

**E- PROCUREMENT AND ORGANISATIONAL PERFORMANCE
CASE STUDY OF NAKUMATTI SUPERMARKET IN KAMPALA, UGANDA**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
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UNIVERSITY**

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DECLARATION

I Tayebwa Belta, declare that this research report is my sole original work and has never been done or submitted to any institution or university for any award by any person, Due acknowledgement has been made where other work has been used.

SIGNATURE: 

NAME: TAYEBWA BELTA

DATE : 15/06/2015

APPROVAL

I do certify that Tayebwa Belta a student of Kampala International University has submitted her research report under my supervision.

SIGNATURE.....

MR. MASABA RICHARD

DATE.....

DEDICATION

This work is dedicated to my parents Mr.and Mrs Clever Turyamureeba, my sisters Emily, Arnesta and Cabline my brothers Vallence and Jerome for not only the love and enthusiastic academic guidance but also the financial support they gave me during this research.

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I thank the almighty God for his providence, blessing and intervention whenever things become tough for me God has been there and has always made a way for me where there seemed to be no ways. May his name be gloried forever.

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Without your effort ,this work could not have been a success . May the good Lord bless the works of your hands.

ABSTRACT

This research studied electronic procurement and organizational performance case study of Nakumatti supermarket in Kampala, Uganda. The objectives of the study include; To identify the impact of E-tendering on organizational performance, to examine the relevancy of E-auctioning on organizational performance and to establish the relationship between E-procurement and organizational performance

Data was collected using self administered questionnaires. The study used purposive sampling techniques to draw representative samples and 65 respondents were involved in the study.

The research established the impact of electronic tendering, the relevancy of electronic auctioning and the relationship between electronic procurement and organizational performance.

The findings of this study revealed that embracement of electronic procurement contributes to the organization in different ways and that E-tendering contributes organizational performance inform of increasing Profit margins, obtaining products and services of quality cost effectiveness and better service delivery, electronic auctioning is a well known practice at Nakumatti supermarket and has always been practiced which was indicated by the majority of the respondents in the study who strongly agreed.

The study also recommends the following that management of Nakumatt should equipped themselves with human resource rich in electronic procurement practices.

It is also recommended that training is required for Nakumatt's customers.

List of Acronyms

ERP	Enterprise Resource Planning
E-Procurement	Electronic Procurement
GeBIZ	Government electronic Business
EDI	Electronic Data Interchange
TEG	Tendering Expert Group
ACH	Automated Clearing House
A.C.E	Adaptable Connection E-commerce
XML	External Markup Language.
IV	Independent Variable
E	Strongly Agree
DV	Dependent Variable
D	Agree
C	Not Sure
B	Disagree
A	Strongly Disagree.
B2B	Business to Business

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CHAPTER ONE:

1.0 Introduction.

This chapter provides the necessary background regarding the essence of electronic procurement, statement of the problem, the purpose of the study, the objectives of the study, the research questions, the significance of the study and the area and scope of the study.

1.1 Background of the study

E-procurement (electronic procurement, sometimes known as supplier exchange) is business- to-business or business to consumer or business-to-government purchase and sale of supplies, work, and services through the internet as well as other information and networking systems, such as electronic data interchange (EDI) and enterprise resource planning (ERP). The e- procurement value chain consists of indent management, e-tendering, e-auctioning, vendor management, catalogue management, purchase order Integration, order status, ship Notice, e- invoicing, e- payment and contract managements.

E-procurement was developed by the “the e-tendering expert group-TEG” In Europe with a blue print for an ideal pre- award e-procurement system(Harlow(2008). Using this blue print as a model, the expert group presented recommendations targeted at contracting authorities, policy makers or software developers that aim at simplifying the way e-procurement is conducted, particularly with cross-border suppliers.(www.ec.europa.eu)

E-procurement in the public sector is merging internationally. Hence, initiatives have been implemented in Singapore, USA, Malaysia, Austria and Kazakhstan (Madina Bakieva(2010)).E-procurement are often part of the country’s large government efforts to better serve its citizens and businesses in the digital economy. For instance Singapore’s GeBiz(Government Electronic Business) was implemented as one of the programmes under its e-government master plan(Patricia J. Pascual 2003 E-Government)

In Uganda, e-procurement is a part of G-2-B (Government to Business) and costs of the electronic interactions between government agencies and private businesses. It allows electronic e-transaction initiatives such as e-procurement process of unique government. While corporate

purchasing concerns supplier management and is driven by business partnerships, government procurement remains dedicated to leveling the playing field between competitors

Nakumatt Is a Kenyan supermarket chain that was founded in 1987. Nakumatt is an abbreviation for Nakuru mattress, Nakumatt Supermarkets is one of the largest shopping chain store in Uganda and intact one of Kampala's most popular shopping destination. The Nakumatt Oasis supermarkets was opened in 2009, later followed by Nakumatt Supermarket, Garden City Shopping mall, Game stores among others. Nakumatt supermarkets are owned by the Nakumatt Holdings Ltd, with branches in Kenya, Kigali and Uganda. Nakumatt Oasis Mall is the only shopping place in Uganda that operates 24 hours, a joy to Ugandans who love late shopping and night travelers. The Nakumatt Oasis supermarket sit in the Oasis mall a very large business complex open 24 hours daily.

1.2 Problem statement

Nakumatt is one of the largest supermarkets that have embraced various innovations with technological advancement. This has been evidenced with the introduction and implementation of E-procurement services. However, in spite of these great efforts , the organization still faces issues with stock outs, delays in delivery of services and untimely customer order fulfillments subjecting performance levels to continuous doubt in regard to satisfying the different stakeholders such as customers and the directors (dairy monitor, 5th Jan 2011) which has provided the researcher an opportunity to carry out a study on Electronic Procurement and organizational performance in Nakumatt super market.

1.3 Purpose of the study

The purpose of the study was to establish the relationship of e- procurement and organizational performance.

1.4 Specific objectives

- 1) To identify the impact of E-tendering on organizational performance
- 2) To examine the relevancy of E-auctioning on organizational performance
- 3) To establish the relationship between E-procurement and organizational performance

1.5 Research Questions

- 1) What is the impact of E- tendering on organizational performance?
- 2) What is the relevancy of E-auctioning on organizational performance?
- 3) What is the relationship between e-procurement and organizational performance?

1.5 Scope of the Study.

The scope of the study covered the conceptual scope, geographical scope and the time scope

1.5.1 Concept Scope.

This conceptual scope was based on examining the concept of e-procurement and its features, which include e auctioning, e-negotiation, e-payment, e sourcing and the concept of organizational performance.

1.5.2 Geographical Scope

The study was conducted in Kampala at Nakumatt Oasis mall located in Kampala.

1.5.3 Time Scope

The study was carried out for a period of four months from February to May 2015. This was aimed at generating objective and meaningful data.

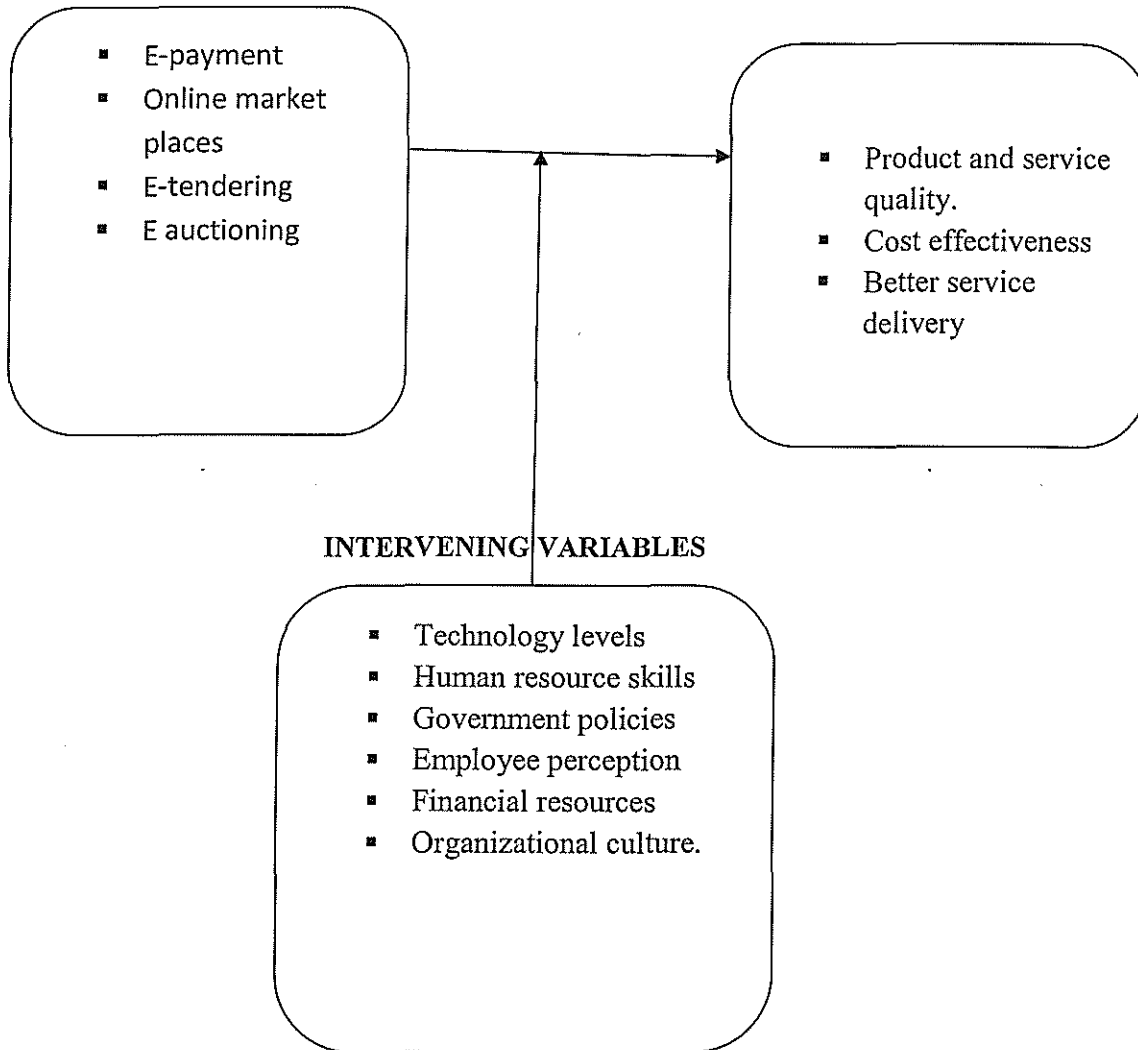
1.6 Significance of the Study.

