INFLUENCE OF ELECTRONIC PROCUREMENT PROCESSES ONPERFORMANCE OF UASIN GISHU COUNTY GOVERNMENT, KENYA

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DECLARATION AND APPROVAL

Declaration

This project is my original work and has never been presented for any academic award in any institution.

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Sign……. Date 11/11/2024

Approval

This project is being submitted for examination with our approval as University supervisor

Sign…… ……Date…11/11/2024……

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Mount Kenya University

DEDICATION

I dedicate my project to my beloved husband, Michael Ronoh, and our three children, Amanda, Alvin, and Antoinette, for their constant moral and financial support.

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First, I acknowledge, God the Almighty for His grace and mercy which has enabled me develop this project without many obstacles. Secondly, I acknowledge Mount Kenya University for fiving me an opportunity to further my studies at the institution's college of

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ABSTRACT

As technology advances, organizations worldwide are increasingly adopting eprocurement to enhance their operational efficiencies and achieve strategic goals. However, integrating e-procurement into county government operations poses significant challenges due to bureaucratic constraints and limited technological infrastructure. Although the advantages of e-procurement—such as reduced costs, improved data exchange, and streamlined

processes—are well-documented, governmental entities often struggle to realize these benefits fully. This study investigated the influence of eprocurement on organizational performance in Uasin Gishu County, Kenya, against a backdrop of growing recognition of web-based procurement and information communication technology (ICT) as tools for enhancing supply chain value. Prior studies indicate that e-procurement can reduce processing time, lower costs, improve data accuracy, and increase efficiency. However, existing literature has notable gaps, particularly concerning the impact of e-procurement in a devolved government setting. This research addressed these gaps by exploring how various dimensions of eprocurement affect performance in Uasin Gishu County, with a specific focus on electronic sourcing, ordering, tendering, and payment. The study was grounded in theoretical frameworks such as the Disruptive Innovation Theory, Diffusion of Innovation Theory, and the Technology Acceptance Model, all of which help explain how electronic procurement practices might influence the performance of procurement units. A concurrent parallel mixed-methods design allowed for a comprehensive analysis of the research variables. The target population included 96 supply chain officers, user department heads, and accounting officers in Uasin Gishu County Government, and a census sampling method was applied due to the small population size. Data were collected through questionnaires and analyzed using descriptive statistics, including frequency distributions, means, and standard deviations. Findings were presented in tables and figures for clarity. The study's first objective examined electronic sourcing, which had a significant positive effect on performance ($p < 0.05$) with a coefficient of 0.931, highlighting performance improvements with greater e-sourcing adoption. The second objective assessed electronic ordering, which also demonstrated a positive impact ($p < 0.05$) with a coefficient of 0.891, enhancing order efficiency and management. The third objective, electronic tendering, showed a positive influence ($p < 0.05$) with a coefficient of 0.913, supporting its role in promoting transparency and procurement effectiveness. Finally, the fourth objective evaluated electronic payment, which had a positive relationship ($p < 0.05$) with a coefficient of 0.874, indicating benefits in terms of cost savings and productivity. Each of these e-procurement practices significantly improved procurement performance, underscoring the value of digital solutions for boosting efficiency and reducing costs in government settings. The study recommends that Uasin Gishu County enhance its accounting, recording, and reporting processes by adopting suitable invoicing systems. An automated procurement process covering requisitioning, tendering, contract awarding, and payment should be implemented. Additionally, the county government should improve public service delivery by providing timely, transparent, and accurate financial data at both national and county levels. Implementing electronic ordering methods, especially for purchase order processing, would further support the county's procurement goals.

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LIST OF ABBREVIATIONS AND ACRONYMS

DIT	Diffusion of Innovation Theory
DIT	Disruptive Innovation Theory
E-RFP	Electronic response for prices
ERP	enterprise resource planning
FMCG	Fast-Moving Consumer Goods
ICT	Information Communication Technology
PEOU	Perceived Ease of Use
PU	Perceived Usefulness
SMEs	Small and Medium-Sized Enterprises
SPSS	Statistical Package for Social Sciences
TAM	Technology Acceptance Model
UAE	United Arab Emirates
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Gardenal (2022) notes that e-procurement strategies facilitate the adoption of strategic sourcing practices within organizations. By leveraging e-procurement platforms, organizations can efficiently compare and assess suppliers, negotiate contracts, and execute strategic sourcing initiatives. Consequently, this integration offers various advantages, such as enhanced efficiency, cost reductions, improved supplier relationships, and overall performance enhancement.

In Malaysia's manufacturing sector, the significance of e-procurement strategies has grown as companies aim to optimize their procurement processes, minimize expenses, and boost efficiency (Hashim, Said & Idris, 2019). Lee, Amin, Alzoubi, and Nair (2022) assert that e-procurement has allowed manufacturing firms in Malaysia to centralize their purchasing functions, enabling them to consolidate their supplier networks, negotiate more favorable terms, and monitor expenditures more effectively. This has ultimately resulted in cost savings and strengthened supplier relationships, thereby improving the overall performance of the organization.

Anane, Adoma, and Awuah (2019) note that e-procurement strategies have transformed the procurement processes of cement companies in Ghana. These companies can now access a broader range of suppliers, facilitating easier price and quality comparisons. This advancement has resulted in improved negotiation outcomes and significant cost savings. Furthermore, Asante (2022) highlights that e-procurement has enhanced transparency and accountability within the procurement processes of Ghanaian cement companies, as all

transactions are electronically recorded and monitored. This development has mitigated the risks of fraud and corruption while ensuring adherence to regulations and standards.

The adoption of e-procurement systems in counties holds substantial potential for improving operational efficiency. Counties can negotiate more favorable prices with suppliers by offering accurate and current information regarding market prices and supplier performance (Avedi, 2020). Mbithe and Lambaino (2021) indicate that eprocurement systems provide firms with real-time visibility into their inventory levels, enabling better planning and management of stock. This capability can lead to reduced carrying costs, fewer stockouts, and enhanced overall supply chain efficiency. Consequently, these improvements have resulted in cost savings and enhanced performance for county governments.

1.1.1 Performance

The performance of an organization serves as a vital indicator of how effectively a company is meeting its strategic objectives and delivering value to its stakeholders. This necessitates the assessment and analysis of various metrics and key performance indicators to gauge the overall health and accomplishments of the organization. Kohlbacher and Gruenwald (2021) assert that through ongoing monitoring and improvement of organizational performance, companies can identify areas needing enhancement, streamline processes, and maintain competitiveness in a rapidly changing business environment. Ultimately, strong organizational performance is essential for promoting growth, profitability, and long-term success.

Zott and Amit (2018) highlight that evaluating a company's performance is crucial for management to gain insights into the company's progress, current condition, product development, and areas requiring improvement. Selvam, Lingaraja, and Marxiaoli (2022) point out that organizational performance can yield numerous advantages for small businesses, such as increased efficiencies through economies of scale, enhanced influence, improved resilience to market changes, higher survival rates, greater profitability, and elevated status for organizational members. Consequently, this study assessed performance based on market share, quality standards, and efficiency.

1.1.2 County Governments

County governments in Kenya, which were instituted by the 2010 Constitution and the County Government Act of 2012, are designed to ensure transparent and equitable procurement practices (Republic of Kenya, 2014). Public procurement represents a substantial segment of government expenditure; however, historical inefficiencies stemming from ethical issues and organizational culture underscore the necessity for reform (Kangogo & Kiptoo, 2013). To improve procurement processes, senior staff must advocate for constructive behavioral changes and cooperative approaches, with an emphasis on optimizing value for consumers and enhancing administrative efficiency (Petersen, 2019).

The existent research tells break in circumstances, idea, and methods, accompanying few studies conducted in nations like Sri Lanka and South Africa and not in Kenya. Some studies directed on supply chain acting alternatively obtainment accomplishment, and so forth working record of what happened methods districting from the current study's approach. Against this scenery, this study aims to review the impact of e-obtainment on the conduct of Uasin Gishu County Government.

Although aforementioned studies have demonstrated the value-added benefits of eProcurement, there is a notable gap in research conducted at the local level, particularly within devolved government entities and specifically in Uasin Gishu County. The study inquires to fill this break by accumulation facts about the belongings and attainable benefits of the e-Procurement Act inside this singular scene.

1.2 Statement of the Problem

Implementing electronic procurement systems can significantly decrease the time spent on order processing, lower the expenses associated with managing orders and payments to suppliers, lessen transactional mistakes, and boost the accuracy and quality of data and information received (Bahaddad et al., 2018). Moreover, e-procurement has the capacity to cut material costs by 5 to 10 percent, elevate productivity by 30 to 50 percent, foster innovation, enhance document processing speed in real-time, and aid in risk management (Hogel et al., 2018). County governments continue to encounter significant obstacles in utilizing the e-procurement system and the Integrated Financial Management Information System (IFMIS) for procurement activities, as noted by Apollo (2016). A considerable number of governors view the e-procurement system as impractical and believe that the President should refrain from advocating for its implementation (CRA, 2013). Some individuals question its legality and argue that county governments should have the autonomy to select systems that align with their specific needs, provided these systems promote accountability.

The Kenyan economy is beset by numerous challenges, particularly in the financial sector, affecting both public and private entities. According to Shale (2014), a study of state corporations in Kenya revealed that 31% relied on outdated records for supplier selection, while 69% turned to online searches for suppliers. The researcher further observes that,

unlike other governments worldwide that have successfully adopted eprocurement to address such issues, Kenya remains behind, with only 33% of state corporations employing e-procurement in their transactions. A similar trend is evident among county governments, despite a presidential directive mandating compliance in this area (Kirimi & Shale, 2014).

Although electronic procurement is recognized as a vital strategy and tool in supply chain management, it is apparent that there is a scarcity of research from previous empirical studies that connects the implementation of electronic procurement to enhanced performance, especially within county governments. While some studies have examined the impact of e-Procurement on performance (Korir, 2019; Kinoti, 2017), most have not thoroughly explored how electronic procurement specifically influences performance in county administrations. Therefore, this study investigates the effects of electronic procurement on the procurement function's performance in county governments across Kenya.

1.3 Purpose of the Study

The purpose of this study was to determine the influence of electronic procurement on performance in Uasin Gishu County, Kenya.

1.4 Objectives of the Study

Study was guided by the following research objectives:

i. To determine the influence of electronic sourcing on performance at Uasin Gishu Government, Kenya ii. To establish the influence of electronic ordering on performance at Uasin Gishu Government, Kenya.

iii. To determine the influence of electronic tendering on performance at Uasin

Gishu Government, Kenya. iv. To establish the influence of electronic payment on performance at Uasin Gishu Government, Kenya.

1.5 Research Questions

The study was guided by the following research questions

i. To what extent does electronic sourcing influence performance at Uasin Gishu Government, Kenya? ii. How does electronic ordering influence performance at Uasin Gishu Government, Kenya? iii. To what extent does electronic tendering influence performance at Uasin Gishu Government, Kenya? iv. How does electronic payment influence performance at Uasin Gishu Government, Kenya?

1.6 Significance of the Study

The study's findings can help the county government allocate resources more efficiently, ensuring that public funds are used judiciously. Electronic procurement can enhance transparency and accountability, reducing the risk of corruption and ensuring that procurement processes are fair and equitable.

The study's insights can inform the formulation of government policies related to electronic procurement, potentially leading to the development of guidelines and regulations for its implementation in Uasin Gishu County. Legislators may utilize the examination's results towards finding best practices and recommend their adoption in other counties and government agencies in Kenya.

Other counties and organizations within Kenya can learn from Uasin Gishu County's experiences with electronic procurement, potentially leading to the adoption of similar

practices. The study's results can encourage collaboration and knowledge sharing among counties and organizations, fostering the exchange of ideas and strategies for improving performance.

The study contributes to academic research on the impact of electronic procurement in the context of devolved governments in Kenya, adding to the body of knowledge in the field. It provides scholars and researchers with valuable reference material for future studies on electronic procurement, performance, and governance in Kenya. Researchers can use the study's findings for policy analysis and evaluation, helping to assess the effectiveness of electronic procurement policies and their implications.

1.7 Scope of the Study

The scope of the study is to investigate the impact of electronic procurement processes on the performance of the Uasin Gishu County Government in Kenya. The research objectives include determining how electronic sourcing, invoicing, tendering, and payment influence performance within the government. Descriptive research design will be utilized to comprehensively analyze the relationship between e-procurement practices and performance. The target population consists of 96 individuals, including supply chain officers, user departments, and accounting officers within the Uasin Gishu County Government. The study will be carried out in June 2024 using expressive examination research method.

1.8 Study Limitations

Examination approach may encounter a challenge in the responses to the questionnaire. Some of the respondents to the study might not respond. However, their effect will not be significant because of the measures that the researcher will have put in place to ensure a

high response rate such as observing confidentiality and anonymity while conducting the study. Another constraint might be determining the respondent's truthfulness and honesty in answering the questions. To counteract this, the investigator will inform the respondents of their confidentiality and secrecy, as well as assure them that their responses to the questionnaires will be exclusively used for research purposes.

1.9 Delimitations of the Study

The study is limited to Uasin Gishu County, Kenya, and does not encompass electronic procurement practices in other counties or regions of the country. Generalizing the findings to other regions should be done with caution. The study focuses on a specific time frame (between October and December 2023), and any changes or developments in electronic procurement and performance occurring after this time frame are not within the study's scope. It is important to acknowledge the temporal limitations of the research. This study will apply descriptive survey research design, with quantitative research design in nature.

1.10 Assumption of the Study

Procurement officers, government officials, and other stakeholders, were willing to cooperate and participate in the study by providing information, insights, and responses to surveys or interviews. The study assumed that respondents would provide honest and transparent responses regarding their experiences and perceptions of electronic performance, without withholding or distorting information.

It is assumed that the respondents have a reasonable level of awareness and understanding of electronic performance and their implications within the devolved government system of Uasin Gishu County. It is assumed that the county government and its stakeholders are ready and willing to adopt electronic performance, at least to some extent, in line with national and international trends in public procurement. The study assumed that the county

possesses the necessary technological infrastructure and resources to support the adoption and implementation of electronic procurement systems.

