

**THE IMPACT OF AUTOMATED PROCUREMENT ON BUSINESS PERFORMANCE
IN UGANDA; A CASE STUDY OF JAZZ SUPERMARKET, BUGOLOBI**

BY

KAWUKI PATRICK

1163-08054-07097

**A RESEARCH DISSERTATION SUBMITTED TO THE COLLEGE OF ECONOMICS
AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENT**

FOR THE AWARD OF BACHELOR'S DEGREE IN SUPPLIES

AND PROCUREMENT OF KAMPALA INTERNATIONAL

UNIVERSITY

AUGUST, 2019

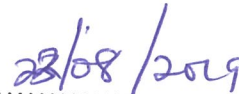
DECLARATION

I hereby declare that research proposal entitled "*EFFECT OF AUTOMATED PROCUREMENT ON BUSINESS PERFORMANCE IN UGANDA; A CASE STUDY OF JAZZ SUPERMARKET, BUGOLOOBI*" is entirely my original work except where acknowledged and that it has never been submitted before to any other university or any other institution of higher learning for the award of a Degree.

SIGNATURE.....



DATE.....



KAWUKI PATRICK

1163-05084-07097

APPROVAL

This is to certify that this proposal has been under my supervision and is now ready for submission to Kampala International University for the award of the degree of Bachelor of Supplies and Procurement.

Signed: Mulimira

Date: 23/08/2019

MR.MULIMIRA EMMANUEL

(Supervisor)

DEDICATION

This research project is dedicated to my beloved parents my dad Mr. Katumba Godfrey Lukwago and my mum Ms Jane Nabisaalu for showing me the path to academic world.

ACKNOWLEDGEMENT

I am grateful to the Almighty God for His unending love, blessings and guidance especially during the tough period of writing this research project.

First and foremost, I would like to extend my special thanks to the entire staff of Kampala international university in Uganda [Kampala campus] [department of human resource and supply management] most especially Mr. Mulimira Emmanuel who supervised me during the writing of my report respectively.

I am also grateful to the management of Jazz supermarket especially supply chain department who provided me with the information in compiling the research project.

I am also thankful to my supervisor, whose encouragement, guidance and support from the initial to the final level of the project writing enabled me to develop an understanding of the subject.

I wish to pass my thanks to my parents my dad Mr. Katumba Godfrey Lukwago and my mum Ms Nabisaalu Jane for their financial assistance, my siblings Kabugo pius, Nassali Doreen and Nakanjako Vivian, for the guidance, counseling and financial support given ever since the beginning of my academic journey.

I am super thankful for the friends whom I have shared with the knowledge of everything in my three years at university for the accomplishment of the bachelors degree who include Matovu Muhammad Masimbi, Wambi micheal, Wanyana mercy, Kyagulanyi George, Semugenze peter, Alinda Jovia, Nabasa Eseza, Nassolo mariam, Wabwire Mark, Mayinja Edrisa, Luutu Derrick, Higenyi Eric and many others throughout this journey.

Lastly, I offer my regards and blessings to all of those who supported me in any respect during the completion of this project.

May the almighty lord reward you abundantly.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES.....	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS AND ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background.....	1
1.2 Statement of the problem.....	3
1.3 Purpose of the study.....	5
1.4 Specific objectives	5
1.5 Research questions.....	5
1.6 Scope of the study.....	5
1.6.1 Subject scope.....	5
1.6.2 Geographical scope	5
1.6.3 Time scope	6
1.7 Significance of the study	6
1.8 Definition of Key terms	6

CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Introduction.....	7
2.2 Automated Procurement Systems.....	7
2.3 Theoretical Framework on the Adoption of Automated Procurement Systems.....	8
2.4 Organizational Performance	10
2.5 Automated Procurement Systems and Organizational Performance.....	11
2.6 Empirical Literature Review.....	12
2.7 Challenges of Implementing Automated Procurement Systems	14
CHAPTER THREE	18
METHODOLOGY	18
3.1 Introduction.....	18
3.2 Research design	18
3.3 Population of the study	18
3.4 Sample size	18
Table 1: Sampling frame for Jazz Supermarket in Kampala.....	19
3.5 Sources of data.....	19
3.5.1 Primary data	19
3.5.2 Secondary data	19
3.6 Tools of data collection	19
3.6.1 Questionnaires	19
3.7 Data analysis	20
CHAPTER FOUR	21
DATA ANALYSIS, RESULTS AND DISCUSSION.....	21