- (1) The study helped the researcher to attain a bachelor's degree in procurement and supply chain management of Kampala International University as a partial fulfillment for the award.
- (2) The findings on e-procurement services and organizational performance in Uganda were of significant importance to Nakumatt in exploiting their competitive advantage over other organizations and specifically appreciating the competitive effects.
- (3) The study will help fellow researchers and add more information to the already existing literature on e-procurement and organizational performance.
- (4) The study findings in addition, added new ideas to the existing literature on the variables.

1.7 CONCEPTUAL FRAME WORK

E-PROCUREMENT (IV)

ORGANIZATIONAL PERFORMANCE (DV)



Source: Researcher 2015

The above figure indicates E-procurement and organizational performance as the independent and the dependent variables in the study. It also shows that the different electronic procurement practices such as E-auctioning, E-tendering and E-payment contribute to the level of the organizations performance. It also expresses the existence of intervening variable as also an influencing factor a part from electronic procurement on organizational performance.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

Under this chapter, the researcher reviewed the available literature about e-procurement services, organizational performance as well as relationship between the variables.

2.1.0 E-procurement.

E-procurement is the using of the internet to operate the transactional aspects of requisitioning, authorizing ordering, receiving and payment process for the required services or products.(Lyson 2006)

It is the new approach to managing the supply of operating e-resource customers, to modify their buying behavior. It changes institutional procurement processes and the roles and skills required of procurement organizations. It also enables managers to manage with information rather than physical processes. For example, to ensure that a government worker does not buy more office supplies than necessary, the manager can review utilization reports containing many different profiles of what have been purchased, by employee or function as noted by Nelson et al.(2001), purchasing accounts for the majority of organizational spending. As such, the advent of web-based electronic procurement has been heralded as a 'revolution' because of its potential to reduce the total cost of acquisition (Croom,2000; Essing & Arnold, 2001; de Boer et el, 2002, Wyld 2002; Rai et el.2006). It is also expected to impact on the nature of the supplier governance, either reinforcing market-based relationships (Malone et al 1989; Barratt Rosdahl, 2002) or encouraging virtual hierarchies (Brosseau 1990). Finally the e-procurement revolution is expected to enhance the status.

The event of the interment as business systems platform has been a catalyst for major changes in the operation and status of organizational procurement. Early e-procurement literature forecast significant improvements in procurement costs an improving status of the purchasing function, and procurement costs, an improving status of the purchasing function, and changes to the structure of supply markets. Our study seeks to evaluate the validity of these forecasts through the development of a structural model of the 'e-procurement effect'. This model is intended to define the dynamics of the e-procurement process in an organization and provide a foundation for a research stream into the transformational effect of e-procurement deployment

With the convenience of desktop procurement , staff members are more likely to be aware of and to use existing contracts, which helps to eliminate redundant supplier arrangements and problems caused by distance between agency offices. In addition, many systems now include automatic reconciliation with purchasing cards, self documenting infrastructure incorporates an easy-to use, which arms a procurement making a finance manager's job much easier.

E-procurement is also department with valuable data with which to analyze current sourcing practices , to leverage volume discounts with suppliers, and to manage compliance. With accurate, relevant information in hand, procurement professionals become strategists who can focus on such strategic activities as contract negotiations and supplier compliance. This reduces operating costs and turns the procurement department into a far greater asset to the organization.

E-procurement can cut costs, streamline processes, consolidate and integrate supplier bases and improve customer service. The result is that costly, error prone, paper-based transactions are transformed into more efficient, interactive, real-time processes. Organizations can picture the right products more quickly, at a better price, and with better service by employing purchasing best practices, government workers will ultimately increase the public's confidence in government.

In the private sector, annual cost savings from e-procurement generally range from 25 to 50 percentages. Savings in the public sector can be similar. According to a November 1997 California State Auditor's Report, cities in Los Angeles county saved \$29 million over five years by closing their central storage warehouses. Process improvements a company cost savings as well. For example, by applying e-procurement principles.

E-procurement is designed for increasing the efficiency of logistics, production, distribution and other related activities via the use of the internet. Actually, the E-supply chain is the mixture or integration of E-procurement system, e-billing system and other e-procurement tools. It enhances you, your suppliers and your distributors to automatically manage the specifications, quality, costs and delivery time of materials and products with higher productivity, reduce your costs of logistics, production, procurement and distribution, while having better control of processes and management, enable you to find suppliers who give the lowest prices or high cost-effective products/ materials, with the information see-through effect, it allows every party involved to make their preparation in advance and instant response upon the acquisition time, enable you control your inventory at its lowest level (or even at zero level) because your suppliers and

distributors can see through it and always know when they should prepare their production or respond to you at Just-In Time (JIT), allow your supplier to help you control your inventory by taking responsibility to replenish it at the most appropriate level.

2.1.1 E-Auction

E-Auctions are negotiations conducted via an online platform. Suppliers get the possibility of improving their proposal based on market feedback. Online auctions are sales transactions involving competitive bidding that are conducted over the internet. Whether the sales take place between individuals, between consumers and merchants, or between businesses. As of 2000, the majority of traffic at online auctions consisted of transactions between individuals on hosted sites like eBay. The consumer online auction process has been described as being similar to a garage sale, with commonly offered items including collectibles, antiques, toys, clothing, and event tickets. Online auctions appeal to individuals who enjoy the competitive bidding process and like to feel as if they are getting a bargain. Most websites that host auctions allow buyers and sellers to negotiate payment methods and shipping details. Costs are usually limited to a small percentage of the final sales price

2.1.2 E-Tendering

E-Tendering is a secure online electronic tendering and on line procurement management system that permits teams to compile online tender documentation, pre-qualify, invite and receive closed bids with messaging, audit trails and worldwide daily access using new web technologies

Online tenders are published as digitally sealed bids into an online safe deposit box. They can only be accessed by specified representatives on the pre determined tender closing date.

Electronic tendering systems reduce tender periods to days rather than weeks, providing significant improvements to current non-automated working practices. It is revolutionizing procurement and is likely to pave the way towards a change in contractual legislation, reducing errors, wastes, time, risk and costs.

2.1.3 E-payment.

Electronic payment is the term used for any kind of payment processed without using cash or paper checks. Forms of electronic payment include use of ACH or automated clearinghouse, e-checks, direct debit cards and credit cards.

Types of electronic payment transactions,

One time electronic payment transactions are common to e-procurement sites like e-bay, e-wallet, e- cash e- payment cards wireless payments, smart cards loyalty cards, payments made electronically at kiosks and virtual credit cards .All you have to type in your credit card information when you click on the shopping cart icon. The site then checks the information you have provided and sends you an email regarding your transaction after the account was verified. Some site accepts e-checks, in this electronic payment method, you have to input your bank routing number and include with your account number to send payments (Wasa B 1995),

Recurring Payments, on the other hand are those payments made for long term or recurring financial responsibilities such as insurance payments, loans, phone bills, electric bills. Some services that require memberships like gyms require this mode of payment from their clients.