1.11 Operational Definition of Key Terms

Electronic Ordering: This is internet-enabled technologies that let client's complete various steps of the purchase cycle, such as making requests, processing orders, getting necessary permissions, and sending the completed order to the supplier

Electronic payment: Refers to the use of internet-related activities to smooth communications.

Electronic sourcing: Utilization of online based network in gathering as well as relating provider-related data to permit choice of suitable corporate cohorts.

Electronic Tendering: Refers to a process that is conducted digitally, encompassing all tendering activities.

E-Procurement: Refers to a method involves the buying and selling of supplies, equipment, labor, and services through Internet or networked systems.

Performance: Refers to the effectiveness and efficiency of an organization's procurement or purchasing activities

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter delves into the influence of electronic procurement on performance, encompassing a review of relevant theoretical frameworks, empirical studies, the development of a conceptual framework, and a comprehensive examination of the existing literature. The sources for this literature review include journals, books, and working

papers authored by various researchers. The chapter also concludes by identifying gaps in the existing research that this study aims to address.

2.2 Empirical Literature Review

2.2.1 Electronic Sourcing and Performance

Electronic sourcing utilizes internet-based platforms for gathering and evaluating supplier details to identify appropriate business collaborators. Such technologies centralize all bidding information onto a unified platform, enabling thorough assessment, filtering out unsuitable candidates, and granting contracts to winning participants (Campbell & Du Preez, 2017). The system integrates several linked components, including spaces for advertising bid opportunities, template libraries for contract drafting, tools for generating e-bidding documents, standard contract language repositories, workflow and data administration systems, award management frameworks, and submission platforms for bids.

E-sourcing is linked with cost efficiencies, realized through the appraisal and choice of projects from a broad spectrum of providers, alongside the execution of e-auction tactics, which lessen the necessity for extensive procurement teams (Langat, 2019). Automated bid assessments have expedited the contract allocation process by curtailing the duration needed. E-sourcing platforms have bolstered transparency and information dissemination between purchasers and suppliers, permitting suppliers to monitor tender openings, progress, and deadlines, thereby boosting adherence to regulatory standards.

Bharadwaj (2019) highlighted the significance of e-commerce in fostering business expansion, notably through electronic data interchange, emails, electronic notice boards, electronic money transfers, and other network-centric technologies, in a scholarly examination of supply chain management and e-commerce within the retail sector. These

technologies simplify the exchange of business-related information and boost efficiency in aspects like stock management, payment safety, decreased transportation expenses, and interaction among business associates.

An assessment of the effect of e-obtainment on various ventures in various Indian monetary areas was done by Nanjundeswaraswamy and Nalini (2014). As indicated by their investigation, the utilization of e-obtainment innovations, for example, e-obtaining, has delivered various vital benefits, like diminished unapproved buys, upgraded data association, and closer coordination of the acquisition capability.

Panduranga (2016) explored the impact of e-procurement on transparency in the Indian government's procurement system. The Central Public Procurement Portal was introduced to streamline government procurement programs and improve transparency. The study demonstrated that the online platform enhanced transparency by enabling online registration, tender creation and publication, online submission, evaluation, and contract awarding. This resulted in increased public participation, reduced corruption, and improved transparency.

Mafini, Dhurup, and Madzimure (2020) looked at the relationship between supplier coordination, electronic procurement, and supply chain efficacy in South African small businesses. According to their findings, the use of electronic design and negotiating procedures significantly increased supplier coordination, which in turn boosted company performance. Nevertheless, they found that supplier relationships were not significantly impacted by e-sourcing, e-assessment, or e-information distribution.

In Ghana's Ashanti region, Hannah and Nani (2021) investigated the effects of electronic integration on the effectiveness of procurement within local governments. Their

conclusions showed that the use of electronic procurement techniques reduced bureaucratic obstacles, political meddling, administrative paperwork, and transaction times. It also promoted more accountability, increased openness, and improved documentation all at the same time.. The study highlighted how e-procurement technologies could enhance both financial and non-financial goals.

Tuyisabe and Mulyungi (2018) investigated the adoption of e-sourcing in the telecommunication sector in Rwanda, with a focus on MTN Rwanda. Their study revealed that e-sourcing technologies, including enterprise resource planning tools and spend analysis, were implemented to manage supply chain operations in the industry. Akoth (2017) conducted a study to assess the effects of electronic procurement on the delivery of services within Kenyan county government entities. The research outcomes indicated that the adoption of e-sourcing, e-contracting, e-ordering, and e-information dissemination played a crucial role in enhancing service delivery by optimizing various stages of the procurement process. Their research highlighted the critical importance of employing technologies such as automated warehouse automation, pick-to-light navigation systems, vendor management inventory systems, and barcode technology in elevating supply chain performance. These technological implementations were noted for their contributions to boosting employee productivity, managing stock levels effectively, enhancing forecast precision, and streamlining transportation logistics.

Oteki et al. (2018) examined the influence of electronic order processing on the supply chain performance of sugar processing firms in Kenya. The study found a significant relationship between e-sourcing and performance, leading to cost savings and improved procurement efficiency.

Kimutai and Ismael 2016 planned to form a friendship between key supply chain and esourcing executives at Kenya electricity generating company ltd the activity of determined e-obtaining was lay out to be a basic become involved further developing the company's inventory network portrayal Ochari and Kwasira 2016 concentrated on the connection between the influence of the obtainment function in Nakuru County management and e-sourcing while the voting demographic organization acknowledged the possibility of e-obtaining charm full activity held up a test hindering the accomplishment of every likely advantage.

2.2.2 E-Ordering and Performance

Gichuhi (2021) explored the impact of electronic ordering on performance within the Geothermal Development Company (GDC) in Kenya. The study employed a descriptive research design, targeting employees from the procurement and logistics departments in the GDC Nakuru region. Out of a total of 170 employees, a multi-stage sampling technique was used to select 97 respondents. Data collection relied on questionnaires, and the findings were analyzed using both descriptive and inferential statistics, with results presented in tables accompanied by discussions. The study concluded that eordering had a significant positive effect on performance in the geothermal sector.

However, it is important to note that the scope of the study was limited to GDC in Kenya.

In a similar study, Sakwa and Ngeno (2018) examined the impact of electronic order processing on the performance of supply chains within sugar processing firms in Kenya. The study adopted a mixed-methods research design, focusing on 12 sugar processing companies with a total population of 7,584 employees. Stratified random sampling was applied to select 367 participants. Data was collected through self-administered questionnaires, interviews, and observations. The findings indicated a strong positive

relationship between electronic order processing practices and supply chain performance. The study concluded that implementing electronic order processing enhances supply chain efficiency. However, this research was specific to the sugar processing industry in Kenya.

In a related study, Moronge and Munyao (2018) explored the impact of e-procurement practices on performance in public universities in Kenya. Their research aimed to analyze how the adoption of electronic ordering, sourcing, and tendering influenced procurement outcomes within these institutions. The study utilized surveys and interviews to collect data from key stakeholders actively involved in the procurement process at the universities. The findings demonstrated a significant positive correlation, showing that the implementation of e-ordering, e-sourcing, and e-tendering practices improved overall performance in these institutions. This research adds to the growing body of literature on the effectiveness of e-procurement by highlighting its critical role in enhancing efficiency and optimizing procurement operations in academic institutions. Based on these findings, the study recommends expanding similar research to other sectors to develop a broader understanding of how e-procurement practices impact performance. Such insights would help inform more targeted strategies and policies aimed at improving procurement processes across various industries.

To deepen insights into e-procurement practices, Chepkwony (2017) carried out a detailed study exploring the impact of electronic ordering and electronic informing on supply chain efficiency. The research aimed to uncover how these e-procurement elements contribute to improving overall supply chain performance. Using a thorough methodology that encompassed data collection, analysis, and interpretation, the study revealed that both e-ordering and e-informing significantly enhance supply chain efficiency. Based on these findings, the study recommended that organizations prioritize and invest in these areas to

achieve more effective procurement outcomes. This study highlights the intricate relationship between e-ordering, e-informing, and supply chain performance, adding valuable insights to the broader conversation around e-procurement strategies.

In a related investigation, Obunde (2019) focused on the performance of supply chains within Kenyan county governments, specifically examining the role of e-procurement. Through a rigorous analysis of electronic ordering systems, the study identified a strong positive impact on supply chain success, demonstrated by a significant correlation coefficient ($B = 0.606$, $p = 0.000$). The research also emphasized the importance of efficient electronic materials management in the operational functions of county governments. In light of these findings, the study recommended that county governments enhance their electronic ordering systems to optimize supply chain performance, ensuring smoother administrative processes in managing electronic resources.

2.2.3 Electronic Tendering and Performance

E-tendering, as defined by Nani and Ali (2020), is a comprehensive online process encompassing the entire tendering lifecycle. This process starts from the initial tender advertisement, followed by application submission, bidding, technical and financial evaluations, and concludes with the award issuance and notification of all parties involved. E-tendering significantly enhances organizational accountability and transparency by centralizing the entire procedure. This approach effectively reduces manual tendering processes and leads to improved performance in the supply chain, promoting transparency, cost reduction, streamlined internal processes, and strengthened relationships with suppliers.

E-tendering extends the opportunity for organizations to attract competitive suppliers. By advertising tender documents online, a wide array of suppliers is reached, creating a

competitive market environment where suppliers are motivated to participate. The ability to manage collection, receipt, evaluation, and compensation payment processes for purchased goods and services digitally further enhances the efficiency of the supply chain management process (Sunmola & Shehu, 2020).

Waithaka and Kimani (2021) outline e-tendering as an electronic procurement method that incorporates the digital issuance of tender notices, the appraisal of replies, and the granting of contracts. Unlike traditional methods, e-tendering software is maintained on remote servers, not on the computers of the buyers or sellers. This innovative approach utilizes web-based platforms, enabling participants to keep tabs on the progression of their projects throughout the procurement phase, thus achieving notable efficiencies in terms of time and financial savings relative to manual submission and tracking processes. Al-Yahya and Panuwatwanich (2018) propose e-tendering as a tailored digital solution for the public sector, aimed at facilitating the procurement of high-value, low-volume specialized items, services, and professional advice.

According to Rajab (2018), electronic tendering encompasses various processes, including e-invoices, e-sourcing, e-ordering, electronic authorization, and electronic payment. This digitized end-to-end process, from product requisition to delivery, eliminates paperwork and centralizes operations, enabling effective supply chain management while minimizing traditional tendering expenses. It initiates with the online advertisement of work, followed by document availability on the website. Subsequently, the qualified bidders are shortlisted to proceed with technical and financial quotations. This online process fosters satisfaction among suppliers and customers, primarily driven by the transparency it introduces (Musyoki, 2019).

As observed by Goh (2020), procurement departments encounter various challenges, including tender cancellations, high tender costs, and inconsistent procurement policies, which often result in poor bid awards. To enhance transparency, meet timelines, satisfy customers, and reduce costs, government organizations have increasingly emphasized the use of procurement policies in their procurement systems. E-tendering, being an online practice, ensures that all tendering activities, from tender advertisement to award issuance, remain transparent and accountable.

E-tendering, per Nani and Ali (2020), leverages the internet to send requests to suppliers, receive invoices, and obtain responses, thereby contributing to effective supply chain management. For this process to be effective, it necessitates registration, submission, and bid evaluation stages. Both buyers and bidders must register online to access the etendering web portal, and this registration is crucial for the process to function effectively. The bid evaluation phase is near the final stage, where a procurement committee is formed to analyze all bids and prepare a report supporting the selected tender.

E-tendering introduces online automation to the tendering process, facilitating a more controlled and streamlined procurement process (Qusef, Daradkah, Sammour, & Albadarneh, 2019). Geographical restrictions are removed, the time it takes to receive tender papers is reduced, and direct communication between suppliers and purchasers is minimized with e-tendering, which has several advantages for all parties. By providing immediate insights into ongoing activities, it strengthens the credibility of procurement agreements and allays concerns over the timeliness of application materials or confirmations. E-tendering is an all-inclusive method of automated tendering that includes e-notifications, e-selection, email correspondence, e-award declarations, and eprice estimates, all of which are meant to expedite procurement procedures (E-RFP).

Raventós and Zolezzi (2015) conducted a study focusing on the pharmaceutical sector in Chile, analyzing e-tendering data from 2001 to 2006 using panel regression techniques. They hypothesized that e-tendering enhances market mechanisms, effectively reducing corruption and curbing supplier collusion compared to traditional methods. Their findings highlighted improved supply chain performance resulting from e-tendering adoption. Osir (2016) concentrated because of e-acquisition on obtainment productivity by investigating the e-offering, e-mentioning, and e-invoicing processes utilized by stateclaimed organizations in Kenya. The exploration discoveries demonstrated that these associations were persistently endeavoring to lift acquisition execution by taking on eobtainment draws near.

A review led by Jayawardhena and Jayaratne in 2019 surveyed the execution of eobtainment and its suggestions for the functional viability of Sri Lanka's clothing store network. Their exploration meant to distinguish the variables that add to and deflect the reception of e-acquirement inside the design business. Their findings emphasized the cost-reduction benefits of e-procurement, particularly in terms of eliminating paperwork and related errors. It led to improved reliability and transparency in the procurement process, reducing customer complaints, reverse logistics costs, and enhancing fill rates and lead time efficiency.

Sunmola and Shehu (2021) conducted a case study to examine the users' perspectives on the performance characteristics of e-tendering systems. Information from a Kano-poll review were dissected utilizing the Kano model in this review. The results emphasized the features that increased user satisfaction and adoption: multi-user capabilities, support for multiple languages, free trial auctions, infinite auction length, security, real-time interface, review functionality, and feedback reports. Trustworthiness, mystery, consistence, and the

executives control were demonstrated to be qualities that advanced corporate inclusion. The report says that e-tendering technologies that meet customer expectations should be used because they are linked to more success for the business.