4.1	Introduction.....	21
4.2	Demographic Characteristics of Respondents	21
Table 4.1	Employees gender.....	21
Table 4.2	Employees working experience	22
4.3	Extent to which Supermarkets use the Automated Procurement Systems	22
4.4	The Effect of Automated Procurement Systems on the Performance of Jazz Supermarket in Kampala.....	24
Table 4.4:	The Effect of automated procurement systems on the performance of supermarkets	24
4.5	Challenges of Automated Procurement Systems.....	25
Table 4.5	Challenges of automated procurement systems.....	25
CHAPTER FIVE		27
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		27
5.1	Introduction.....	27
5.2	Summary of Findings	27
5.3	Conclusions.....	28
5.4	Recommendations.....	28
5.5	Suggestions for Further Research	29
References.....		30
APPENDICES		33
APPENDIX I: QUESTIONNAIRE.....		33

LIST OF TABLES

Table 1.....	19
Table 4.1.....	21
Table 4.2.....	23
Table 4.3.....	24
Table 4.5	25

LIST OF FIGURES

Fig 1.....	16
------------	----

LIST OF ABBREVIATIONS AND ACRONYMS

AIS	-	Automatic Identification Systems
DPS	-	Desktop Purchasing System
EDI	-	Electronic Data Exchange
ERP	-	Enterprise Resource Planning
ICT	-	Information and Communication Technology
ITEs	-	Independent Trade Exchange
POS	-	Point of Sale
RFID	-	Radio Frequency Identification
SCM	-	Supply Chain Management
UPC	-	Universal Product Code
VAN	-	Value Added Network

ABSTRACT

Automated procurement (e-procurement) is a growing aspect of supply chain management and is receiving a lot of attention from supermarkets globally. This is because there is stiff competition in the supermarket industry and customers are exerting pressure on retailers in terms of; demand variability, reduced lead-time, need for customized products and services. Therefore, supermarkets can longer compete on cost reduction alone, but also on how efficient they can procure their products and services. This study set to establish automated procurement systems and performance of Jazz Supermarket, Bugolobi.

This research was carried out through a descriptive design. The target population of this study was the staff of Jazz Supermarkets in Bugoloobi. Given that this is a relatively small population, a census was used. The researcher mainly used descriptive statistics to analyze data. This included frequency distribution tables and graphs. Performance of Jazz supermarket was analyzed using correlation and regression analysis.

In order to establish the effect of e-procurement on the performance of Jazz supermarket, regression analysis was employed. The study revealed that majority of Jazz Supermarket relied on electronic mail and automated identification bar-coding systems to transact their procurement operations more than any other systems mentioned to them. For instance, most branches communicated orders through sending emails to suppliers' sales agents via emails and this hastened the period of delivery and confirmation of products being available or not. This ensured that there was regularly and constant communication via email between supermarkets and their suppliers. It was also established that time was saved and this propelled the retail chains to gain competitive advantage in the supermarket industry. Moreover, accuracy of products ordered and delivered was maintained when those systems were used.

Bivariate correlation results showed that there existed a significant positive effect of automated procurement systems and performance of Jazz supermarket in Bugoloobi. Lastly, the results established that the degree of correlation of the independent predictor (automation of procurement systems) and performance of Jazz supermarket was not strong due to various challenges stretching from; high cost of system implementation, slow user acceptance of new automated procurement systems, lack of management support in adoption of new systems, inadequate IT and networking infrastructure and inadequate employee training. These among other factors mentioned affected effective utilisation of automation systems on performance of Jazz supermarket, Bugoloobi.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is about the background of the study, statement of the problem, purpose of the study, research questions, scope of the study and significance.

1.1 Background

Several companies from many categories of industries and geographic locations have seen strong results from implementing automated procurement system. Jacobs (2009) cites an example of one home appliance manufacturer, who saved several millions on the purchase of a single component for product by using a reverse auction. Although these numbers seem impressive, many of these companies could further benefit by trying procurement into any of the other enterprise-wide procedures and processes within a company (Jacobs, 2009). Stevenson (2007) agrees with Heshmati (2003), that using this approach, businesses can avoid falling into several traps.

In the first instance, many times isolated automated procurement systems do not take into consideration the company-wide budget and/or spending limits. They are instead used by only one department as for only specific purchases, and they have no connection to other purchasing procedures. The bottom line is that isolated automated procurement systems will work for some companies, particularly those that effectively adapt their workforce and purchasing strategies (Stevenson, 2007). Regardless of the system that works best for the business, procurement-either in isolation or as part of Supplier Resource Management system, can save business money, can cut down administrative costs and time, and make purchasing more smoothly (Crump, 2003).