Benefits of using electronic payment

- Lower costs. Due to automation of functions such as credit card processing and payment, electronic payment has lowered the cost of doing business. There is less postage fees, paper consume red, and personal as well as resource needed
- Convenience, the most apparent benefit of this mode of payment is the convenience it can offer us. Us electronic payments all you have to do is input your account and shipping information and the transaction can precede. Payment of bills can also be done easily without the usual long lines and hassles.

Electronic Payment Security

Questions have been raised regarding the security of electronic payments and most of this steam from the fear of having confidential and private information compromised. Identity safety is a varied concern and this has cast some doubts on the security of electronic payments.

However, some basic security measures can be taken to greatly minimize the risks involved. Some of these include the installation and constant updating of ant-virus and anti-spyware programs. Installation of firewalls, awareness of new threats online, and knowledge about how best to deal with these threats would also help.

Making sure that the online transaction is being done over a secure can also greatly minimize the risk of compromising your credit card and financial information. This can be done by looking for the lock or key icon in your browser and for “https” instead of “http” in the address bar.

Regardless of the security risks, online or electronic payments are here to stay. Just in the year 2004 alone, more than twelve billion dollars changed hands through automated clearinghouse.

2.1.4 E-supply chain

It's the supply chain that is managed electronically, usually with web technologies. Many people equate e-procurement with selling and buying on the internet, however, although accompany 's success is clearly dependant on finding and retaining customers, its success may be far more dependant on what is behind web page than on what is on the web page. The company's internal operation and its relationship with suppliers and other business partners are critical than customer- facing applications

2.1.5 on line market places

Online market places bring many sellers and buyers together on line environment and function as intermediaries between two parties. In the early 2000s, third-end party companies like commerce one Industry and Ariba Industry, offered high e-procurement soft ware and services that were used to operate different on-line marketplaces, numerous other companies provided similar kinds of services and applications. Online marketplaces existed for many different industries, ranging from the food and beverage industries to consumer packed goods and interior design. The cost for participating in an online marketplace varied. In some cases, participating companies (suppliers, purchasers, or both) were required to purchase special soft ware from third party. Third parties also levied different charges for making transactions, joining the network, and updating catalogs of available products.

In addition to connecting buyers and sellers in-line marketplace providers, add value to procurement process by offering various services, ranging from inventory management and process improvement to tracking shipments and arranging financing. In addition to adding value, on lone marketplaces also can simplify the process of procurement. For example, some allowed

suppliers to choose the manner in which they received orders from purchasers, such as XML, Fax, e-mail, or EDI

Online auctions were another tool companies used to procure goods and services for both contract and spot buys. A number of factors were critical to the success of online auctions, including, the kind of bidders involved, the number of bidders, and length of the bidding periods. Although it is not directly part of the auction, online negotiation also can be a factor if the auction involves complicated elements like delivery and support. No matter what method is used, there are many advantages to using e-procurement systems as opposed to those involving paper-based forms or oral communications. The main benefits are increased efficiency and cost savings. For example, EDI allows business transactions occur in less time with fewer errors than do traditional, paper-based means. It reduces the amount of inventory companies must invest in by closely tying manufacturing to actual demand, allowing just-in-time delivery. By doing away with paper forms, EDI also reduces postage cost as and expenses and space considerations surrounding paper-based record storage.

In some large organizations, purchasing responsibilities are distributed over several different areas of the company. E-procurement systems many enable a company to consolidate orders for similar items with one supplier, resulting in deeper volume discounts and cost savings. Additionally, e-procurement may allow a company to simplify purchasing by reducing the number of variables (available products) involved instead of having to sort through large volumes of paper or electronic catalogs, purchasing professionals are able to build custom catalogs that include only the items the company is interested in. besides simplifying matters, this approach also drives up volumes of smaller numbers of items, which is another possible way of generating volume discounts.

Along with all of the positives, there are also disadvantages to e-procurement. Some EDI users have experienced snags. In planet IT, proctor & Gamble, a leading packaged goods manufacture, report that it found errors in more than 30 percent of its electronic orders, although they were mainly due to human error. Additionally, some companies have been disappointed by e-procurement software applications that don't meet their need. InformationWeek revealed that two of the leading obstacles to successful e-procurement are enabling suppliers to support e-transactions and generating and maintain electronic product information

Additionally, InformationWeek explains the numerous firms “sign on for E-procurement without anticipating the long road ahead. They dive into projects only to learn that E-procurement applications are limited in the types and scope of purchasing activity they address. Managing electronic catalogs with thousands of products, providing employee with the right mix of products and adequate information about them, and making it easy to search for items can also be tricky, requiring additional tools and threatening the efficiencies promised by moving purchasing to the web.”

2.1.6 Organizational performance.

Organizational performance comprises the output or results of an organization as measured against the intended outputs (or goals and objectives). According to Richard et al.(2009) Organisational performance encompasses three specific areas of firm outcomes: financial performance(profits, return on assets, return on investment.); product market performance(sales, market share); and shareholder return(total shareholder return, economic value added). Organizational performance is probably the most used dependent variable in organizational research today yet at the same time it remains one of the most vague and loosely defined constructs. The biggest challenge to organizational performance is the external environment. All organizations operate within some external environment. The challenges that may arise from external environment include economic, political, social, cultural, environmental and technological (Snider and Rendon, 2001)

The concept of organizational performance refers to the change in which the managers and governing body of an organization put into place and manage a programme which measures the current level of performance of the organization and then generates ideas of modifying organizational behavior and infrastructure which are put into place to achieve higher output.

The primary goals of organizational performance are to increase organizational effectiveness and efficiency to improve the ability of the organization to deliver goods and / or services. Organizational efficiency involves the process of setting organizational goals and objectives in a continuous cycle. (Kaplan & Norton)

2.2 The impact of e- tendering on the performance of organizations

Cost reduction. With the implementation of e-procurement, organizations have realized a benefit in cost reduction. Zheng, et al asserts that “majority of organizational expenses consist of money used to purchase various products and services”. Inured to decrease on the costs spent on purchasing process, internet technologies are used and E-procurement has become popular in lowering such cost. Vendors can by use of internet present their willingness to be contracted and deliver. Organizations find it simplified to have advertisements on line, sell bid documents and obtain vendors through E-procurement which absolutely reduces costs. Negotiations between buyers and suppliers (Gimenez 2004), vendor selection, shipment status tracking and payments can be made in an online environment (Bhaskar 2005)

Improved and eased communication with suppliers. The adoption of E-procurement technology in an organization enables a firm to organize its interactions with its most crucial suppliers to assure maximum supplier performance and keeping an open line of communication with potential suppliers during a business process. Eqiq Technologies(2010).

Creates an opportunity for continuous training of staff. This leads to effectiveness in performance of organizations. According to the study carried out by (Kipyego,2012) training of users and management’s support has a positive impact on the use and implementation of E-procurement system, turnover of the employees require continuous training for the incoming staff which assures for efficiency in production Kipyego (2012).

Suppliers can be monitored on timely delivery,quality delivery of products and services hence performing suppliers can be contacted in future. This implies that with e-procurement, every prospective supplier and buyer is always accessible to their convenience. The result is not only greater market access but also increased productivity.

Internal customer satisfaction, through E-procurement function can usually contribute to the competitive position of an organization in many ways such as; reduction of quality cost. E-procurement reduces quality costs by making sure that selected suppliers deliver a product or service that does not exceed extensive quality control. E-procurement can also reduce quality costs by making sure that the components bought do not load to complaints on the user department or final product to the customer product standardization internal customer satisfaction can be enhanced through E-procurement due to the product variety concept. This can

be achieved by reducing the number of different components and or the number of suppliers through set product standards. Contribution to product design and innovation in the industry come from suppliers or results from intensive interaction between suppliers and user department in any organization. By actively encouraging this kind of interactive E-procurement can contribute to fast and continued innovation of improvement of product and user satisfaction. (Weele2005).

E-procurement constitutes a very important information technology managerial tool that has the potential of improving and integrating various functions across the organization. This internal integration can enhance the current performance of an organization as well as improve the future performance of the organization. E-procurement can also help drive future confidence in the face of both internal and external risk management.