In 2017, Mohd-Nawi, Deraman, Bamgbade, Zulhumadi, and Mehdi Riazi scrutinized the pluses and minuses of electronic procurement systems within Malaysia's construction industry. Their research indicated that online business registration and e-tendering processes notably influenced project outcomes and service delivery quality. With the removal of the need for manual purchase order processing, e-procurement resulted in considerable cost savings and enhanced relationships with vendors. E-bidding also led to better pricing, increased supplier engagement, and improved transparency in public institutions.

Munubi, Kinanga, and Ondiba (2017) investigated the relationship between the performance of major Kenyan grocery chains' electronic procurement and their organizational success. Their research, which examined e-tendering, e-payments, esourcing, and e-archiving practices in 26 hypermarkets, found that electronic procurement systems enhanced supplier selection, tender information distribution, bid evaluation, bid evaluation with expertise, and the development of relationships through online interactions. All of these improvements added up to better decision-making procedures.

Munyao and Moronge (2018) evaluated the impact of e-obtainment execution on obtainment productivity by leading a careful review across state funded colleges in Kenya. As indicated by their discoveries, e-offering, e-obtaining, and e-requesting incredibly expanded obtainment execution, while e-installments affected the interaction. That's what

the review found, even with the presence of a few e-offering methods, egranting affected public obtainment.

Ongola (2017) looked into how the performance of supermarket procurement was affected by e-procurement. The results of the survey showed that although eperformance was only implemented by 56% of supermarkets, e-tendering, erequisitioning, and e-sourcing had a major influence. By minimizing resource waste, enhancing integration to shorten lead times, and improving communication between branches, suppliers, creditors, and stakeholders, these approaches increased cost efficiency.

Oteki (2018) led a far-reaching examination investigating the impact of e-obtainment execution on production network productivity inside sugar fabricating organizations, using a half and half examination system. E-tendering, e-order handling, and e-material management all played a significant role in improving supplier relationship management, as the study demonstrated. Notwithstanding, it likewise brought up that raised interests in e-provider relationship the board could prompt expanded costs and a decrease in functional productivity.

Chegugu and Kibet (2018) explored the relationship between electronic tendering and organizational performance in public health facilities within the county of Uasin Gishu. The research revealed that e-tendering encouraged hospitals to competitively bid on tenders.

2.2.4 Electronic Payment and Performance

E-installment includes the utilization of online devices to execute exchanges, as indicated by Mahdillou and Akbary (2014). This capacity is upheld by online installment frameworks and electronic installment advancements, working with the far off securing of

labor and products through computerized stages. Advances in online banking and eshopping can be attributed to the growing use of online payment systems. Additionally, advancements in financial technology have significantly contributed to the rise of epayment methods. Innovative solutions like smart cards, digital wallets, bank-to-bank transfers, and cryptocurrency wallets are increasingly being used, despite the fact that traditional credit and debit card transactions are still prevalent. It's important to note that some nations have noticed the rise of mobile-based e-payment systems (Lai, 2018). Consumer convenience, improved expenditure management, lower transaction fees, and more robust security protocols are all benefits of e-payment system integration. Progressions, for example, timestamping and finance affirmation have improved the dependability and unwavering quality of electronic exchanges (Akoth, 2017).

Seethamraju and Diatha (2018) completed a cross-sectional subjective review to research the factors influencing retail foundations in India's reception of computerized installment frameworks. Their review, which was educated by the Innovation Association Climate worldview, tracked down numerous obstructions to the take-up of computerized innovation. Some of these challenges included worries about losing control, the high costs of purchasing and maintaining such systems, users' ignorance of the benefits of ESystems, a lack of supplier-driven system adoption, security and tax implications, adhering to legal and regulatory standards, inadequate internet infrastructure, mistrust of external and regulatory environments, and the dependability of digital trading platforms.

Sarpong, Jianguo, Musah, and Boamah highlight that the incorporation of information and communication technologies has revolutionized business operations and influenced how companies secure and sustain a competitive edge. Their investigation centered on assessing the efficiency of procurement methods and e-procurement systems within

Ghanaian healthcare settings, along with their influence on productivity. To test their hypotheses, they utilized the bootstrapping technique and Smart PLS-SEM in their research. Harelimana (2018) explored the impact of electronic procurement on the performance of public sector entities, particularly the Rwandan Ministry of Finance and Economic Planning. Applying a correlational method and a descriptive research design, the study revealed strong associations between several e-performance indicators and the ministry's performance. Notably, e-bidding facilitates improved and efficient communication, enhancing information exchange among public institutions at reduced transaction costs. The analysis showed a decline in procurement expenditures from 24.4 million in 2015 to 18.6 million in 2016. Additionally, online vendor registration and epayment practices were linked to increased efficiency, leading to fewer calculation errors, automated billing capabilities, easy access to supplier details, and time savings. Etendering also expanded the number of bidders, thereby enlarging the government marketplace. The internal model analysis indicated that e-payments, e-sourcing, and system adoption significantly boosted hospital performance. These strategies enhanced sales performance, relationship management, cost reductions for purchased goods, inventory control, and transactional expenses, contributing to overall operational efficiency.

In Rwanda, Harelimana (2018) explored how electronic payment systems impacted the performance of financial institutions. Respondents in the study deliberate facets such as ease of loan uses, less tight collateral necessities, affordable loan costs, and depressed interest rates as critical factors doing the enactment of photoelectric payment. This desires that while employing photoelectric payment structures, all pieces of photoelectric payments were considered appropriate.

Njenga and Ismail (2016) examined the impact of photoelectric point-of-buying technology on supply chain depiction in Kenya's sell manufacturing, attracting on a selection of market chains in Nairobi County. The study wanted to comprehend by what method various elements of photoelectric point of buying troubled supply chain efficiency. Factors like keen leaf through orders, cloud-located ideas systems, and movable point of trade were checked. The study working purposive sipping to select the sample for the research. Results designated that travelling point-of-auction systems, cloud-located ideas arrangements, and smart scan schemes all considerably affected supply chain efficiency.

Torki, Rezaei, and Razmi (2020) surveyed the effects of e-fee electronics on the fiscal area performance of Islamic nations. They resolved annual committee dossier from 2011 to 2017, encompassing nations to a degree Iran, Indonesia, Jordan, Kuwait, Malaysia, Egypt, Morocco, Oman, Saudi Arabia, Senegal, Turkey, and the United Arab Emirates. The results emphasize the beneficial and substantial impact of differing photoelectric fee signs, containing ATMs, bank cards, point-of-sale instruments, travelling and system where banking transactions are completed electronically, on the fiscal sector's conduct.

Conversely, swelling and interest rates had a negative and important affect financial subdivision conduct, while financial development and population growth absolutely affected it.

According to Sarpong, Jianguo, Musah, and Boamah, the integration of information and communication technology has altered business procedures and impacted how businesses establish and maintain a competitive advantage. The effectiveness of procurement procedures and e-procurement systems in Ghanaian health facilities, as well as how these factors affected output, were the primary focus of their evaluation. The study tested hypotheses with Smart PLS-SEM and investigated the statistical significance of the study

variables with the bootstrapping method. The inner model study found that e-payment, esourcing, and e-systems usage had a significant impact on hospital performance. Within the hospital supply chain management, these strategies enhanced sales effectiveness, relationship building, cost reduction for acquired products, inventory levels, and transactional expenses. They additionally worked on functional productivity.

Waithaka and Kimani (2021) reviewed the literature to investigate how Kenyan county governments' supply chains performed in relation to their electronic performance. They came to the conclusion that e-procurement procedures, which include e-payment, eadvertisement, e-communication, e-contracting, e-sharing, e-submission, e-evaluation, etracking, and e-monitoring, greatly enhanced supply chain performance based on their review, which was informed by the value chain theory and the dynamic capability theory. These computerized resource procurement systems increased internal cost management, decreased human error rates, decreased transaction costs for business partners, expedited cash release, and boosted supplier sourcing. In particular, e-invoicing improved acquisitions by offering transaction data that could be used to make sure businesses got value for their money after every deal. It has been shown that e-tendering and e-payment improve audit trails, boosting openness and decreasing corruption in county administrations.

Mapendo, Mutuku, and Musau (2020) looked into how Tuskys retail chain's organizational performance was affected by e-performance. Their research concentrated on the effects of e-payment, e-sourcing, and e-tendering on supermarket performance. With a population of ninety, the research included thirty employees using an efficient research design. It was discovered that every aspect under investigation significantly improved organizational effectiveness. E-tendering increased the speed and efficiency of partner selection, while e-

sourcing gave the company access to a greater choice of providers at a lower cost. With cheaper transaction costs, better record-keeping, and a decreased chance of fraud, the supermarket chain's security, confidence, and competitive edge were all increased by the use of e-payment.

Munyao (2020) transported a record of what happened involving Sarova Hotels to test by means of what electronic fee orders affected the income growth of Kenya's inn industry. Employing a explanatory study design, the research contained 65 participants occupied at Sarova Hotel. The study used stratified sampling to select the sample group. The results demonstrated that e-payment technology enhanced convenience, correlated epayment challenges with organizational profit performance, and showcased the reliability and effectiveness of partners in offering a variety of payment options. Collaboration with payment agents or partners was found to be vital, enhancing the growth of the hotel.

In 2017, a review led by Chegugu and Yusuf examined the implications of electronic obtainment on the operational sustainability of public health offices within the Uasin Gishu District organization in Kenya. Using a qualitative study methodology, they collected data from five hospitals, focusing on the viewpoints of 367 participants. The analysis revealed that the adoption of e-payment greatly facilitated transactions. Hospitals were smart to form prompt and economical fees to suppliers following the delivery of merchandise. E-banking processes diminished costs provoked by clinics as distinguished to added payment means.

2.3 Theoretical Literature Review

The section covers different theories connected on research variables. These theories are constructed to enhance our understanding, prediction, and explanation of challenges within the defined critical boundaries. The study will be primarily informed by the

Disruptive Innovation Theory, the Diffusion of Innovation Theory, and the Technology Acceptance Model Theory.

2.3.1 Resource Based View (RBV)

The concept of the Resource Based View (RBV) originated from Penrose's research in 1959 (Peteraf & Barney, 2012). Within the RBV framework, the resources of a firm are deemed essential to its competitive capabilities. The RBV posits that a firm's resources are fundamental to its ability to thrive and compete effectively in the marketplace. The analysis is based on two key assumptions that identify potential sources of competitive advantage (Peteraf & Barney, 2012). Firstly, it assumes that firms within an industry can exert varying levels of control over a specific set of resources. Additionally, the model suggests that resource heterogeneity can endure over time, as the resources necessary for implementing strategies are not entirely transferable between firms. For a resource bundle to confer a competitive advantage, it must consist of resources that are distinct from those possessed by competitors. This perspective asserts that "No strategy is available to one firm if all market players have the same resources" (Cool et al., 2012).

To initiate a ripple effect within the organization's supply chain, various departments assume distinct responsibilities, supported by the RBV framework. According to the RBV philosophy, an organization's internal processes, such as utilizing digital platforms for activities like tender invitations, are considered vital resources. Organizations can enhance their supplier solicitation processes by employing industry benchmark standards, which can be facilitated through an advanced computerized bidding system (Peteraf & Barney, 2003). The influence of the platform on the efficiency of each firm's procurement operations can be assessed and analyzed. Once a firm recognizes that the effectiveness of its procurement process is crucial for establishing and sustaining its competitive

advantage, it applied the RBV principles to ensure meticulous management of this process (Dierickx & Cool, 2009).

2.3.2 Disruptive Innovation Theory

Disruptive Innovation, a concept introduced by Christensen in 1996, articulates how emerging technologies, products, or services can fundamentally alter existing markets and industries by providing simpler, more convenient, or cost-effective alternatives to conventional offerings. Christensen (1996) posits that disruptive innovation can catalyze organizational transformation and cultivate a culture of innovation within firms. Organizations that adopt disruptive technologies and innovative business models can secure a competitive advantage by consistently enhancing their products or services and remaining proactive in their industry. This approach can improve organizational effectiveness by fostering agility, adaptability, and a propensity for risk-taking.

Barahona and Elizondo (2018) note that the theory of disruptive innovation can facilitate organizations in accessing a broader array of suppliers and products through eprocurement platforms. Conventional procurement practices often confine organizations to a limited selection of suppliers, which can lead to restricted options and potentially elevated costs. Carlos and Elizondo (2021) further assert that by embracing eprocurement and leveraging disruptive technologies, organizations can engage with global supplier networks, access a wider variety of products and services, and benefit from heightened competition, ultimately resulting in superior quality and more economical procurement outcomes.

The application of disruptive innovation theory to enhance organizational performance via e-procurement presents considerable opportunities for Uasin Gishu County to revolutionize its procurement processes, yielding significant gains in efficiency, costeffectiveness, and overall performance. Consequently, by adopting disruptive

technologies and strategies, organizations can optimize and automate procurement processes, broaden their supplier and product access, and utilize data analytics for more informed decision-making.

2.3.3 Technology Acceptance Model

Fred Davis proposed the technology acceptance model in 1985. The Technology Acceptance Model (TAM), holds the premise that when a new technology is developed and deployed to the users, its uptake is mediated by three major factors which include the perceived usefulness, perceived ease of use, and the attitude that the user has towards usage. Acheampong, Zhiwen, Antwi, Otoo, Mensah and Sarpong (2017), explained that a process starting from attitudes to beliefs, and finally planned behaviour determine whether an individual will use a given technology. This indicates that before any technology can be accepted and put into use, the people must first gauge its usefulness, how it will be used, and develop an attitude that will determine whether the technology can be accepted or not.

Ramkumar, Schoenherr, Wagner and Jenamani (2019) observe that tThe TAM provides a structured approach to understanding and predicting users' acceptance and usage behavior towards new technologies. It consists of two main constructs: perceived usefulness (PU) and perceived ease of use (PEOU). Tiwari, Chan, Ahmad and Zaman (2019) observe that perceived usefulness refers to the extent to which individuals believe that using a particular technology will enhance their job performance or productivity. Perceived ease of use, on the other hand, refers to the degree to which individuals perceive a technology as easy to use and understand.