To explore the meaning of the term automated procurement system, different authors have given their different perspectives. Waters (2002) noted that an automated procurement system is typically a computerized system designed to manage the procurement process. According to Jacobs (2009) there are two primary types of procurement systems: automated procurement and standard procurement. Both types of systems are widely available and are often included in an

enterprise resource planning (ERP) or accounting software product. King (2010) observes that although the functionality provided varies by software, a typical procurement tool includes purchase requisitions, purchase orders, goods receipts, and invoice processing. In addition to these core requirements, most systems include an array of reporting tools King (2010).

Built-in approval processes, controls, and funds management tools are usually standard in the larger products. King (2010) explains that an automated procurement system is software that allows purchaser to access supplier's catalogs via the internet, as well as accepting electronic invoices. The purchasers select their materials, indicate the accounts to be charged for the purchase, and create a purchase order in the accounting system. All procurement-related activities are completed in the electronic system, reducing paperwork and increasing efficiency. Electronic invoice processing allows selected companies to further review and approval. The data is then retained through a series of online approvals before being processed for payment in the accounting system. Automated procurement systems are very popular in the large firms, where procurement contracts are in place to manage spending activity. For these firms, the reduction in staff time for invoice processing provides an excellent return on investment. Lyson and Farrington (2006) explain that the implementation of automated procurement systems is one of the easiest ways to improve operational efficiency.

Organizational performance at the operational or individual employee level usually involves processes such as statistical quality control. Automated solutions for procurement deliver big savings over manual systems - from reduced administrative costs to shortened procurement and fulfillment cycles. Eliminating manual processes, for example, increases staff productivity; and tracking data to secure vendor rebates can result in significant monetary savings Joshi (2009). An automated procurement solution increases operations accuracy. Because staff is no longer required to re-enter data from paper documents, clerical errors are dramatically reduced. Mistakes in ordering are also minimized Lyson and Farrington (2006). Moreover, automated solutions link usage to demand, enabling organizations to maintain up-to-the-minute inventory counts. Modern automated information technology offers paperless means of doing business. Information can be conveyed and stored without paper documents or files Walker (2010). To conduct business, commercial firms and supermarkets are increasingly using such paperless techniques as EDI, electronic mail (E-mail), and digital imaging. Automated procurement

systems saves valuable time-time to process, time to research, and time to correct the errors caused in manual requisition efforts. The result is effective and significant cost savings for the company. Lyson and Farrington (2006) Several models have been developed to capture the richness of the organizational effectiveness construct. The system model, while not neglecting the importance of the ends, emphasizes the means needed for the achievement of specific ends in terms of inputs, acquisition of resources and processes Yuchtman and Seashore (1967). The conception of the organization is grounded in the open system approach whereby the inputs, transformation process and outputs are considered part of a whole and not independent component. Goal traditional model relies on a vision of the organization as a rational set of arrangements oriented toward the achievement of goals Goodman et al. (1977). Effectiveness is measured in terms of accomplishment of outcomes Etzioni (1960). The focus is exclusively on the ends: achievement of goals, objectives, and targets.

In East Africa, Uganda is one of the most advanced in terms of presence of supermarkets. The Ugandan supermarket sector is composed of different categories of domestic chains: Grocery, Electronics (GAIN, 2008). It was noted that most supermarkets are in Kampala. According to the Gain report (2008), there are more than 300 supermarkets in Uganda with more to come. The larger-format supermarkets are in main urban cities especially Kampala. Kampala City accounts for about 50 and more supermarkets. Supermarkets and shopping malls not only cater for more than 30 per cent of the retail needs in Kampala, but they are also redefining skylines in terms of creation of employment and alleviation of poverty. The study focuses on all the 5 branches of Jazz supermarkets in Kampala, given the small number.

1.2 Statement of the problem

Automated procurement systems are very popular in the large firms, where procurement contracts are in place to manage spending activity. For these firms, the reduction in staff time for invoice processing provides an excellent return on investment. Lyson and Farrington, (2006) explain that the implementation of automated procurement systems is one of the easiest ways to improve operational efficiency. E-procurement simplifies the sourcing and purchasing process in an organization. Several researches have been done on automated procurement systems.