Stock reduction, through electronic transaction the speed and real time transaction processes, reduces the amount of stock lying idle in stores and thereby gainful capital employment in other key business processes or areas, increasing flexibility E-procurement necessitates fallibility two edge business flexibility. Service provider companies endeavor to meet their suppliers to be flexible too(Chen, Paulra and Lado 2004). Hence if a company wishes to offer flexibility to its customers it might also have to demand it from the suppliers. The EDI and Synchronized data system can make it easier to inform suppliers about change in demand (Chen 2005)

Price reduction in tendering in this method, there is no paper work, postage fee and other costs associated with preparation and sending tender documents. it is also faster to send a document electronically as compared to the traditional method of sending tender documents through post office. In today's economic environment, organizations of all types and sizes that were once merely encouraged to improve procurement process and reduce costs have now been mandated to do this procurement an e-tendering are at the forefront for every organization that is looking to improve efficiency. Organizations take greater accountability for their actions. Unlike the traditional tendering that is largely manual and involve managing paper or using post addresses to send receive documents, e-tendering confirms or brings different suppliers in wide geographic areas close to the buyer hence putting them at an advantage thus improves efficiencies and accountability while reducing traditional tendering costs hence improving organizational performance in the short run.(www.merx.com/resource/electronic)

It results into improved order tracking and tracing, it is much easier to trace the orders and make necessary corrections in case an error is observed in the previous order. This is through the

use of web-based appointment scheduling tools that provide visibility throughout the client's supply chain, allowing staff to increase control and automate work flow. Supply chains and carrier communities benefit from the 24/7 availability, ease of use, and collaborative environment. The web based bidding software empowers clients by helping determine the optimal combination of carrier capacity and rates across their transportation networks. These tools help clients constrain scenarios based upon real-world requirements, such as price service, equipment type, transit time and identify complementary shipments within a freight network or series of freight. Such tools track multiple shipments via a single form and setup e-mail notification for automated status updates www.abfs.com/tools/trace.com

Reduction on bureaucracy and time to source materials: it is always not common for this method to take decades of months or years from the initial formation of the specifications through to the award of the contract. Search for/ identifying appropriate suppliers is more simplified, managing preferred suppliers, screening/sorting proposals can all significantly improve the efficiency and time taken to complete a purchasing project ; Kight Ridder (2000) , and all these activities can be managed electronically and/ or automated. This is always as a result of e-tendering which secures dedicated websites specifically set up for the exchange of information and tender documents electronically over the internet. Tenderers can create and manage multiple profiles containing expressions of interest/pre-qualification information. Invitation to tender tender (ITT) documents can be exchanged electronically, and award of tenders is usually automatic. E-tendering portals/systems can significantly reduce the number of hours and bureaucracy to craeate and award a tender. The time wasted in moving from one town or country to another to look for a potential supplier or buyer is greatly reduced since with a click of a button, you can readily get the information in the internet.(www.cips.org)

It embraces an electronic audit trail. This can be used to prove more effective management information, particularly in respect of the statutory returns local government departments which are required to produce on an on-going basis. All contracts from the public sector which are valued above a certain threshold are published in the official journals for example the Official Journal of the European Union(OJEU). This provides a legislation to cover organizations and projects which receive public money such as local authorities. Such organizations are meant to advertise in such journals if the value of the goods/services or works exceeds the relevant thresholds. Some privately funded/managed contracts will also be covered if the project is in

receipt or above a given threshold all these aids in auditing and understanding of the efficiency of given projects thus fostering performance. (www.globalpublicprocurement.or)

E-procurement gives an organization competitive advantage over its competitors. As a centralized department can oversee all procurement activities and different offices worldwide can access the same documentation when required, this gives a distinct advantage over the much slower process of having to post documentation between offices. This extends the supply chain beyond geographical boundaries to a much wider group. The main driver of collaborative environments is to gain competitive advantage through improved work processes; efficient information sharing and reuse; better returns on investment; strategic partnerships (“win-win” culture); availability of project information management strategy; improving “build ability” and whole life costs with the supply chains; and public and private initiatives (Alshawhi and Ingirige, 2003; Amit and Sott, 2001; Jackson 2004). Harnessing collaborative environment in the organization can provide a competitive advantage through competitive efficiency, speed data accuracy and effectiveness in everyday business processes and management. Organizations using e-tendering, enjoy better efficiency, accuracy and productivity in their tendering activities. Resistance from the employees may be encountered on introducing e-tendering in the organization however steps like introduction of free training to employees, readily available resources and top management support can be taken to resolve this issue. (RIBA 2004)

2.3 The relevancy of E-auctioning on organizational performance.

Increases revenue, Sellers can reach the most interested buyers and sell at price which is equal to buyer valuation by broadening the customer base and shortening the disposal cycle time. They can eliminate the need to predict demand. Knight-Ridder (2000)

E-auctions offer businesses a number of potential benefits with very few risks. After all, participating in online auctions does not prevent businesses from continuing to use traditional sales methods. In addition, companies can avoid financial losses on sale items by getting the minimum bid price high enough to cover costs. Among the few potential drawbacks are that buyers are not able to personally view and evaluate items before making a purchase, which raises the possibility of fraud. It can also be difficult to integrate online auction technology with the business’s procurement systems. Finally, companies that decide to host auctions on their own web sites may need to hire additional information technology staff. Whether a small business

participates in online auctions on a hosted site or sets up its own auction web site, buying and selling items online offers a number of potential benefits. **Steffano Karper and Juanita Elis**

According to Koper and Elis online auctions enable business to reduce their levels of surplus inventory, along with associated inventory carrying costs. Many businesses encounter problems disposing of seasonal, discontinued, or damaged goods. They either keep such items in inventory indefinitely, or end up making down the prices until the items are sold at a loss. On line auctions provide a method for businesses to sell surplus inventory, often at a profit, and eliminate the expense of storing older merchandise. Hall, Diane Westbrook (1997)

Expanding the global reach of a business. Opening international markets that would have been impossible to reach through normal marketing channels expands the business's exposure. More so auctions can help new businesses- or those offering new products to establish market prices based on supply and demand. Businesses can use online auctions to gauge interest in their products and find out what customers are willing to pay. Furthermore, companies can collect such information quickly and informally, rather than investing in time-consuming and expensive market research. Baig Edward C (1997).

Better customer relationships. Buyers and sellers have more time and chances to interact with each other. Seller can gather information about customer interest and delivery more personalized content.

Lower transaction and administrative costs. Compared to manual auctions and liquidation, E-auctions offer lower transaction costs. Costs of selling lower too. (www.esourcingwiki.com).

Market transparency. An electronic reverse auction with multiple, qualified bidders can be used to flush out the true market price of the auctioned items. Furthermore, this information can be used as the basis for real-time benchmarks for future sourcing projects. Auctions spark healthy competition, which can help all participants understand the true market value and identify areas where they need improvement. An organization benefits by knowing the market rate so they can review their own business or pricing model. (www.wikipedia.org/wiki/auction)

Opportunities to find unique items and collectibles. Items that are hard to find are auctioned regularly on the internet. This also contributes to anonymity where by nobody knows who are the buyer, only can see that the pricing is increasing. (www.ftc.gov.com.)

2.4 The relationship between E-procurement and organizational performance.

E-procurement system plays a fundamental role In B2B purchasing by streamlining the buying process and providing the information needed to make more effective purchasing decisions(Osmonbekov et al 2002). Many organizations have found benefits from their implementation of E-procurement System. The adoption of web based E-procurement system in the B2B purchasing transaction allows firms to reduce transaction costs, improve internal procurement process efficiency, and increase collaboration with suppliers (Barbieri and Zanoni 2005). The benefit of technology based supports for procurement activities can be organized into two broad categories: organizational level and inter-organizational level. In organizational level, implement e-procurement system could make company's procurement process more efficient and effective through automating procurement process, reengineering the internal processes and enhancing inter-organizational coordination.

For example, Davila et al. (2003) thought that implementing E-procurement the organization could shorten the order fulfillment cycle time, lower inventory levels and the price paid for goods, and reduce administrative costs of procurement. Eakin (2003) argued that the benefits of E-procurement can be classified to hard benefits (such as price savings and process cost reductions), soft benefits (such as individual time freed up through more efficient processes), and intangible benefits (such as cultural change, financial approval for all spending, and high visibility of supplier performance). Presutti (2003) found E-procurement system can bring benefits to the company such as reducing time to market cycles, reducing material and transactions costs, and reducing stock levels. Chaffey(2004) argued that the benefits of E-procurement include reduced purchasing cycle time and cost, enhanced budgetary control, elimination of administrative errors, increasing buyers' productivity, lowering prices through product standardization and consolidation of buys, improving the payment process, and improving information management.