By applying the TAM in the context of e-procurement, Uasin Gishu County can assess and address the factors that influence users' acceptance and adoption of the technology by

communicating the benefits, enhancing user experience, involving users in the decisionmaking process and providing ongoing support and training

2.4 Conceptual Framework

As per the Innovation Acknowledgment Model, an organization's functional proficiency might be fundamentally expanded by integrating essential e-obtainment capacities. Consequently, this examination aims at determining the influence of e-performances, as defined within this research, on procurement procedures within devolved governments in Kenya. This examination is framed as an exploration of the interconnectedness of the study's variables and their impact on an organizational entity.

The primary objective of incorporating a theoretical framework in this discussion is to visually illustrate electronic procurement and its potential effects on enhancing procurement processes within Kenya's decentralized governmental structures. Serving as an evaluative tool, this visualization aids in determining the correlation between forecasted outcomes and empirical evidence gathered throughout the research and project development stages. Figure 2.1 in this segment offers a graphical interpretation of this theoretical construct.

Independent Variable **Dependent Variable**

E-procurement processes

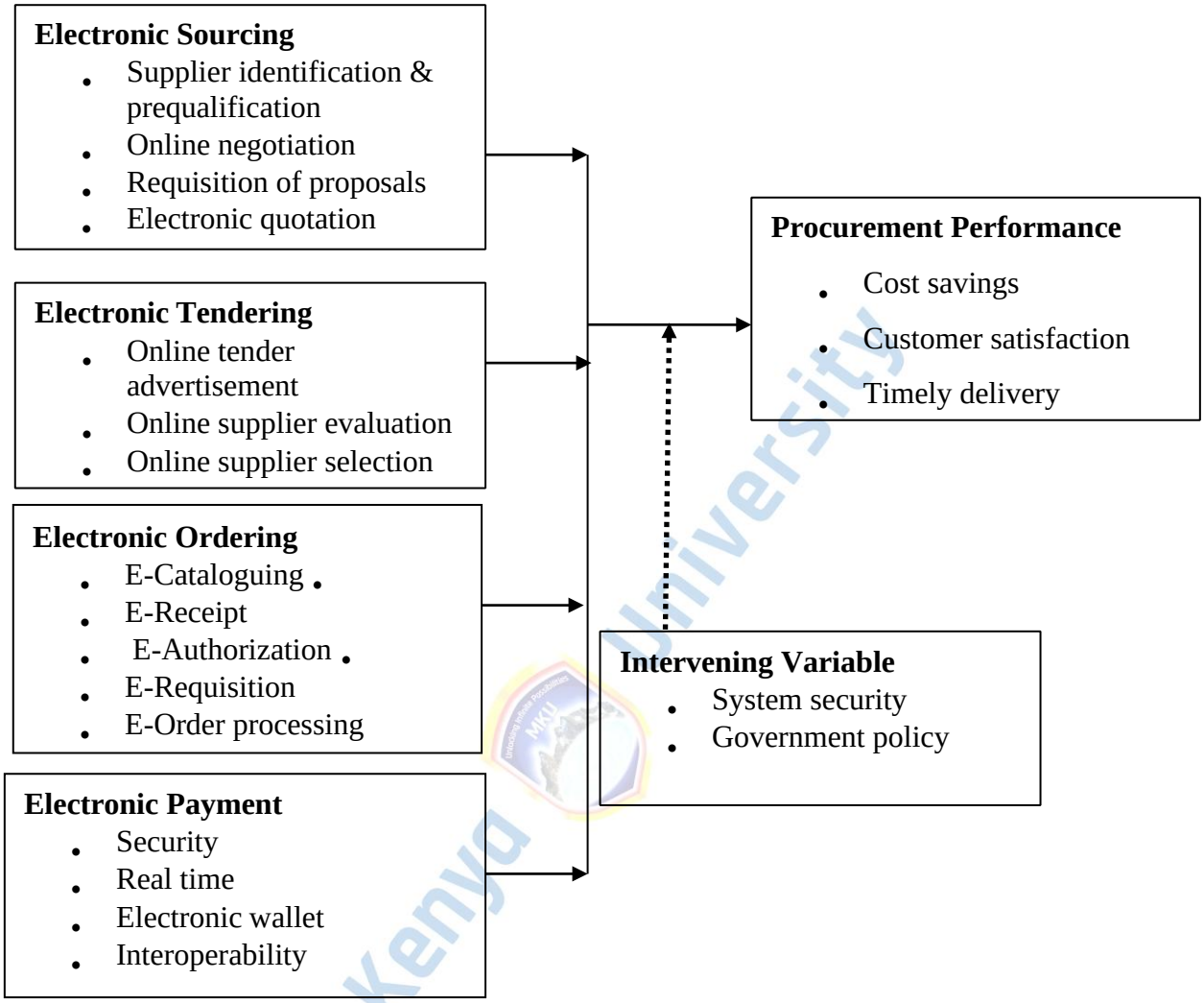

Figure 1: Conceptual Framework

Source: Researcher, (2024)

In the conceptual framework depicted in Figure 2.1, performance is shown as a dependent variable and e-procurement is shown as an independent variable. It shows how e-procurement has been used in a variety of situations, including sourcing, ordering, tendering, and payment, all of which have different effects on a farm's performance. A good theory of how e-procurement works is provided by the TAM2, which focuses primarily on an individual's and a community's cognitive abilities. Even when used by a business, e-procurement actually benefits those who submit requests and then receive

supplies. The conceptual framework demonstrates how operational performance is affected by a number of variables, each of which is represented as an intervening variable.

2.5 Research Gap

The existing body of literature indicates that electronic procurement significantly impacts the performance of organizations. In their 2020 research, Torki, Rezaei, and Razmi investigated the impact of electronic payment systems on the financial sector's performance in selected Islamic nations. Their findings indicated that both economic growth and population size significantly enhanced the performance of the financial sector. While the study primarily addressed the financial sectors of Islamic countries, its implications may extend to the operational performance of companies such as East Africa Portland Cement PLC in Kenya.

Munyao's (2020) study assessed the effectiveness of electronic payment systems on revenue generation within Kenya's hotel sector, with a particular emphasis on Sarova Hotels. The research uncovered a notable correlation between the advantages of electronic payments and revenue performance. Although Munyao's conclusions are specific to the hotel industry, they may provide valuable insights applicable to the performance of East Africa Portland Cement PLC in Kenya.

Gichuhi and Waruguru (2020) examined the effects of the e-tendering process on performance at the Geothermal Development Company in Nakuru, Kenya. Their results demonstrated that e-tendering positively and significantly influenced the company's performance. Despite the study's focus on a geothermal enterprise, the beneficial effects of e-tendering could offer relevant insights for enhancing the performance of East Africa Portland Cement PLC in Kenya.

Noor and Kimutai (2016) observed that e-sourcing has gained widespread popularity and is intricately linked to organizational evolution. Chepkwony and Lagat (2016) emphasized the pivotal role of electronic ordering in enhancing supply chain performance. Onjala (2017) highlighted the advantages of e-ordering systems, particularly in terms of inventory tracking and expeditious customer order responses.

Bittok (2017) found that e-invoicing has a positive effect on organizational performance. Chegugu, Yusuf, and Kibet (2017) uncovered a notable gap in organizations neglecting e-payment for supply chain transactions. Kamaru and were (2018) underscored the positive impact of e-sourcing on organizational performance, recommending that state corporations consider full-scale e-procurement implementation. Harelimana (2018) pointed out the increasing popularity of e-procurement, especially in the public sector.

Furthermore, Olaleye and Sanusi (2019) investigated the variables of performance expectancy and effort expectancy derived from the model and found that they did not significantly influence a company's behavioral intention to adopt e-invoicing. Their research also demonstrated that e-payment Enterprise Resource Planning (ERP) systems enhance data security in management. It's important to note that these studies were conducted in various sectors, different geographical regions, and employed diverse methodologies. This variation in methodology, location, and context highlights research gaps that the current study aims to address by exploring the relationship between organizational performance and e-obtaining.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study methodology elucidates the structured processes employed to achieve outcomes that effectively address the research objectives and the questions the study aims to answer. Consequently, this chapter encompasses the research design that will provide guidance throughout the research. It also discusses the target population and sample size, elaborates on the methods and procedures for data collection, examines the validity and reliability of the research instruments, and ultimately explains the data analysis process, all while considering moral attentions.

3.2 Research Methodology

This study investigated the impact of e-acquisition on procurement execution through a quantitative investigation design, utilizing a survey instrument to gather direct data and really take a look at the goal section's reactions. Using concentrate on research as its framework, this assessment accumulates quantitative data through overviews. The expert joins quantitative and emotional investigation systems to insightfully reveal and assess the relationship or exchange between variables, characteristics, or parts.

3.3 Research Design

This study employed the convergent parallel mixed methods design due to its suitability for combining both qualitative and quantitative research approaches, fitting perfectly for this investigation (Fisher, 2017). The convergent parallel design is a method for collecting, analyzing, and "mixing" both quantitative and qualitative research methods within a single study to comprehend a research problem (Creswell, 2018). This approach will be preferred over others because certain research questions will necessitate a qualitative approach,

while others will demand a quantitative method. The design will assist the researcher in gaining a deeper or more comprehensive understanding of the research problem by acquiring different yet complementary data from the respondents (Creswell & Plano, 2018).

The convergent parallel design collected and analyze two independent strands of quantitative and qualitative data simultaneously in a single phase (Creswell, 2018). This design will prioritize both qualitative and quantitative methods equally, keeping the data analysis separate, mixing the results during the overall interpretation, and attempting to find convergence, divergence, contradictions, or relationships between the two sources of data (Creswell & Plano, 2018). In this instance, the convergent parallel design will allow the researcher to adopt a cross-sectional survey research design for quantitative data and a phenomenological research design for qualitative data. The cross-sectional survey will be chosen because it excels in determining the prevalence of occurrences, situations, problems, attitudes, or issues as stated by Kumar (2014). Additionally, it will be beneficial in describing the characteristics of a large study population and sample, thereby enhancing the significance of the study's results; the design will also enable the researcher to utilize questionnaires for youth data collection (Kombo and Tromp 2018).

Data in cross-sectional surveys were collected at one point in time. The design leveraged standardized questions, with the reliability of the items determined, and the study's findings generalized (Creswell, 2018). Creswell (2018) noted that the phenomenological approach will enable an in-depth examination of relevant variables to describe the current situation using an interview guide.

3.4 Location of the Study

This study was carried out in Uasin Gishu Area, which is situated in Kenya's Break Valley. Due to its diverse terrain and long history as an agricultural region, the county provides an excellent setting for examining the suggested study objectives. It is situated at geographic coordinates approximately between 0.5333° S latitude and 35.2833° E longitude. The county's capital and largest city is Eldoret. Uasin Gishu County is characterized by its diverse topography, which includes highland areas, valleys, and plateaus. It is situated to the northwest of Nairobi, the capital city of Kenya. The county shares its borders with Kakamega County to the west, Nandi County to the east,

Bungoma County to the north, Kericho County to the southeast, and Elgeyo-Marakwet County to the south. The region is characterized by a mix of urban and rural areas.

The county capital of Uasin Gishu is Eldoret, which is the fifth-largest city in Kenya. Eldoret is known for its dynamic and vibrant business environment. The city serves as a commercial hub, hosting various enterprises, institutions, and government offices. It is also recognized for its role in athletics, having produced numerous world-class athletes who have excelled on the global stage. Uasin Gishu County has a diverse economic landscape. Agriculture plays a pivotal role, with the region being known as the "Home of Champions" due to its history of producing elite long-distance runners. Maize and wheat farming are particularly prominent in the county. Besides agriculture, trade, manufacturing, education, and health services are essential economic sectors in Uasin Gishu. The project on e-procurement and performance in Uasin Gishu County concentrates on the adoption and impact of electronic procurement practices within the county's public procurement system. It examines how technology and e-procurement solutions have been integrated into procurement processes to enhance efficiency, transparency, and accountability.

Additionally, it evaluates the effects of these technologies on performance, cost-effectiveness, and overall service delivery.

3.5 Target Population

As per Mohajan (2018), it signifies the complete group of individuals, events, or objects that share a common observable characteristic. It is the aggregate of everything conforming to specific criteria. Tracy (2020) highlighted the concept that a population encompasses groups of individuals who share a particular trait. In this research, the target population included supply chain officers, user departments, and accounting officers in Uasin Gish County Government who are 96 in number. The distribution of the target population is as shown in Table 2

Table 1: Distribution of Target Population

Departments	Population
Supply Chain Officers	54
User department heads	23
Accounting Officers	19
Total	**96**

Source: Uasin Gishu County Human Resource Records

3.6 Sampling Procedures and Sample Size

Following Pandey and Pandey (2021), the pool from which the review's example is determined is named the testing outline. The testing casing will include production network supervisors, departmental heads, and bookkeeping authorities inside the Uasin Gishu, from which 96 members were picked. In this research, census method was employed due to the relatively small population size, consisting of fewer than 200 members, which is too small to be sampled and it is conveniently accessible. As described by Ruggles, Fitch, Magnuson, and Schroeder (2019), census sampling involves the inclusion of the entire population and all its members in the study. This approach is

particularly well-suited for the study, as it eliminates the need for generalizing findings, and the conclusions drawn are based on the perspectives of every element within the population.

According to Flick (2019), a model is a draft of individuals preferred for a review established particular section attributes. The knowledge gained from this convention maybe summed up for a best audience. In accordance with Kumar (2018), the sample magnitude portion endure closely pertain all populace. Because the study of human population is manageable, all 96 respondents were affiliated with the sample in consideration of likeness.

