Above 50 years ☐

3. Education level

a) Certificate ☐ b) Diploma ☐

c) Degree ☐ d) Masters ☐

e) Others specify:.....

4. Department

.....

5. Period spent working in Mukono District Local Government

a) Less than 1 year ☐ b) 1-5 years ☐

c) 6-10 years ☐ d) Above 10 years ☐

Guide for Completing the Questionnaire:

Note: In the following sections, rate your degree of agreement on each statement under each objective using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree). Please answer questions by making a tick (✓) on your preferred answer of choice.

Section B: Online Bidding

	Statements	Responses				
s. no	Electronic advertising	5	4	3	2	1
1	Electronic advertising of tenders improves access to procurement information in MDLG.					
2	Online platforms used for advertising tenders reach a wider range of potential bidders.					
3	Electronic advertising enhances transparency in the procurement process at MDLG.					
4	Timely posting of tenders through electronic platforms improves procurement efficiency.					

5	Electronic advertising reduces information asymmetry between MDLG and potential suppliers.					
6	The use of digital platforms for advertising tenders increases competition among bidders.					
s. no	Electronic bid submission	5	4	3	2	1
1	Electronic bid submission simplifies the process of submitting bids for suppliers.					
2	Online bid submission reduces delays associated with manual procurement processes.					
3	Electronic submission systems improve the accuracy and completeness of submitted bids.					
4	The use of electronic bid submission enhances fairness in the procurement process.					
5	Electronic bid submission reduces administrative costs for MDLG.					
6	Suppliers find it easier to participate in procurement due to electronic bid submission systems.					
s. no	Electronic bid evaluation	5	4	3	2	1
1	Electronic bid evaluation systems improve the objectivity of supplier selection.					
2	The use of digital tools in bid evaluation reduces human bias in procurement decisions.					
3	Electronic bid evaluation enhances transparency in the selection of suppliers.					
4	The evaluation of bids using electronic systems is faster compared to manual methods.					
5	Electronic bid evaluation improves accountability in procurement processes at MDLG.					
6	The use of electronic systems ensures consistency in bid evaluation criteria.					

Section C: Organizational Performance in MDLG

	Statements	Responses				
s. no	Organizational performance in MDLG	5	4	3	2	1
1	Online bidding has improved the efficiency of procurement processes in MDLG.					
2	The use of online bidding has reduced procurement costs in MDLG.					
3	Online bidding has enhanced transparency and accountability in MDLG operations.					
4	Service delivery in MDLG has improved as a result of online bidding systems.					
5	Online bidding has contributed to better utilization of organizational resources.					
6	The overall performance of MDLG has improved due to the adoption of online bidding.					

Thank you very much for your cooperation

Appendix 2: Interview Guide

For Top Management of Mukono District Local Government

Introduction

Dear Respondent,

I am Nahamya Benjamin a bachelor's student of Procurement and Logistics Management from Uganda Christian University-Mukono conducting a research on “the effects of online bidding on organizational performance in government entities: a case of Mukono District Local Government”. You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality.

Please kindly spare some few minutes to respond to the following questions.

Section A: Introductions

1. Tell me about yourself (*gender, age, level of education*)
2. Position held in Mukono District Local Government
3. Period spent worked with Mukono District Local Government

Section B: Questions on the research objectives

4. In your opinion, how is electronic advertising related organizational performance in MDLG?
5. In your view how is electronic bid submission related to organizational performance in MDLG?
6. In your opinion, how is electronic bid evaluation related to organizational performance in MDLG?
7. How best can online bidding be improved to enhance better performance in Mukono District Local Government

Thank you for your cooperation