Implementing Web-based E-procurement system not only could make the operational process of the buyer organization more effective but also could make the order fulfillment process of the supplier organization more efficient and improve partner relationship management. The main objective of the order fulfillment process that buyer expected is supplier can deliver qualified products to fulfill its orders at the right time and right place (Lin and Shaw 1998). The order fulfillment performance can be improved if suppliers can recognize the order demand patterns are more transparent to the supplier. In order for suppliers to enhance order fulfillment

performance, buyer and supplier have to share information. For instance, Toyota shares its inventory and sales with suppliers. The suppliers plan and manage their operations better and coordinate the inventory orders effectively as a result of implementation of JIT delivery strategy (Chopra and Meindi 2001)

E-procurement enables the information to be shared among trading partners, such as sales forecasts, production schedules, inventory levels, and product specifications. Developing a purchasing strategy that will enhance internal customer satisfaction on E-procurement function is a complex process and there are a lot of factors that have to be taken into account, which factors vary between companies, commodities, situation and environment. Dobler and Burt (1996) states that if suppliers are involved earlier in the buyer design process of the E-procurement best purchases can be obtained.

CHAPTER THREE: METHODOLOGY

3.0 INTRODUCTION

In this chapter, the researcher presents the methods and tools that were used to collect and analyze data. This chapter entails the research design, study area, sampling techniques and methods, data collection procedures, methods of data handling, reliability and validity of the study and procedures the researcher employed while collecting the required data.

3.1 Research Design

The researcher used a case study and descriptive research approaches, which included both the quantitative and qualitative research design. The researcher distributed questionnaires to the selected respondents and an interview were conducted to manipulate the variables of the study.

3.2 Study population

The study comprised of staff such as procurement officers, heads of department, suppliers and customers

3.3 Sample size and sampling procedures.

The study had two(2) procurement officers, four (4) heads of departments nine(9) suppliers and fifty (50) customer around Kampala totaling to sixty five(65) as sample size.

3.3.1 Sampling selection technique

Purposive sampling technique and random sampling was employed in selecting the sampling size that took part in the study. The respondents were selected basing on the offices they hold and understanding of the topic under investigation that is to say those who had idea on issues to do e-procurement and organizational performance.

3.4 Data collection Source.

3.4.1 Primary data

Primary data was obtained using the data collection instruments that was the questionnaires and the interview which was used in the collection of the data. This will help to get first hand information concerning the topic and the objectives of the study since the researcher administered questionnaires to respondents who had knowledge on the topic Martin E.Amin (2005)

3.4.2 Secondary data

This data was obtained from the literature that was already published information in textbooks, journals, reports and some other relevant sources that had related information. Martin E.Amin 2005)

3.5 Data collection instruments.

3.5.1 Questions

The questionnaires were in form of scale questions that indicated the level of a agreement from strongly agree, agree, not sure, disagree, and strongly disagree. These gave less time to the researcher to think because alternatives were given and this saved time. Some open-ended questions were given and these helped the respondents to express themselves in details and in their own words.

3.5.2 Interview guide

An interview guide was designed on top of the questionnaires such that the researcher could get enough information concerning the topic. This interview guide was to be used on some respondents who did not have time to fill the questionnaires and for accuracy of the data collected.

3.6 Data collection procedure

The researcher begun by getting a letter of introduction from the department and research supervisor and proceeded by visiting the entity and distribution of the questionnaires plus

carrying out the interview. After some period, the researcher collected the questionnaires such that she could analyze the data got to come up with the information.

3.7 Reliability and validity of data

In order to ensure validity and reliability of the data collection tools, the researcher first submitted the questionnaires and the interview guide to the supervisor for approval, a pilot study was carried out to confirm the reliability of the study in that the tools were first used in another entity to test their reliability. This helped getting quality information concerning the study.

3.8 Data processing, presentation and Analysis Techniques.

The data collected was sorted, edited and processed to come up with the meaning. The researcher used data analysis techniques like the tables that showed the frequency and percentages and statistical graphs like the pie chart and bar graphs, after analysis, data was interpreted using the percentage scores and then presented in an essay format.

CHAPTER FOUR:

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESEARCH FINDINGS.

4.0 Introduction

This chapter analyses, presents and discusses the data collected during the study. The Nakumatt's sections of; procurement, finance and administrative section, stores section, different providers and suppliers were studied. The data is discussed under themes concerning demographic characteristics of the study subjects, to identify the impact of E-tendering on organizational performance, to examine the relevancy of E-auctioning on organizational performance and to establish the relationship between E-procurement and organizational performance in Nakumatti. This presentation is facilitated by the use of tables, pie charts, percentages and the use of main points reached by generalization of what was found out.

4.1.0 Demographic characteristics.

Demographic characteristics like Sex, age, marital status and education level of the respondents in the organization were very important parameters that can have a bearing on any phenomenon in any organization and are therefore discussed in this section.

4.1.1 Gender (sex) of the respondents.

Figure 1 below presents the number of respondents in the study area by gender. Demographic data on the general respondents revealed a skewed distribution in respect of gender as the majority were males with 63.1% as opposed to the females 36.9% The study findings indicate that males had a bigger share of participation than females in the study. Although the proportions of women is more than that of men in terms of population of the communities, in the world of work there are generally fewer females compared to males. Therefore, the above percentage represents a true picture of the gender proportions in organizations.

Figure 1: Showing Gender composition of respondents

Gender	Frequency	Percentage(%)
Males	41	63.1
Females	24	36.9
Total	65	100

Source: Researcher's field data 2015

Figure 1.1 a pie chart showing the gender of respondents.

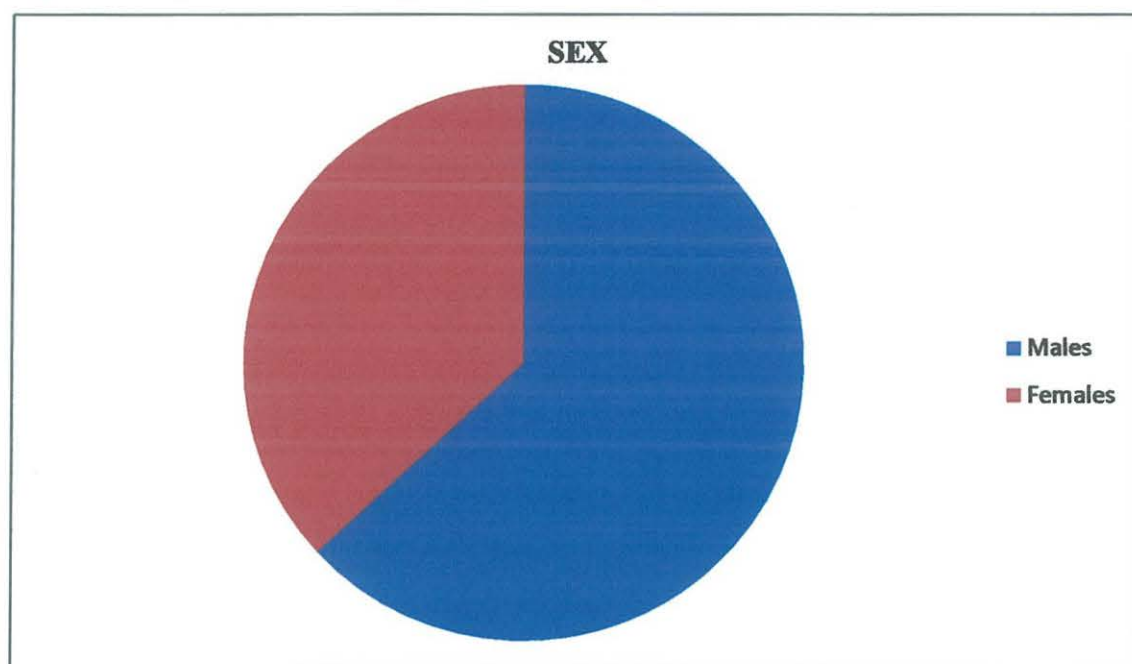


Figure 1.1 above indicates that 63.1% of respondents were males and 36.9% were females.

4.1.2 Age gaps of respondents.

From the data gathered, the different age gaps of the respondents was presented on a table and a pie chart as here under.

Figure 1: Showing age distribution of respondents.