3.7 Data Collection Instrument

The research utilized primary data that were both quantitative and qualitative in nature. A questionnaire was utilized as the tool for gathering primary data. Iovino and Tsitsianis (2020) stated that a questionnaire is a compilation of questions or items used to collect primary data from respondents regarding their attitudes, experiences, or opinions. The questionnaire was employed because it offers an economical and efficient means of data collection, especially considering the sample size. A 5-Point Likert Scale, where 1 represents 'strongly agree,' 2 represents 'agree,' 3 'neutral,' 4 represents 'disagree,' and 5 'strongly disagree,' was used to collect data. According to Tanujaya et al. (2023), the Likert scale was developed by Rensis Likert to measure research respondents' attitudes. Douven (2017) alluded that the Likert scale is a measurement scale in a quantitative questionnaire where respondents are required to select only one option among the questions or statements. The use of Likert scale was deemed essential as it helps mitigate potential respondents' biases and ensures the study's validity and reliability (Rahman, 2017). Numerous studies have shown that the Likert scale is meaningful and straightforward to

complete (Tanujaya, et al., 2023). Furthermore, a self-administered questionnaire approach will be adopted for this study since the objective does not necessitate direct observation of information. The questionnaire primarily contained closed-ended questions, with a few open-ended ones. Combining both open-ended and closed-ended questions which enhanced the quality of the research findings.

De Rada (2019) asserted that self-administered questionnaires are relatively simple and quicker to complete than other methods. This will be particularly important in this study because the researcher abled to collect data on a large scale simultaneously. Employing a self-administered questionnaire to gather both quantitative and qualitative data concurrently expedited data collection and ensured that the data collected was uniform, accurate, and consistent. Additionally, the open-ended portion of the questionnaire will permit respondents to describe and comment on the study phenomenon in their own words (Twis et al., 2020; de Rada, 2019). The researcher enlisted the assistance of research assistants to distribute the questionnaires via the drop-and-pick method as suggested by Saunders et al. (2019). The questionnaire was segmented into two parts. The first segment concentrated on demographic information, while the second segment encompassed the research questions.

The researcher devised the interview based on the research questions to collect qualitative data. This was used to gather information from count top. management. The interview involved a one-on-one dialogue consisting of the interviewer and the interviewee. The data derived from the interview was predominantly be qualitative in nature.

3.8 Pilot Study

Agoi (2017) noted that piloting of the research instruments means administering the instruments to a small representative sample identical to but not including the group one is going to survey. This is important in order to determine the validity of the instruments.

Pilot testing refines the instruments so that respondents will have no problems in answering the questions (Ørngreen & Levinsen, 2017). Piloting also assists in determining if there are any weaknesses within the questionnaire design. The information gathered during piloting is then used to revise the instrument. Suggested amendments are incorporated into the research tools; and the pilot results do not form part of the final results. A pilot study was conducted in Nandi County.

3.8.1 Validity and Reliability of Research Instrument

Before initiating the data collection process, the study conducted a pilot test to identify errors in the questionnaires, aligning with the approach advocated by Remler and Van Ryzin (2022). This pilot test was carried out with a 10% sample of the participants, and any identified errors were subsequently corrected.

Instrument validity refers to the instrument's ability to measure the concept in line with expectations (Cooper & Schindler, 2018). In this context, content validity was established by seeking input from experts, particularly study supervisors, who thoroughly reviewed the questionnaire and provided their professional insights to ensure comprehensive coverage of all study variables. They also cross-verified the research to ensure that the theoretical dimensions were faithfully reflected as intended.

Data dependability means the range to which a measure is empty bias, guaranteeing regular calculation across various parts inside the means, in accordance with Ovan and Saputra (2020). It serves as a measure of the inquiry's stability and regularity in judging the

calculated idea. The reliability of the dossier accumulation tool will be determined using Cronbach's beginning, that measures within regularity and will be computed utilizing SPSS Version 28. A construct composite dependability cooperative of 0.7 or bigger, for all builds, is considered enough for this study (Ovan and Saputra, 2020). As eminent by Berndt (2020), dependability coefficients are considered superior at around 0.9, excellent at about 0.8, and able at 0.7. Higher coefficients plan that items in the scale measure the alike builds, while lower coefficients signify liberty among parts. The reliability of the research instrument was examined using an internal consistency technique based on Cronbach's Alpha.

Table 2 Reliability of Research Instruments

Variables	Cronbach's alpha	Items
e-Sourcing	0.76	7
e-Tendering	0.78	8
e-Ordering	0.82	5
e-Payment	0.79	6
Average	**0.79**	

Table 2 indicates that e-ordering demonstrated the highest reliability, with a Cronbach's alpha value of 0.82. This was followed by e-payments, which had an alpha value of 0.79, then e-tendering with a value of 0.78, and finally e-sourcing, which recorded an alpha value of 0.76. All variables exceeded the acceptable threshold of 0.7 for Cronbach's alpha, confirming the reliability of the instrument.

3.9 Data Collection Procedures

To fulfill the research objectives, the researcher must gather data from the field and conduct a scientific analysis. This section outlines the structured approach for collecting data related to the research phenomenon. Approval was obtained from Mount Kenya University to carry out the study, and clearance will be sought from the National Council

of Science Technology and Innovation (NACOSTI). This authorization is crucial for facilitating the research process. Once permissions were secured, visits were made to the selected participants, and permission was requested to distribute the questionnaires and collect data. Prior to providing the organized questionnaires, the investigator presented a consent assertion to the participants. As interpreted by Veal (2018), self-presidency includes bestowing the questionnaires to respondents the one can alone complete ruling class outside assistance. The study took advantage of a decline and pick-up later approach for inquiry self-presidency. Several advantages concerning this pattern have happened emphasize by scientist, including larger reaction rates on account of the sufficient time deal with inquiry accomplishment.

3.10 Data Analysis Procedures and Presentation

According to Stone-Romero and Rosopa (2020), file reasoning procedures limit the dossier's talent to tell arising patterns within it, that yet serves to weaken the goal of conferring the study goals. To address the quantitative dossier, the research combineed two enumerations—one for description and the other for probability. Descriptive statistics refers to the analysis of data that aids in describing, showing, or summarizing data meaningfully, potentially revealing patterns within the data (Sürücü & Maslakçi, 2020). Descriptive statistics were utilized to offer fundamental information about variables in a dataset and to underscore potential relationships between variables (Saunders et al., 2019). Descriptive statistics were applied in the form of standard deviations, means, percentages, and frequencies. Descriptive statistics assist in describing and comprehending the characteristics of a specific dataset by providing succinct summaries about the sample and measures of the data (Marko & Erik, 2019).

Inferential statistics facilitates a deep comprehension of population data by scrutinizing samples derived from it. It enables generalizations about the population through various analytical tests and tools (Marko & Erik, 2019). The study employed inferential statistics, including correlation analysis and linear regression. The study conducts a correlation analysis to assess the strength of the relationship among the variables.

Correlation coefficients are utilized to gauge the robustness of a relationship between two variables and how a shift in independent variables impacts the dependent variable (Gupta & Kapoor, 2020). Additionally, the study utilizes linear regression to evaluate how independent variables influence the dependent variable. Linear regression aimed to ascertain the strength and direction of the relationship between the dependent variable and the independent variable (Iovino & Tsitsianis, 2020).

Qualitative data from the interview guide was manually categorized into themes and subthemes. Following this, the researcher grouped themes into coherent sub-themes. These sub-themes were then coded and analyzed into categories. Creswell (2017) observed that coherence in writing is crucial, meaning that ideas were interconnected and logically flow from one sentence to another. This aided in ensuring that the research flows smoothly from one paragraph to another, potentially leading to precise results. Ultimately, the researcher converged the themes, present the quotes, and interpret results from the two sources of data. The researcher will also aim to identify convergence, divergence, contradictions, and relationships between the two sources of data. Data triangulation was performed by comparing information from questionnaires and interviews.

3.11 Ethical Considerations

Ethical concerns are of superior importance in some research endeavor (Kaewkungwal and Adams, 2019). This research obeyed decent righteous conduct, emphasizing the need for

solitude and the secrecy of assembled facts. To ensure moral practices, the scientist will secure a precise labeling from Mount Kenya University. The researcher still inquired cognizant consent from all participants, guaranteeing their willing and ready partnership. Collaboration was established accompanying the province or district of area HR area to come to terms data accumulation dates and get the inevitable permissions to conduct research inside their jurisdiction. This approach aimed for fear that potential conflicts accompanying area heads, such as those in the obtainment whole and consumer areas. Furthermore, the researcher got the appropriate research clearances and authorizations from two together the constituency and national departments, containing NACOSTI. These clearances definitely outlined the research's aims and its categorization, that helped support respondent partnership all along dossier accumulation. Additionally, the information determined by accused was discussed accompanying the utmost secrecy, accompanying all dossier composed being devoid of distinguishing names to safeguard their obscurity and solitude.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The chapter presents the findings of the study and a discussion of the findings. This chapter focuses on critical evaluation of the results and findings around the study's subject. The findings are analyzed in descriptive statistics, thematic analysis and inferential statistics. The study sought to determine Electronic Procurement Strategies and Performance of Uasin Gishu County.

4.1.1 Response Rate.

The researcher distributed 96 questionnaires to the respondents at Uasin Gishu county. Out of the 96 questionnaires distributed, 92 questionnaires were fully filled and returned, this constituted a response rate of 95.8 in which the researcher relied on for data analysis and findings. The respondents who did not return their questionnaires either misplaced or were not willing to respond to the questions. According to Pielsticker, and Hiebl (2020), a 50% response rate is adequate, 60% is good and 70% and above is very good. The response rate of 95.8% for this study was therefore considered satisfactory to make conclusions for the study.

Table 3: Response Rate

Questionnaires	Frequency	Percentage
Returned	92	95.8
Not returned	4	4.2
Total	**96**	**100**

4.2 Demographic Analysis

The section presents the demographic characteristics of the respondents. The researcher targeted respondents of different age groups, both genders of respondents, their level of education, and the number of years served in the county.

4.2.1 Distribution of Respondents by Gender

The study also determined the gender of the respondents. The results are submitted in table Figure 2.

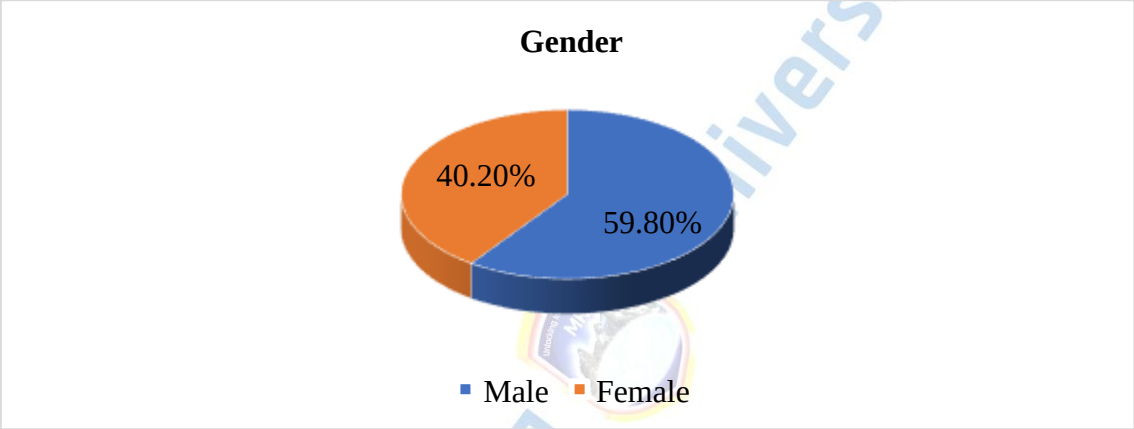

Figure 2: Distribution of Respondents by Gender

Source: (Research Data, 2024)

The research attempted to capture the respondents' gender distribution. The findings indicated that 60% of the participants were male, while 40% were female, signifying a diverse gender composition within Uasin Gishu County's workforce. The issue of gender equality and equity were taken care of in this study, as enshrined in the 2010 Constitution of Kenya. This outcome also suggests that the research did not display bias towards either gender, as it encompassed both male and female participants, ensuring a balanced representation of both genders' perspectives.

4.2.2 Distribution of Respondents by Age

The study determined the age distribution of the respondents. The results summarized in the table below.

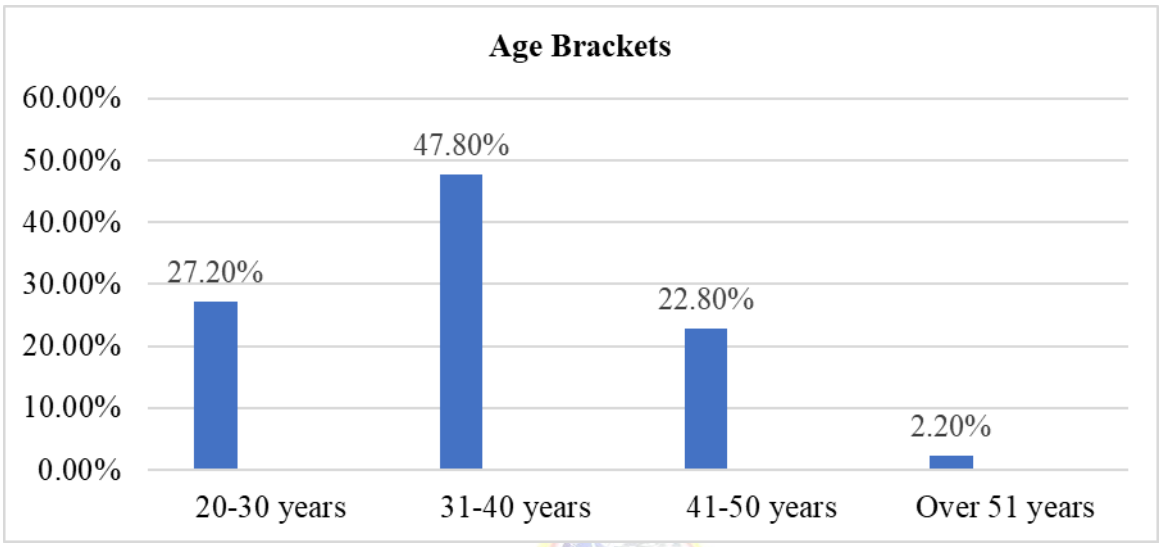

Figure 3: Distribution of Respondents by Age

Source: (Research Data, 2024)

The research aimed at finding out the each one of the respondent's age distribution, and based on the study, the age bracket of 30-40 years accounted for the highest number of respondents (47.8%), whereas, 27.2% of the respondents were in the age bracket 21 and 30 years, 22.8% of the respondents were in the age bracket between 41 and 50 years and only 2.2 % of the respondents were in the age bracket over 50 years. Different age groups are perceived to hold different ideas. This implies that the study gathered information from all age brackets. The study's outcomes reveal a diversity in the ages of the employees, ensuring an unbiased approach in terms of age.

4.2.3 Distribution of Respondents by Level of Education

The study determined the n Respondents by level of education. The respondents were asked to state their highest level of education and the results were as captured in Figure 4.

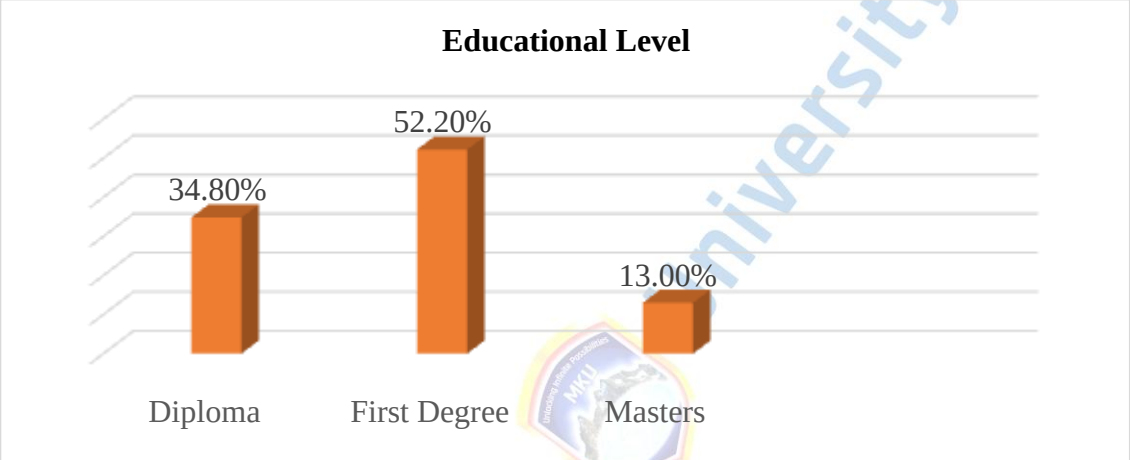

Figure 4: Distribution of Respondents by Level of Education

Source: (Research Data, 2024)

On respondents' achieved degree of education, the research showed that most of the respondents (52.2%) had attained, undergraduate degrees or whereas 34.8% of the respondents had attained tertiary college diplomas and 13% of the respondents had attained postgraduate degree. These outcomes suggest that a significant portion of the respondents had achieved commendable academic qualifications. This suggests that the respondents had a good education, and hence, they were able to easily understand questionnaire issues.

4.2.4 Distribution of Respondents by Length of Service

The study determined the number of years the respondents had worked in their current office.

Figure 5: Distribution of Respondents by Length of Service

Source: (Research Data, 2024)

The research attempted to figure out the duration that each respondent had worked for their respective county government. From the research findings, the study revealed that majority of the respondents as shown by 34.8% had served the county for 7-10 years whereas 30.5% of the respondents had served the county for a period of 4-6 years, 21.7% had served the county for 4over 10 years and the remaining 13% of the respondents had served the county for a period of less than 3 years. The inference here is that most of the respondents had worked for the county for an appreciable duration, and hence, they were able to provide dependable responses.

4.3 Deceptive Analysis

In this section, the study variables (both independent and dependent) were analyzed and discussed. A Likert scale was used to rate the responses received, with a score of 5 indicating strong agreement, 4 indicating agreement, 3 indicating neutrality, 2 indicating disagreement, and 1 indicating strong disagreement.

4.3.1 Deceptive Analysis of E-sourcing

The first specific objective of the study was to determine the influence of e-sourcing on operational performance in the county. Respondents were asked to indicate their level of

agreement with statements regarding e-sourcing and its impact on procurement processes. The results are presented in Table 4.

Table 4: Effects of E-Sourcing on Performance

Statements	Mean	Std. Dev
The county has effectively implemented e-sourcing practices to enhance procurement processes.	4.132	.962
The e-sourcing platforms provided by the county have improved transparency and fairness in procurement procedures.	3.962	.854
E-sourcing has streamlined the procurement activities of the county, resulting in cost savings and efficiency gains.	4.057	.745
The county has effectively utilized e-sourcing platforms to engage a wider pool of suppliers and promote competition.	4.151	.718
E-sourcing has increased the accountability and traceability of procurement activities carried out by the county.	4.151	.794
The county has successfully integrated e-sourcing technologies into their procurement workflow.	3.948	.971
E-sourcing has reduced the administrative burden associated with procurement processes for the county.	3.961	.923

Source: (Research Data, 2024)

The results indicate that respondents generally agreed with the statements regarding the county's implementation of e-sourcing practices. The statement that the county has effectively implemented e-sourcing practices to enhance procurement processes received a mean score of 4.132 (Std. Dev. 0.962). Respondents also agreed that the e-sourcing platforms provided by the county have improved transparency and fairness in procurement procedures, reflected by a mean of 3.962 (Std. Dev. 0.854). The statement that e-sourcing has streamlined the procurement activities of the county, resulting in cost savings and efficiency gains received a mean of 4.057 (Std. Dev 0.745). Additionally, respondents

agreed that the county has effectively utilized e-sourcing platforms to engage a wider pool of suppliers and promote competition, with a mean of 4.151 (Std.

Dev0.718).

The agreement is further supported by a mean of 4.151 (Std. Dev 0.794) for the statement that e-sourcing has increased the accountability and traceability of procurement activities carried out by the county. However, slightly lower agreement was observed for the statements that the county has successfully integrated e-sourcing technologies into their procurement workflow (mean = 3.948, Std. Dev 0.971) and esourcing has reduced the administrative burden associated with procurement processes for the county (mean = 3.961, Std. Dev 0.923).

The finding agrees with Kimutai and Ismael (2016) research on the role of strategic e-sourcing practices on supply chain performance in state corporations in Kenya. The study found that Organization cost reduction is important in customer service, return on investment and total cost while organization cost reduction is slightly important in impacting return on investment and speed of delivery. The finding also agrees with Kihanya, Wafula, Onditi and Munene (2019) research on the role of strategic sourcing on organization's performance. The findings of this study suggested that strategic sourcing enables the organization to achieve strategic advantage and at the same time act as a means in which a business condition or problem can be alleviated in a more efficient and effective manner.

4.4.2 Deceptive Analysis of E-Tendering

The study sought to establish the extent to which e-tendering affected performance at Uasin Gishu County.

Table 5: Effects of e-tendering on Performance

Statements	Mean	Std. Dev
The county creates and posts tenders on the web.	4.113	.670
The organization uses a web- based platform to evaluate potential vendors.	4.132	.785
There are regular online supplier performance reviews conducted by the organization.	4.038	.733
The county has an online supplier contract management system	4.208	.454
Cooperation amongst vendors has improved.	37.7	50.9
Organizations are able to take advantage of the improved prospects because of the Internet's poor infrastructure and high transaction costs.	4.094	.597
Trust levels have grown	4.019	.820
Over time, customer-supplier partnerships that benefit from interorganizational systems tend to be more productive.	3.981	.866

Source: (Research Data, 2024)

The results presented in Table 5 highlight the positive perceptions of respondents regarding the effectiveness of the county's online procurement and supplier management practices. The statement that the county creates and posts tenders on the web received a mean score of 4.113 (std. dev = 0.670), indicating strong agreement among respondents about the county's commitment to transparency and accessibility in its tendering process. Moreover, the statement that the organization uses a web-based platform to evaluate potential vendors was rated with a mean of 4.132 (std. dev = 0.785), suggesting that respondents believe the organization effectively employs digital tools to assess vendors, enhancing the evaluation process.

The statement regarding regular online supplier performance reviews conducted by the organization scored a mean of 4.038 (std. dev = 0.733), indicating that respondents agree that performance reviews are consistently carried out online, which is crucial for maintaining supplier accountability and performance standards. In terms of contract management, the statement that the county has an online supplier contract management system received a mean of 4.208 (std. dev = 0.454), reflecting a strong consensus on the implementation of digital systems for managing supplier contracts efficiently.

Furthermore, the statement that cooperation amongst vendors has improved was rated highly, with a mean of 4.226 (std. dev = 0.750), indicating a strong perception of enhanced collaboration among suppliers. Additionally, the respondents agreed that organizations are able to take advantage of the improved prospects because of the Internet's poor infrastructure and high transaction costs, reflected in a mean of 4.094 (std. dev = 0.597), which indicates recognition of the challenges that still exist despite improvements. Finally, the statement that over time, customer-supplier partnerships that benefit from inter-organizational systems tend to be more productive had a mean of 3.981 (std. dev = 0.866), indicating general agreement on the productivity benefits of such partnerships.

The findings concur with Gichuhi and Waruguru (2020) research on the influence of etendering process on performance in Geothermal Development Company in Nakuru, Kenya. The study established that e-tendering had positive significant relationship with the performance in geothermal development company. The finding also concurs with Rotich, Muma and Waruguru (2022) who examined the relationship between e-tendering and performance among County Governments in Kenya. The results revealed that etendering is positively related with performance of supply chain function of County Governments in Kenya.

4.4.3 Deceptive Analysis of E-Ordering

The respondent indicated their levels of agreement on the role of e-ordering on performance at Uasin Gishu County

Table 6 Effects of E-Ordering on Performance

Statements	Mean	Std. Dev
The county has adopted an online order management system (OMS)	4.170	.545
The county provides its vendors with 24/7 online access to inventory data.	4.057	.633
Online, personalized order forms are used by the county.	4.075	.781
The organization has created a web-based platform for the integration of warehouses.	4.151	.690
The county has well- managed online order information data.	4.075	.851

Source: (Research Data, 2024)

The results presented in the Table 6 indicate that the respondents agreed on the statement that the county has adopted an online order management system (OMS), with a mean of 4.170 (Std. Dev. = 0.545). Furthermore, a significant majority agreed that the county provides its vendors with 24/7 online access to inventory data, as evidenced by a mean of 4.057 (Std. Dev. = 0.633). Most respondents also acknowledged that the county utilizes online, personalized order forms, reflected in a mean of 4.075 (Std. Dev. = 0.781). Additionally, the statement regarding the creation of a web-based platform for the integration of warehouses received strong support, with a mean of 4.151 (Std. Dev. = 0.690). Lastly, the county's management of online order information data was also affirmed by respondents, yielding a mean of 4.075 (Std. Dev. = 0.851).

The finding is in line with Lagat (2016) research on the influence of e-ordering on supply chain performance in retail marketing outlets in Kenya. Multiple regression model findings showed that e-ordering and e-informing had a positive and significant effect on supply chain performance. The study concludes that e-ordering and e-informing which are

elements of e-procurement dimensions increases supply chain performance. There is therefore need for firms to make use of e-ordering and e-informing in the procurement process. The finding is also in line with Gichuhi (2021) research on the influence of eordering on performance in geothermal development company in Kenya. The study established that e-ordering had a positive significant relationship with performance in the geothermal development companies.

4.3.4 Deceptive Analysis of E-Payment

The respondents indicated their level of agreement with the statement regarding the effect of e-payments on performance at Uasin Gishu County.

Table 7: Effects of E-Payment on Performance

Statement	Mean	Std. Dev
The county has ensured that suppliers' access to their online supply in day, any time	4.226	.697
The county uses cards for payments (debit/ credit)	4.189	.709
Payments to vendors are made through smart cards at this county.	4.000	.679
When paying vendors, the county frequently utilizes electronic bank transfer services.	4.038	.553
The business pays its vendors through digital payment systems.	4.132	.482
To pay its vendors, the county relies on mobile money transfer services.	4.094	.687

Source: (Research Data, 2024)

The results presented in Table 7 indicate that respondents generally agree on the effectiveness of the county's payment methods and accessibility for suppliers. The statement that the county has ensured that suppliers can access their online supply any time received a mean score of 4.226 (std. dev = 0.697), indicating strong agreement among respondents regarding the accessibility of online resources. Additionally, the county uses

cards for payments (debit/credit) was endorsed with a mean of 4.189 (std. dev = 0.709), demonstrating a positive perception of card usage for transactions. Similarly, the statement that payments to vendors are made through smart cards at this county had a mean score of 4.000 (std. dev = 0.679), further accompanying the county's reliance on card payments. Respondents also agreed that the county frequently utilizes electronic bank transfer services when paying vendors, which garnered a mean of 4.038 (std. dev = 0.553). This suggests that electronic bank transfers are a common and accepted payment method.

Moreover, the statement the business pays its vendors through digital payment systems received a mean of 4.132 (std. dev = 0.482), reinforcing the trend towards digital payments in the county's procurement process. Lastly, the agreement that to pay its vendors, the county relies on mobile money transfer services scored a mean of 4.094 (std. dev = 0.687), indicating a significant reliance on mobile money solutions for vendor payments.

The finding agrees with Torki, Rezaei and Razmi (2020) research on the effects of electronic payment systems on the performance of the financial sector in selected Islamic Countries. The results show that all electronic payment indicators including Mobile Bank, Internet Bank, Bank Card, POS machine and ATM positively and significantly affect the financial sector performance. It is also found that economic growth and population have a significant positive effect on financial sector performance, while inflation and interest rate negatively and significantly affect it. The findings also agree with Gathima and Njoroge (2018) research that explored the relationship between epayment and organization performance in public sector: A Case of Nairobi City County Government. The study found that e-payment practices had positive and significant relationship with the performance in Nairobi City County Government.