Age category of respondents	Males	Females	Frequency	Percentage (%)
20-29 years	11	07	18	27.7
30-39 yrs	15	14	29	44.6
40-49 yrs	10	02	12	18.5
50-59 yrs	04	01	5	7.7
60 and above	01	00	1	1.5
Total	41	24	65	100

Source: Researcher's field data 2015

Figure 3.1 a pie chart indicating age gaps of respondents

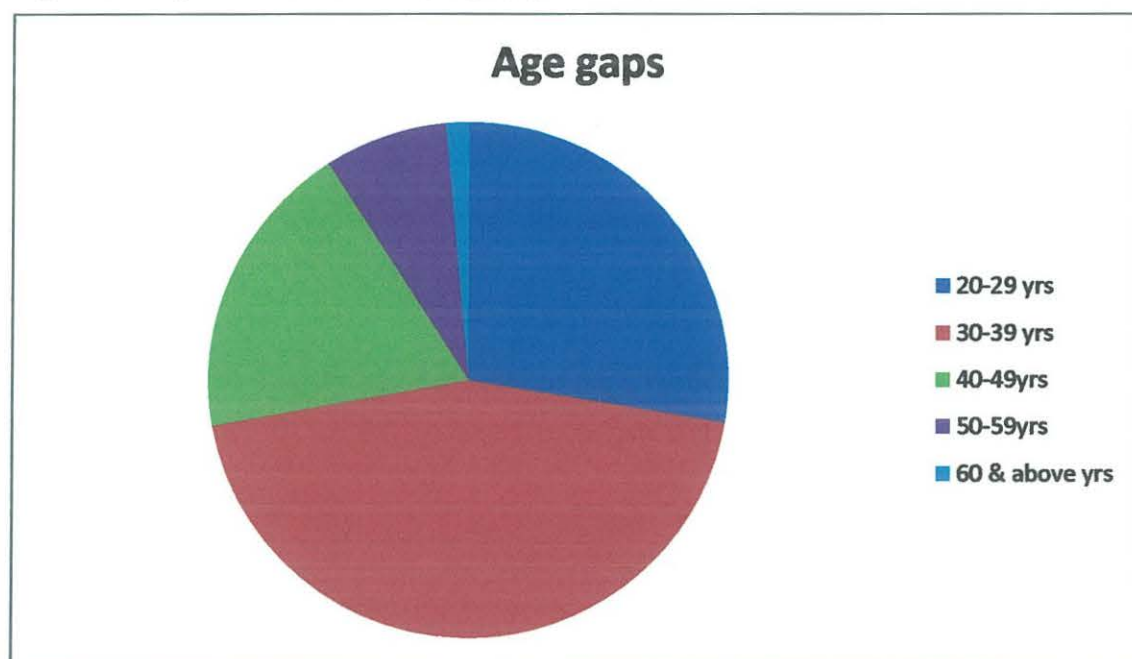


Figure 3.1 above shows that 27.7% of the respondents were in the age of 20-29 years, 44.6% had the age of 30-39 years, 18.5% were 40-49 yrs, 7.7% were 50-59yrs while 1.5 of the respondents were in the age gap of 60 and above as displayed on the pie chart in figure 3.1 above. This indicates that the respondents in the categories sampled in Nakumatt super were mature respondents with a wealth of data about issues that concern the topic of research and have responsibilities in Nakumatt.

4.1.4 Level of education of the respondents.

Level of education is a very important parameter that can be used in determining the availability of information or knowledge on any phenomenon in any society. It can be an indicator of how informed society is.

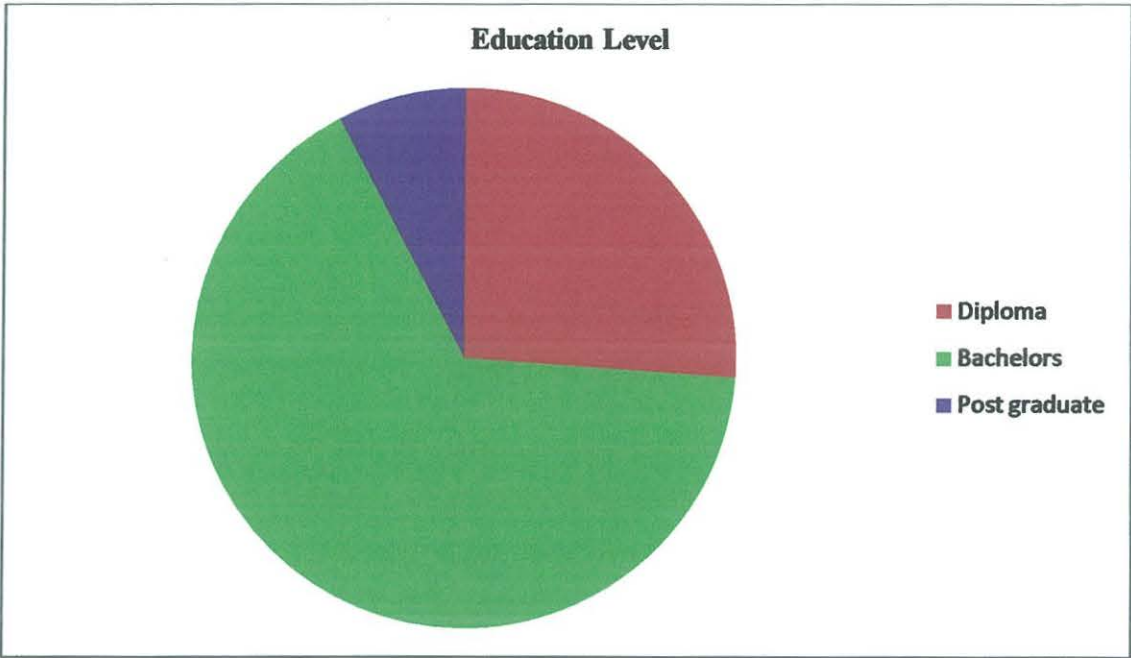
Figure 4 : Showing the education level of respondents

Education level	Males	Females	Frequency	Percentage (%)
Diploma	09	08	17	26.1
Bachelors	29	14	43	66.1
Postgraduate	03	02	05	7.7
Total	41	24	65	100

Source: Researcher's field data 2015

Figure 4 shows that 26.1% were diploma holders, 66.1% had bachelors while, 7.7% were under postgraduate level of education as expressed in figure 4.1 below. This implies that all the respondents were educated hence were assumed to have knowledge with regard to E-procurement and organizational performance in Nakumatt.

Fig.4.1 A pie chart indicating the education levels of respondents



4.2.0 ANALYSIS OF THE FINDINGS ON BASIS OF RESEARCH OBJECTIVES.

This section presents results of the research objectives after critically analyzing the data gathered. The results have been presented in accordance with the research objectives that guided the study. Tables and pie charts have been used in the presentation.

4.2.1. To identify the impact of E-tendering on organizational performance.

Data obtained through the completed questionnaires and the interview guide indicated that majority of the respondents agreed that E-tendering has an impact on the performance of Nakumatt.

Figure 6: Presents the responses to research objective one.

The impact of E-tendering on organization performance	RESPONSES										
	Total E	%	Total D	%	Total C	%	Total B	%	Total A	%	TOTAL %
Cost reduction.	55	84.6	10	15.4	00	00	00	00	00	00	100
Internal customer satisfaction	49	75.4	12	18.5	4	6.1	00	00	00	00	100
It results into improved order tracking and tracing	45	69.2	10	15.38	5	7.7	5	7.7	00	00	100
Reduction on bureaucracy and time to source materials	53	81.5	12	18.5	00	00	00	00	00	00	100
Gives an organization competitive advantage over its competitors	34	52.3	25	38.5	5	7.7	1	1.5	00	00	100
Improved and eased communication with suppliers	53	81.5	12	18.5	00	00	00	00	00	00	100
Total frequency	289		81		14		6		00		

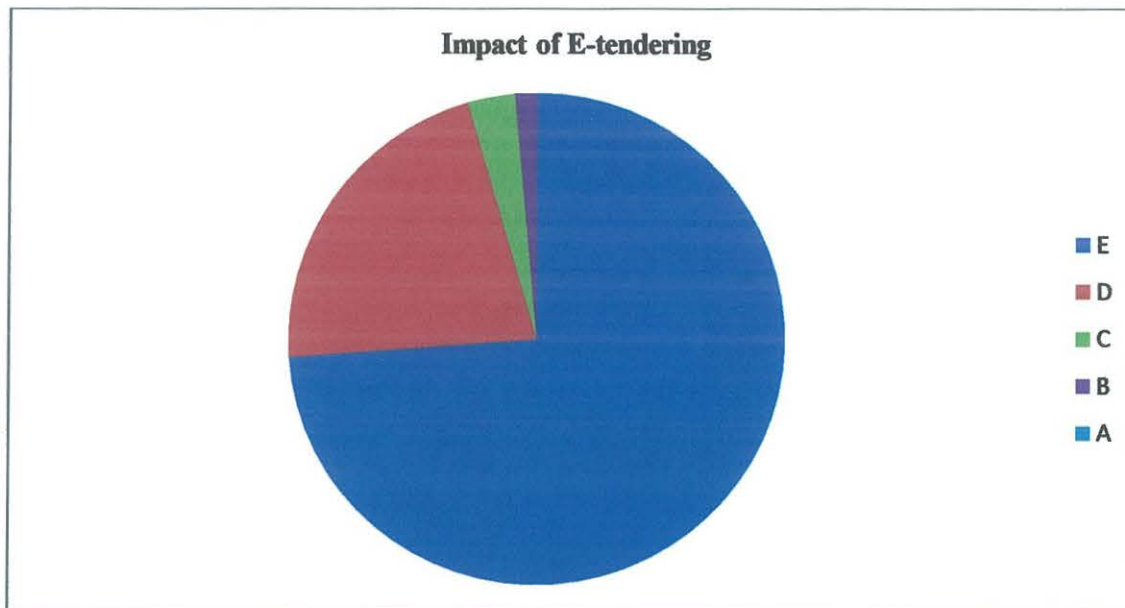
Source: Researcher's field data 2015

Figure 5 above shows that E- tendering results into cost reduction in an organization with 84.6% of respondents strongly agreeing and 15.4% agreeing. It also shows that E- tendering brings about internal customer satisfaction indicated by 74.5% level of agreement on strongly agree, 81.5% and 18.5% of respondents strongly agreed and agreed that E- tendering minimizes bureaucracy and time to source. Respondents also agreed that E- tendering gives competitive advantage to an organization over its competitors and also improve and ease communication with suppliers as indicated by 52.3% and 81.5% of respondents strongly agreeing.

Figure 6.1-Table showing the average levels of agreement on the impact of E-tendering on Organizational performance

	E	D	C	B	A
Total freq	289	81	14	6	0
Average no of respondents	48	14	2	1	0
Percentage (%)	73.8	21.6	3.1	1.5	0

Figure 6.2-piechart showing the response towards the effect of employee's work stress on organizational performance.



4.2.2 Research objective two "To examine the relevancy of E-auctioning on organizational performance"

This sought to examine the relevancy of E-auctioning on organizational performance at Nakumatt. Data obtained from the filled questionnaires and during the interviews indicated various levels of agreement of the respondents as illustrated in table 6 below.

The relevancy of E-auctioning on organizational performance.	RESPONSES									
	Total E	%	Total D	%	Total C	%	Total B	%	Total A	%
Increases revenue.	60	92.3	5	7.7	00	00	00	00	00	
Enable business to reduce their levels of surplus inventory	45	69.2	15	23.1	5	7.7	00	00	00	100
Expanding the global reach of a business	40	61.5	15	23.1	5	7.7	5	7.7	00	100
Better customer relationships.	30	46.2	20	30.8	09	13.8	6	6	9.2	100
Lower transaction and administrative costs	40	61.5	15	23.1	5	7.7	5	7.7	00	100
Market transparency	49	75.4	9	13.8	7	10.8	00	00	00	100
Opportunities to find unique items and collectibles.	47	72.3	12	18.5	4	6.1	2	3.1	00	100
Total frequency	311		91		35		18		0	

Source: Researcher's field data 2015

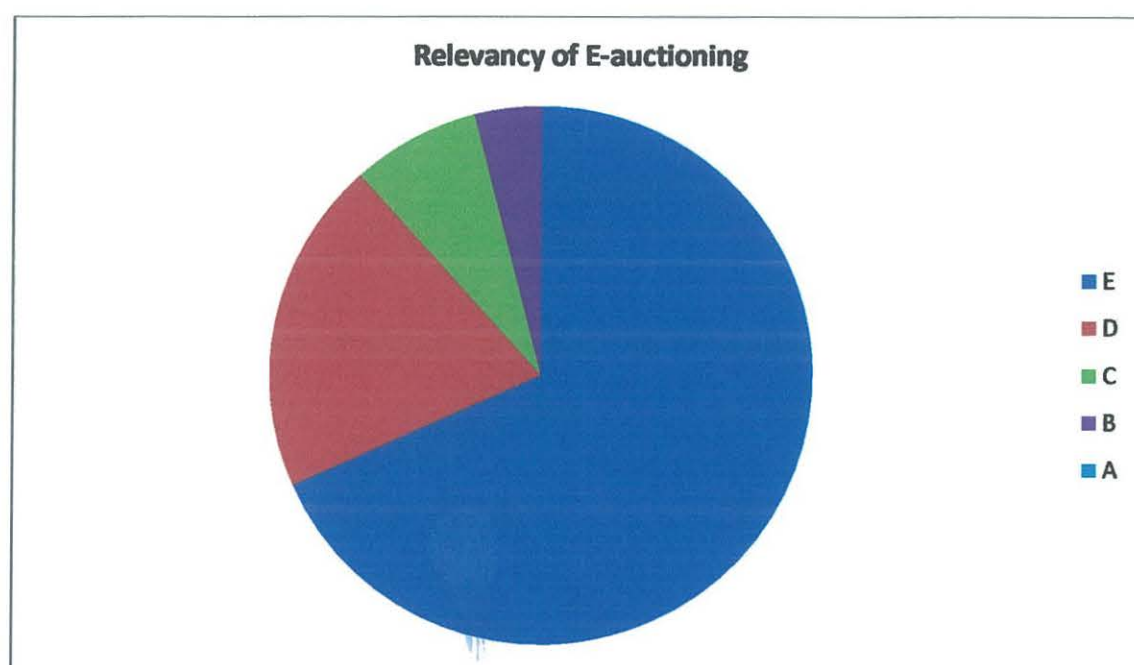
Figure 7 above explains the different levels of agreement obtained from respondents on examining the relevancy of E-auctioning on organizational performance. From the questionnaires administered, it shows that respondents strongly agreed with 92.3% and agreed with 7.7% that of E-auctioning increase the revenue of Nakumatt supermarket. It also indicates that of E-auctioning Enable business to reduce their levels of surplus inventory with 69.2% strongly agreeing, 23.1% agreeing and 7.7% not sure while 46.2% strongly agreed, 30.8% agreed

13.8% were not sure and 9.2% disagreed about E-auctioning leading to better customer relationship. Respondents also indicated that E-auctioning contributes to market transparency with differing level of agreement as established in the figure above and also strongly agreed with 61.5% agreed with 23.1% , 7.7% of respondents being not sure and also 7.7% disagreeing that E-auctioning lowers transaction and administrative costs.

Figure 7.1-Table showing the average levels of agreement on examining the relevancy of E-auctioning on organizational performance

	E	D	C	B	A
Total freq	311	91	35	18	0
Average no of respondents	44	13	5	3	0
Percentage (%)	68.3	20	7.7	4	0

Figure 7.2-piechart showing the response towards the examining the relevancy of E-auctioning.



4.3 The relationship between e-procurement and organizational performance

Table 8 shows different levels of agreement by respondents on the relationship between e-procurement and organizational performance in Nakumatt.

The relationship between e-procurement and organizational performance	RESPONSES										
	Total E	%	Total D	%	Total C	%	Total B	%	Total A	%	TOTAL %
Eprocurement shortens the order fulfillment cycle time	37	57	20	31	5	7.7	3	4.6	00	00	100
E-procurement system plays a fundamental role In B2B purchasing by streamlining the buying process	40	61.5	15	23.1	05	7.7	05	7.7	00	00	100
Lower inventory levels and the price paid for goods, and reduce administrative costs.	41	63.1	23	35.9	01	01	00	00	00	00	100
Improves partner relationship management	39	60	19	29.2	07	10.8	00	00	00	00	100
E-procurement enables the information to be shared among trading partners,	47	72.3	12	18.5	4	6.1	2	3.1	00	00	100
Total freq.	204		89		27		10		00		

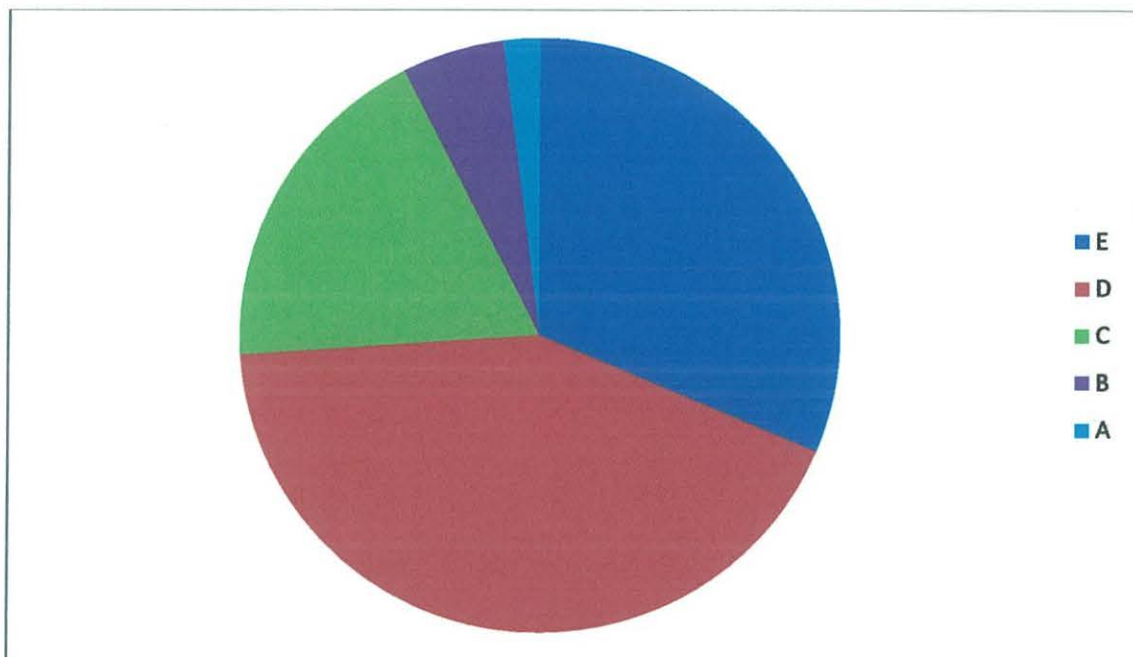
Source: Researcher's field data 2015

Figure7.1-Table showing the average levels of agreement on the on the relationship between e-procurement and organizational performance in Nakumatt.