4.3.5 Deceptive Analysis of Organizational Performance

The study sought to determine the performance at Uasin Gishu County. The respondents indicated their level of agreement with the statements provided.

Table 8: Organizational Performance

Statements	Mean	Std. Dev
There is reduction in transaction costs due of e- procurement practice	4.051	.535
There is diminished desk work during procurement process	4.116	.485
E- procurement practices result to accountability of the acquirement process	4.259	.849
Adoption of e- procurement has led to an improvement in client-supplier relationship	4.207	.731
E- procurement process has helped quality supply of products	4.168	.833

Source: (Research Data, 2024)

The results indicate that respondents generally agreed with the statements regarding the impact of e-procurement practices on the performance of Uasin Gishu County. The statement that there is a reduction in transaction costs due to e-procurement practice received a mean score of 4.051 (0.535). Similarly, respondents agreed that there is diminished desk work during the procurement process, reflected by a mean of 4.116 (0.485).

The highest level of agreement was noted for the statement that e-procurement practices result in accountability of the procurement process, with a mean of 4.259 (0.849). Respondents also agreed that the adoption of e-procurement has led to an improvement in client-supplier relationships, scoring a mean of 4.207 (0.731). Additionally, the eprocurement process has helped ensure the quality supply of products, with a mean of 4.168 (0.833).

According to Kohlbacher and Gruenwald (2021) through constant monitoring and enhancement of organizational performance, companies can pinpoint areas for development, simplify procedures, and remain competitive in a swiftly evolving business landscape. In the end, a good organizational performance is vital for fostering growth, profitability, and sustained success.

4.4 Analysis of Qualitative Data

In order to extract meaning from the responses, this study analyzed qualitative data using thematic content analysis. The open-ended section of the questionnaire provided qualitative responses presented in this section. The analysis was grouped into three themes, namely e-sourcing, e-tendering, e-ordering and e-payment as guided by research objectives.

4.4.1 Theme One: E-Sourcing

Participants were invited to share their views on how e-sourcing enhances performance in Uasin Gishu County and what modifications they believe could further improve it. Many respondents emphasized that e-sourcing accelerates the procurement process for public entities, which subsequently boosts efficiency and leads to more cost-effective operations. They pointed out that this digital approach minimizes the time and costs associated with locating suppliers and obtaining their contact information. Additionally, respondents noted that e-sourcing encourages greater participation from various suppliers due to its convenience, flexibility, and time-saving features. It was also highlighted that e-sourcing contributes to achieving value for money in procurement.

In terms of suggested improvements for e-sourcing, respondents called for comprehensive due diligence to ensure that only qualified suppliers, meeting all necessary standards and capacity requirements, are registered, thus eliminating the chance of fraudulent activities.

They recommended enhancing the system with video demonstrations of suppliers' products and implementing evaluations of the services provided by registered suppliers. Furthermore, they proposed a review of specific public policies or restrictions that may hinder startup companies eager to engage in public procurement processes.

4.4.2 Theme Two: E-Tendering

Respondents provided insights into how e-tendering is improving performance in Uasin Gishu County and suggested potential enhancements. They identified various benefits brought about by e-tendering, including increased fairness by minimizing the potential for manipulation of tender processes and providing a transparent audit trail for all actions taken. Participants noted that traditional manual tendering processes were susceptible to fraud and often did not deliver value for money. They acknowledged that e-tendering enhances efficiency and effectiveness by providing real-time data that is easy to monitor and reducing bureaucratic hurdles, which, in turn, attracts more suppliers to the tendering process. This digital shift has helped eliminate corruption and fostered competition by ensuring a higher level of equality among bidders.

To further improve e-tendering, respondents suggested that the system should automatically send email and SMS notifications to all registered suppliers as soon as a tender is announced. They also recommended improvements to the system's accessibility and user-friendliness, the inclusion of multiple backup systems, and reliable internet connectivity. Some respondents proposed making the entire tendering process fully digital, including contract signing. Additionally, one respondent suggested implementing cognitive and smart procurement technologies, along with artificial intelligence, to enhance the system's capabilities.

4.4.3 Theme Three: E-Ordering

Participants discussed the impact of electronic ordering (e-ordering) on performance in Uasin Gishu County. Many respondents emphasized that e-ordering has streamlined the ordering process, resulting in enhanced efficiency, accuracy, and improved management of procurement cycles. It was noted that this digital solution significantly reduces the time required to place and process orders, which contributes to faster service delivery. By automating order management through online platforms, the risks of manual errors have decreased, leading to more accurate order fulfillment. Respondents also indicated that the integration of e-ordering systems with payment platforms has improved payment cycles, ensuring that suppliers receive payments in a timely manner.

Additionally, e-ordering has enabled real-time tracking of order statuses and inventory levels, minimizing delays and stock-outs. Participants recognized that this system has not only optimized procurement planning but also promoted accountability by providing an audit trail of procurement activities. However, for further improvements, respondents recommended upgrading the e-ordering system to enhance user experience and ensure system reliability. They also suggested training staff on the effective use of the system to reduce technical challenges and ensure smooth operation. Furthermore, integrating eordering with supplier evaluation systems could further enhance performance by facilitating better supplier management.

4.4.4 Theme Three: E-Payment

Participants were asked to discuss how e-payment systems are influencing performance in Uasin Gishu County and what improvements could be made. The feedback indicated that e-payment systems significantly increase the speed of payments, allowing suppliers to receive their payments promptly, which enhances overall procurement efficiency. Respondents also highlighted that e-payment fosters greater transparency, simplifies

payment tasks and record-keeping, reduces corruption, and encourages timely payments to suppliers, thereby improving their satisfaction. However, some participants argued that the link between e-payment and performance is weak, stating that suppliers' payments depend more on the revenue of the procuring entity.

Suggestions for improving e-payment systems included upgrading infrastructure to minimize technical issues that could lead to failures or downtime, enhancing security measures against password vulnerabilities and cyber threats, and establishing efficient, real-time recovery sites to ensure system restoration during crises. Respondents recommended that the e-payment system should utilize simple language, have error detection capabilities, lower transaction costs, centralize information, and integrate procurement systems with banking systems. Additionally, they emphasized the necessity of maintaining adequate funds to facilitate timely payments to suppliers.

4.5 Inferential Statistics

The regression analysis method was used to examine the relationship between the predictors and the dependent variable. The goal of regression analysis is to understand how changes in the independent variables are associated with changes in the dependent variable and to predict the value of the dependent variable based on the values of the independent variables.

Table 9: Correlation Analysis

Performance	Electronic	Electronic	Electronic	Electronic sourcing ordering tendering payment	
Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
Electronic sourcing	Pearson Correlation	.397**	1		
	Sig. (2-tailed)	.000			
Electronic ordering	Pearson Correlation	.879**	.304**	1	
	Sig. (2-tailed)	.000	.000		
Electronic tendering	Pearson Correlation	.863**	.228**	.924**	1
	Sig. (2-tailed)	.000	.003	.000	
Electronic payment	Pearson Correlation	.897*	.317**	.907**	.885**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	92	92	92	92

**. Correlation is significant at the 0.01 level (2-tailed).

The results presented in Table 9 demonstrate that there is a meaningful and positive correlation between electronic sourcing and performance (r= 0.397; p< 0.01). Additionally, a substantial, beneficial correlation was found between Electronic ordering and performance (r=0. 879; p< 0.01). Furthermore, a robust and favorable correlation was identified between Electronic tendering and performance (r=0. 863; p< 0.01). The study also revealed a substantial, beneficial correlation between Electronic payment and

performance (r=0.897; p< 0.01). As per Orodho (2018), a strong correlation suggests a significant relationship between the variables, while a weak or low correlation indicates a limited connection between them.

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.731[a]	.666	.665	3.13594	.666	103.72	3	199	.000

Table 10 demonstrates a significant correlation between the predictors and the dependent variable, as indicated by a regression coefficient (R) value of .731 (73.1%). This finding points to a strong association between procurement performance and its influencing factors. The R-Square value, which reflects the extent of variation in the dependent variable (procurement performance) that can be explained by the predictor variable (procurement performance), stands at .666 (66.6%). This indicates that approximately 66.6% of the variability in procurement performance is attributable to procurement performance strategies, while the remaining 33.4% is affected by other unaccounted factors. The F-Change value is recorded at 103.72, with a significance level of .000 (below 5%), confirming that the overall regression model is statistically significant, valid, and appropriate.

Table 11: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.99	4	2.748	46.388	.002[b]
	Residual	2.843	87	0.059		
	Total	3.833	91			

a. Dependent Variable: Performance
b. Predictors: (Constant), e-payments, e-tendering, e-ordering, e-sourcing

The ANOVA results indicate that F (4, 87) = 46.388, with a significance level of P < 0.05. The calculated F-value of 46.388 exceeds the critical F-value of 2.64 (4, 87), demonstrating that the overall regression model is significant. This suggests that eprocurement strategies are important predictors of performance in Uasin Gishu County.

Table 12: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.408	.687		.593	.554
	Electronic sourcing	.758	.024	.931	12.162	.000
	Electronic ordering	.392	.016	.891	24.821	.000
	Electronic tendering	.493	.017	.913	28.387	.000
	Electronic payment	.455	.023	.874	21.316	.000
a. Dependent Variable: procurement performance						

H01: Electronic sourcing does not exert a significant influence on procurement performance in Uasin Gishu County. The regression coefficients table reveals that electronic sourcing has a coefficient value of 0.931, a t-statistic of 12.162, and a significance value (Sig.) of .000. This indicates that a one percent increase in Avoidance Strategy, while keeping other variables constant, leads to a 93.1% enhancement in procurement performance. The importance of this finding is highlighted by the Sig. value of .000, which is considerably lower than the 5% threshold. Therefore, based on the empirical results derived from the regression analysis, the null hypothesis asserting that there is no significant relationship between electronic sourcing and procurement performance in Uasin Gishu County is rejected. These findings are consistent with Lewis (2014), who identified e-sourcing as an effective mechanism for accelerating processes, cutting supply costs, and generating additional revenue. The current study's significant positive results regarding e-sourcing affirm this perspective. By embracing e-sourcing

practices, the organization can enhance procurement processes, resulting in more efficient supplier selection and contract management. Furthermore, e-sourcing facilitates cost reductions on supplies through enhanced negotiation capabilities and better access to competitive pricing, thereby contributing to the county's performance.

H02: Electronic ordering does not have a substantial influence on procurement performance in Uasin Gishu County. As presented in Table 4.2, electronic ordering is linked to a coefficient of 0.891, a t-statistic of 24.821, and a significance value (Sig.) of .000. This suggests that a one percent increase in electronic ordering, while keeping other variables constant, results in an 89.1% enhancement in procurement performance. The significance of this finding is particularly noteworthy, as the Sig. value of .000 is below the 5% threshold. Consequently, the empirical evidence derived from the regression analysis leads to the rejection of the hypothesis that electronic ordering has no significant effect on procurement performance in Uasin Gishu County. This aligns with findings from Choudhury Hartzel (201) and Croom (2020), who discuss the benefits of e-procurement, noting that it enables businesses to reduce costs and save time when acquiring goods and services. The results of this study support these claims, suggesting that implementing e-ordering methods enhances efficiency in procurement, minimizes manual tasks, and optimizes order management. Such improvements lead to savings in both time and costs associated with procurement, reinforcing the advantages of eprocurement strategies. Croom (2020) also emphasized that internet-based eprocurement solutions enhance procurement operations, a notion supported by this study's findings, which indicate the successful integration of e-procurement practices. By utilizing online platforms such as order management systems, personalized order forms, and web-integrated warehouses, e-ordering streamlines procurement, resulting in greater efficiency, reduced paperwork, and overall improved procurement effectiveness.

H03: Electronic tendering does not exert a significant influence on procurement performance in Uasin Gishu County. As indicated in Table 4.2, electronic tendering is linked to a coefficient of 0.913, a t-statistic of 28.387, and a significance value (Sig.) of .000. This suggests that a one percent increase in electronic tendering, with other variables held constant, results in a 91.3% enhancement in procurement performance. The importance of this finding is highlighted by the Sig. value of .000, which is considerably lower than the 5% threshold. Therefore, based on the empirical evidence derived from the regression analysis, the hypothesis asserting that there is no significant relationship between electronic tendering and procurement performance in Uasin Gishu County is rejected. The results of this study are consistent with Munezero's (2021) findings, which also underscored the positive influence of e-tendering on the performance of Uasin Gishu County. Both studies confirm that e-tendering significantly benefits the overall performance.

H04: Electronic payment does not exert a significant influence on Procurement performance in Uasin Gishu County. As presented in Table 4.2, electronic payment is linked to a coefficient of 0.913, a t-statistic of 21.316, and a significance value (Sig.) of .000. This suggests that a one percent increase in electronic payment, with other variables held constant, leads to an 87.4% enhancement in Procurement performance. The importance of this finding is underscored by the Sig. value of .000, which is considerably lower than the 5% threshold. Consequently, the empirical results from the regression analysis lead to the rejection of the hypothesis that electronic payment has no significant effect on procurement performance. These findings support previous research by Davila et al. (2020), which highlighted the benefits of integrating e-payments into eprocurement practices. According to their study, utilizing e-payments enhances productivity by lowering transaction costs and reducing direct procurement expenses. For instance, Uasin

Gishu County successfully streamlined its financial transactions and optimized procurement costs by adopting e-payments, leading to increased productivity and performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter provides a summary of the study findings, the conclusion and recommendations. The conclusions and recommendations are derived from the study findings.

5.2 Summary of Findings

This study sought to investigate the influence of electronic procurement processes (eprocurement) on performance in Uasin Gishu County, Kenya. The study employed the convergent parallel mixed methods design and targeted supply chain officers, user department heads, and accounting officers in Uasin Gishu County Government, totaling 96 respondents. This study adopted census method.