	E	D	C	B	A
Total freq	204	89	27	10	
Average no of respondents	41	17	5	02	00
Percentage (%)	62	27	8	3	00

From the above figure, respondents agreed with the researcher that there is relationship between e-procurement and organizational performance in Nakumatt with 62% of respondents strongly agreeing, 27% agreeing, 8% being not sure and 3% of the respondents disagreed with the researcher.

Figure 8.2-piechart showing the response towards the relationship between e-procurement and organizational performance in Nakumatt.



CHAPTER FIVE

GENERAL CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the study's summary of findings, conclusions and recommendations revealed about electronic procurement and organizational performance in Nakumatti supermarket Kampala, Uganda and also the recommendations and conclusions observed by the researcher in line with the rest of the chapters studied in this research.

5.1 Summary of the findings.

Based on the empirical findings of the research, the embracement of electronic procurement contributes to the organization in different ways including; Cost reduction, Improving and easing communication with suppliers, creating an opportunity for continuous training of staff, having suppliers being monitored on timely delivery, stock reduction, rice reduction in tendering, improving order tracking and tracing, reducing on bureaucracy and time to source materials, giving an organization competitive advantage over its competitors and increasing revenue to the organization.

This conquered with the first question that was administered in interview where by respondents were required to answer whether they knew about E-procurement and identify the most E-procurement activities embraced by Nakumatt supermarket.

From the first objective, the researcher found out that E-tendering contributes organizational performance inform of increasing Profit margins, obtaining products and services of quality cost effectiveness and better service delivery as indicated by 94.4 % who on average strongly agreed and agreed with the researcher.

It is also a parent that E-tendering results cost reduction indicated with 84.6% of respondents strongly agreeing , 81.5% on reduction on bureaucracy and time to source materials with Improved and 81.5% of agreement that it results into eased communication with suppliers.

The researcher found out that electronic auctioning is a well known practice at Nakumatti supermarket and has always been practiced which was indicated by 68.3% of respondents who

on average strongly agreed with researcher, 20% agreeing. This indicated that the majority of the respondents in the study portrayed the great relevancy of E-auctioning with the minority not sure and disagreeing by a combined percentage of 11.7% .

It was also apparent that there is a relationship between electronic procurement and organizational performance at Nakumatt supermarket which was indicated by the respondents who agreed with the researcher with an 89% summation on the level of respondents who strongly and agreed.

5.2 Recommendations

Basing on the study finding., Nakumatt's management should equip themselves with human resource rich in electronic procurement practices.

It is also recommended that training is required for Nakumatt's customers. This will enable them obtain knowledge about electronic procurement and thence ensure efficiency realized and obtained.

The management of Nakumatt should encourage customers to embrace the different E-procurement services .This can be done for example giving financial bonuses to those who use e-procurement methods like use of credit card.

From the study, I was found out that e-tendering creates customer satisfaction by reducing paper work and reducing bureaucratic delays. This is because most activities are done online thus reducing the time taken to make an order, thus Nakumatt supermarket should embrace this practice.

5.4 Suggested further areas for Research

The study particularly focused on Nakumatti and therefore further research should be carried out on other organizations to identify more issues with electronic procurement and organizational performance

Further research should also be carried out on the applicability of electronic procurement on the different organizations that carryout procurement.

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APPENDIX I: A QUESTIONNAIRE FOR E- PROCUREMENT AND ORGANIZATIONAL PERFORMANCE CASE STUDY OF NAKUMATTI SUPERMARKETS IN KAMPALA UGANDA

Dear respondent,

My name is Tayebwa Belta from Kampala International University, I kindly request you to answer the given questions. The purpose of this questionnaire is to analyze the impact of e-procurement on organizational performance in Nakumatti supermarket in Kampala Uganda

as the case study and the information required is for academic purposes and will be handled and kept with maximum confidentiality, your response will be highly appreciated.

INSTRUCTIONS

Please tick the appropriate responses

Fill in the blank spaces where necessary

SECTION A: BIO DATA

1. Sex of the respondent

(i) Male ☐

(ii) Female ☐

2. What is your position?

.....

3. Age bracket of the respondent in years

(i) 20-29 ☐ (ii) 30-39 ☐ (iii) 40-49 ☐ (iv) 50-59 ☐ 60 and above ☐

4. Education level

(i) Post graduate ☐ (ii) Under graduate ☐ (iii) Diploma ☐

Others specify.....:

5. Years spent in the entity

(i) 0-5 ☐ (ii) 6-10 ☐ (iii) 11-14 ☐ (iv) 15 and above ☐

In the following section, please tick indicating your level of a agreement in line with the statement as illustrated below.

E= strongly agree ☐ D=Agree ☐ C=Not sure ☐ B= Disagree ☐

A=strongly disagree ☐

SECTION B

The effect of E-tendering on organizational performance (Please tick appropriately)

	E	D	C	B	A
E-procurement gives an organization competitive advantage over its competitors.					
Cost reduction					
Price reduction in tendering					
Reduction on bureaucracy and time to source materials					
It embraces an electronic audit trail.					
Improved and eased communication with suppliers					
It results into improved order tracking and tracing					
Suppliers can be monitored on timely delivery					
Creates an opportunity for continuous training of staff.					
Creates an opportunity for continuous training of staff.					
Internal customer satisfaction					
managerial tool that has the potential of improving and integrating various functions across the organization					
Stock reduction					

If any others please specify.....

SECTION C

The relevancy of Electronic Auction on organizational performance (Please tick appropriately)

	E	D	C	B	A
Increases revenue					
Enable business to reduce their levels of surplus inventory					
Expanding the global reach of a business					
Better customer relationships.					
Lower transaction and administrative costs.					
Market transparency					
Opportunities to find unique items and collectibles.					

If any others please specify.....

.....

.....

.....

SECTION D

The relationship between procurement and organizational performance (Please tick appropriately)

	E	D	C	B	A
E-procurement system plays a fundamental role In B2B purchasing by streamlining the buying process					
thought that implementing E-procurement the organization could shorten the order fulfillment cycle time					
makes the operational process of the buyer organization more effective but also could make the order fulfillment process of the supplier organization more efficient and improve partner relationship management					
E-procurement enables the information to be shared among trading partners, such as sales forecasts, production schedules, inventory levels, and product specifications					

If any other please

specify.....

APPENDIX II

Interview guide

Introduction: I want to thank you for the time to meet with me, am a student of Kampala International University and I would like to talk to you about impact e-procurement on organizational performance as this is my topic in writing my research report for the award of Bachelor of Supplies and procurement management.

The interview will take less than an hour; I will take some notes during the session while writing faster in order to get it all down while picking key points from your response.

All responses will be kept confidential and will only be shared with my research supervisor and I will ensure that any information we include in my report does not identify you as the respondent. Remember you may not need to talk about anything you do not want and you may end the interview at any time.

Are there questions about what I have explained?

Are you willing to participate in this interview?

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Interviewee Name

.....

Date

.....

Questions

1. Do you use E-procurement for instance what are most procurement activities embraced here?
2. How many years have elapsed since adopting e-procurement?
3. How do your workers and customers respond to the different E-procurement services used in this supermarket?
4. What challenges do you face while using electronic procurement services
5. What is the effect of e-procurement on customer satisfaction?
6. What is the relationship between electronic procurement and organizational performance?
7. Are there any benefits of using electronic procurement compared to using traditional method?

Closing; Is there anything more you would like to add?

I will be analyzing the information you and others will give and submit a draft report to the university in two weeks. I will be able to avail a copy to your company for review at that time, if you are interested.

Thanks for your time

Work plan

Activity	Period	Person responsible
Formulation and submission of the research topic	February 2015	Author
Preparation of the proposal	February	Author
Approval of the proposal	March	supervisor
Getting introductory letter	April	Department
Distribution of research questionnaires.	April	Author
Collection of questionnaires.	April	Author
Data analysis and interpretation	May	Author
Research report approval	May	Supervisor
Submission	May	Supervisor