The findings indicate that respondents generally agreed on the county's positive implementation of e-sourcing practices. For instance, the statement that the county effectively implemented e-sourcing practices to enhance procurement processes received a mean score of 4.132, and respondents acknowledged that e-sourcing platforms have improved transparency and fairness in procurement with a mean of 3.962. The county's efforts in streamlining procurement activities to realize cost savings and efficiency were positively rated at 4.057, and respondents also agreed that e-sourcing has facilitated a wider supplier pool and promoted competition, as indicated by a mean of 4.151.

Regarding the county's procurement and supplier management practices, there was consensus on its effectiveness in increasing transparency and accessibility, with a mean score of 4.113 for the statement about the county posting tenders online. Additionally, the use of a web-based platform for vendor evaluation received a mean of 4.132, reflecting the perceived effectiveness of these digital tools. Regular online supplier performance reviews were supported with a mean of 4.038, while the county's online supplier contract management system received high agreement, with a mean of 4.208, further supporting the efficient management of supplier contracts.

The findings also reflect strong perceptions of improved vendor cooperation, as shown by a mean of 4.226. Respondents recognized the challenges associated with infrastructure and transaction costs but agreed that customer-supplier partnerships leveraging inter-organizational systems have become more productive over time, with a mean of 3.981. These responses underscore the view that e-sourcing has positively influenced supplier collaboration and efficiency in the county.

Finally, the county's adoption of digital payment methods for suppliers was also rated favorably. Suppliers' access to online resources at any time was highly agreed upon, with a mean score of 4.226. The county's reliance on card-based transactions received a mean of 4.189, and electronic bank transfers scored a mean of 4.038. The trend toward digital payments was further reinforced by the county's use of digital and mobile money solutions, with mean scores of 4.132 and 4.094, respectively, underscoring the county's effective use of modern payment methods to streamline procurement processes.

5.3 Conclusions of the Study

Based on the study findings, the study concluded that:

The study concluded that Uasin Gishu County has effectively implemented e-sourcing practices, improving procurement efficiency and fairness. E-sourcing platforms have streamlined procurement activities, leading to significant cost savings, reduced administrative burdens, and increased operational efficiency. The platforms have also enabled broader supplier engagement and fostered healthy competition, ensuring transparency and accountability in procurement processes. Additionally, the use of these digital platforms has enhanced traceability and accountability, promoting effective oversight and monitoring of procurement activities.

The findings show that the county has successfully integrated e-tendering systems into its procurement processes. By posting tenders online and using web-based platforms for vendor evaluations, Uasin Gishu County ensures openness, accessibility, and transparency. The regular online supplier performance reviews and contract management systems further improve supplier accountability and performance. Additionally, the enhanced collaboration among suppliers reflects the positive impact of e-tendering on supplier relationships, though some challenges related to infrastructure and high transaction costs remain.

The study concluded that e-ordering enables the county government of Uasin Gishu to automate its procurement processes, eliminating the need for manual paperwork and reducing the risk of errors. This not only saves time but also improves accuracy, ensuring that the right products are ordered and delivered on time. E-ordering facilitates better supplier management. By implementing an e-procurement system, county can easily compare prices, quality, and delivery terms from different suppliers, enabling them to choose the most suitable ones. This promotes healthy competition among suppliers, leading to better pricing and service levels.

The study concluded that Uasin Gishu County's e-payment systems have enhanced the accessibility and convenience of financial transactions for suppliers. The use of debit/credit cards, mobile money, and electronic bank transfers has streamlined vendor payments, fostering prompt and efficient transactions. Digital payment platforms have also reduced reliance on traditional payment methods, further enhancing procurement efficiency. By offering multiple electronic payment options, the county has ensured that suppliers can access their funds seamlessly, thereby promoting trust and continuity in vendor relationships.

5.4 Recommendations for Policy and Practice

E-sourcing: The analysis suggests that Uasin Gishu County should adopt cutting-edge technology and tools to optimize the sourcing process, strengthen supplier relationships, and enhance overall efficiency. This may involve the use of e-auctions, supplier portals, and automated workflows to facilitate better communication and collaboration with suppliers. It is essential to develop a robust sourcing strategy, perform comprehensive market research, and utilize data analytics to support informed decision-making. Emphasis should be placed on refining workflows, minimizing cycle times, and promoting transparency throughout the sourcing process.

E-tendering: The analysis advises that Uasin Gishu County should enhance the etendering process by integrating automated systems that simplify the submission and assessment of tenders. The incorporation of electronic signatures will provide a secure and legally binding method for document authentication, thereby eliminating the necessity for physical signatures. To foster transparency and accountability, it is recommended to implement systems that enable real-time tracking and monitoring of tender submissions, evaluations, and award decisions. Additionally, promoting supplier collaboration can be

achieved by establishing systems that facilitate seamless communication, feedback, and negotiation with suppliers.

1. E-ordering: The study suggests that Uasin Gishu County should consider investing in a comprehensive e-procurement system that facilitates effective communication and collaboration among various departments engaged in the procurement process. By developing and maintaining electronic catalogs, organizations can grant their employees convenient access to a diverse array of products and services. Additionally, establishing electronic approval workflows can help to optimize the approval process for purchase orders. Furthermore, integrating e-ordering systems with other business applications, such as accounting and inventory management systems, is recommended.

E-payment: The study advises that Uasin Gishu County should adopt electronic invoicing to accelerate the payment process, minimize errors, and enhance accuracy. It is also recommended that a centralized electronic payment system be implemented to streamline payment procedures, reduce mistakes, and improve overall efficiency. To bolster the security of electronic payment systems, organizations should incorporate robust security measures, including encryption, tokenization, and multi-factor authentication, to safeguard sensitive payment information and mitigate the risk of fraud.

5.5 Suggestions of Further Studies

Future studies should focus on influence of block chain technology on performance of procurement department in organizations. The study recommends further studies to be carried out on impact of e-procurement practices on cost optimization in profit making organizations or learning institutions such as universities analyzing how digital procurement platforms can lead to cost savings, improved vendor relations, and faster procurement cycles.

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APPENDICES APPENDIX I: RESEARCH TOOLS (QUESTIONNAIRE AND INTERVIEW

SCHEDULE

Dear Respondents,

Re: Permission to collect data from the organization

I am a student at Mount Kenya University undertaking a degree in Master of Business Administration specializing in Procurement and Supply Chain Management. I'm conducting research on influence of **Electronic Procurement on performance in Uasin Gishu County, Kenya.**

This organization has been identified to be used in data collection for this study. Therefore, I request permission to administer questionnaires to the employees of Uasin Gishu County. Participation in the filling of the questionnaires will in no way interfere with employees working hours. The questionnaires will be distributed during lunch hour break and will take approximately 20 minutes to be administered. I guarantee that the information provided will only be used for academic reasons.

Yours faithfully,

Sum C. Hilda

QUESTIONNAIRE SECTION: A: BIO-DATA

1. Sex
    1. Male [ ]
    2. Female [ ]

2. How old are you?
    1. 21-30 years [ ]
    2. 31-40 years [ ]
    3. 41-50 years [ ]
    4. Over 51 years [ ]

3. What is your highest level of education?
    1. Certificate [ ]
    2. Diploma [ ]
    3. First Degree [ ] 4. Masters [ ]
    5. Other……..

4. How many years have you worked with this county?
    1. Less than 3 years [ ]
    2. 4-6 years [ ]
    3. 7-9 years [ ]
    4. Over 10 years [ ]

SECTION B: ELECTRONIC PROCUREMENT Electronic Sourcing and performance

Kindly respond by circling on the appropriate scale showing your rating on the following statements as related to the influence of e-sourcing on performance in Uasin Gishu County. 1 = Strongly Disagree (SD), 2 = Disagree (DS) 3 = Neutral (NE), 4 = Agree (AG), 5 = Strongly Agree (SA).

Statements	**1**	**2**	**3**	**4**	**5**
The county has effectively implemented e-sourcing practices to enhance procurement processes.					
The e-sourcing platforms provided by the county have improved transparency and fairness in procurement procedures.					
E-sourcing has streamlined the procurement activities of the county, resulting in cost savings and efficiency gains.					
The county has effectively utilized e-sourcing platforms to engage a wider pool of suppliers and promote competition.					
E-sourcing has increased the accountability and traceability of procurement activities carried out by the county.					
The county has successfully integrated e-sourcing technologies into their procurement workflow.					
E-sourcing has reduced the administrative burden associated with procurement processes for the county.					

How does e-sourcing improve performance?

……

……

……

What changes can be made in e-sourcing which you believe will improve performance?

……

……

……

Electronic

Tendering and performance

To what extent has e-tendering affected performance of Uasin Gishu County? Key; 1=No Extent; 2= Little Extent; 3=Moderate Extent; 4=Large Extent 5= Very Large Extent

Statements	**5**	**4**	**3**	**2**	**1**
The county creates and posts tenders on the web.					
The organization uses a web- based platform to evaluate potential vendors.					
There are regular online supplier performance reviews conducted by the organization.					
The county has an online supplier contract management system					
Cooperation amongst vendors has improved.					
Organizations are able to take advantage of the improved prospects because of the Internet's poor infrastructure and high transaction costs.					
Trust levels have grown					
Over time, customer-supplier partnerships that benefit from interorganizational systems tend to be more productive.					

How does e-tendering improve performance?

……

……

……

……

What changes can be made in e-tendering which you believe will improve performance?

……

……

……

……

Ordering Organizations Performance

To what extent has E-ordering affected performance at Uasin Gishu County? Tick ( ) in the box appropriately. Key; 1=No Extent; 2= Little Extent; 3=Moderate Extent; 4=Large Extent 5= Very Large Extent

Statements	**1**	**2**	**3**	**4**	**5**
The county has adopted an online order management system (OMS)					
The county provides its vendors with 24/7 online access to inventory data.					
Online, personalized order forms are used by the county.					

Electronic

The organization has created a web-based platform for the integration of warehouses.					
The county has well- managed online order information data.					

How does e-ordering improve performance?

……

……

……

What changes can be made in e-ordering which you believe will improve performance?

……

……

……

Payment and performance

Kindly respond by circling on the appropriate scale showing your rating on the following statements as related to the influence of e-payment on performance in Uasin Gishu. 1 = Strongly Disagree (SD), 2 = Disagree (DS) 3 = Neutral (NE), 4 = Agree (AG), 5 = Strongly Agree (SA).

Statements	**1**	**2**	**3**	**4**	**5**
The county has ensured that suppliers' access to their online supply in day, any time					
The county uses cards for payments (debit/ credit)					
Payments to vendors are made through smart cards at this county.					
When paying vendors, the county frequently utilizes electronic bank transfer services.					
The business pays its vendors through digital payment systems.					
To pay its vendors, the county relies on mobile money transfer services.					

How does e-payment improve performance?

……

……

……

What changes can be made in e-payment which you believe will improve performance?

……

……

Electronic

……

Kindly respond by circling on the appropriate scale showing your rating on the following statements as related to the performance of Uasin Gishu County after the adoption of eprocurement. 1 = Strongly Disagree (SD), 2 = Disagree (DS) 3 = Neutral (NE), 4 = Agree (AG), 5 = Strongly Agree (SA).

Statements	**1**	**2**	**3**	**4**	**5**
There is reduction in transaction costs due of e- procurement practice					
There is diminished desk work during procurement process					
E- procurement practices result to accountability of the acquirement process					
Adoption of e- procurement has led to an improvement in clientsupplier relationship					
E- procurement process has helped quality supply of products					

Thank you

INTERVIEW SCHEDULE

How extensively has electronic sourcing influenced performance at Uasin Gishu Government, Kenya? Please elaborate on the impact on efficiency, cost savings, and supplier relationship management.

Could you describe how electronic ordering has affected performance at Uasin Gishu Government, Kenya? Specifically, discuss improvements in ordering processing speed, accuracy, and payment cycles.

To what degree has electronic tendering impacted performance at Uasin Gishu Government, Kenya? Share examples of how it has streamlined the tendering process and facilitated better decision-making.

How has electronic payment influenced performance at Uasin Gishu Government, Kenya? Discuss the advantages in terms of payment accuracy, timeliness, and reconciliation processes.

APPENDIX II: ERC CERTIFICATE

Mount Kenya University

REF: **MKU/ISERC/4374** Date: 11 September 2024
TO: **HILDA C. SUM**
REG: **MPSM/2022/33248**

Dear Sir/Madam,

RE: INFLUENCE OF ELECTRONIC PROCUREMENT PROCESSES ON PERFORMANCE OF UASIN GISHU COUNTY GOVERNMENT KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3094.** The approval period is **11/09/2024 - 10/09/2025.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke

APPENDIX III: INTRODUCTION LETTER FROM MKU

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MPSM/2022/33248

13th September, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: HILDA C. SUM- REGISTRATION NO. MPSM/2022/33248

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Procurement and Supplies Management** in the **Department of Management** in the school of **Business and Economics**

The title of the research is **"Influence of Electronic Procurement Processes on Performance of Uasin Gishu County Government Kenya."**. It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **September, 2024 and November, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P.O. Box 342-01000, THIKA
Office of the Director,
Graduate Studies

Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200

APPENDIX IV: NACOSTI RESEARCH LICENSE

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **845328**

Date of Issue: **14/October/2024**

RESEARCH LICENSE

This is to Certify that Ms.. Hilda Cheptoo Sum of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Uasin-Gishu on the topic: INFLUENCE OF ELECTRONIC PROCUREMENT PROCESSES ON PERFORMANCE OF UASIN GISHU COUNTY GOVERNMENT, KENYA for the period ending : 14/October/2025.

License No: **NACOSTI/P/24/40863**

845328

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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See overleaf for conditions

APPENDIX V: FIELD ENTRY /RESEARCH AUTHORIZATION

APPENDIX VI: TURNITIN REPORT

Hilda Sum

INFLUENCE OF ELECTRONIC PROCUREMENT PROCESSES ON PERFORMANCE OF UASIN GISHU COUNTY GOVERNMENT, KE...

MASTERS PROJECTS

PROJECTS 2023

Mount Kenya University

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APPENDIX VII: RESEARCH MAP