A study conducted by Joshi (2009) established that procurement has moved markedly from attending to a single function more efficiently, to reconfiguring a whole process in order to attain greater shareholder value across the enterprise. Price Waterhouse Coopers (2000) conducted a survey in the United States among America's fastest growing companies, the conclusion arrived at was that of the companies that implemented procurement systems, 70 percent claimed to save money and 25 percent had improved focus on core business. Many studies such as Weatherspoon and Reardon (2002), Neven et al., (2005) and Reardon et al., (2003) have also concluded that expansion of supermarkets has led to continuous and rapid change in procurement systems in the supermarket sector in developing countries.

Studies on e-procurement in Kenya include Kinya (2013) who found out that the methodologies adopted by large scale firms in implementing e-procurement benefits an organization in many ways including eliminating waste in all procurement cycles, reduce lead time, reduce inventory, reduce cost, improved customer satisfaction and improved demand management. The major focus of this study was on supply chain integration. A study by Mwongela (2014) to establish the effect of e-procurement adoption on supply chain performance among commercial banks in Nairobi revealed that majority of the commercial banks in Nairobi, Kenya have adopted e-procurement with the following e-procurement practices: online advertisement of tenders, receiving online submission of proposals for the tenders, and short listing suppliers online among others. A study by Akoth M. (2014) to investigate the relationship between e-procurement and organizational performance on NGOs in Nairobi, Kenya established that the accountability and competitive bidding had been improved as a result of the adoption and implementation of e-procurement practices. Other studies conducted include Orori (2011); Njoroge (2010); Kipyego (2010); Mburu (2011); Ratanya (2013); Ngatia (2000) and Kambua (2013). All these studies have addressed the adoption and implementation of e-procurement in different sectors and how it affects. In spite of the success in research in the field of automated procurement systems, little information exists on the effects of automated procurement systems on the performance of supermarkets in Kampala. Aiming to fill this gap, the study set out to answer the following questions, what is the effect of automated procurement systems on the performance of Jazz supermarket in Kampala? What are the challenges of automated procurement systems in Jazz supermarket in Kampala? And what extent does Jazz supermarket in Kampala use the automated procurement systems?

1.3 Purpose of the study

The main purpose of the study is to determine the role of automated procurement on the performance in Jazz supermarket, Bugolobi.

1.4 Specific objectives

The key objectives were;

- (i) To determine the extent to which Jazz supermarket uses the automated procurement systems in Kampala.
- (ii) To determine the effects of automated procurement systems on the performance of Jazz supermarket, Bugolobi.
- (iii) To determine the challenges of implementing automated procurement systems in Jazz supermarket, Bugolobi.

1.5 Research questions

- (i) To what extent does Jazz supermarket in Kampala use the automated procurement systems?
- (ii) What is the effect of automated procurement systems on the performance of Jazz supermarket in Kampala?
- (iii) What are the challenges of automated procurement systems in Jazz supermarket in Kampala?

1.6 Scope of the study

1.6.1 Subject scope

The study will mainly focus on the Automated procurement and organizational performance..

1.6.2 Geographical scope

The study was limited to Jazz supermarket located in Bugolobi, Kampala.

1.6.3 Time scope

The research study covered the period from 2016 to 2018. The research study was carried out in 2 months.

1.7 Significance of the study

The information from the study will be crucial on the management of automated procurement systems and service delivery to customers in Jazz supermarket.

Supermarket staff will benefit from this study as the findings would be used to cut procurement-related costs and optimize on resourced use in order to serve their clients better (the staff includes all procurement officers, operation managers or their equivalents in the supermarkets).

Other researchers will use the study to further their study in this area by reviewing the empirical literature and establishing study gaps to fill.

The academicians will find the study useful as it will highlight areas for further research and also will contribute to new knowledge. The academicians being charged with dissemination of knowledge to various stakeholders will hence find this study useful when doing so.

1.8 Definition of Key terms

Procurement: encompasses the whole process of acquiring property and/or services. It begins when an agency has identified a need and decided on its procurement requirement.

Organization performance: This is the level at which the organization is conducting its duties, activities and fulfilling the objectives of the organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In order to better explore and understand the concept of procurement automation and its effect in Jazz supermarket in Bugolobi, this chapter addresses the following areas; theoretical framework on the adoption of automated procurement systems, empirical review, automated procurement systems and procurement performance, challenges of automated procurement systems, and the conceptual framework.

2.2 Automated Procurement Systems

It is a buyer-centric technology that enables large purchasers to negotiate favorable prices with vendors while streamlining the buying process. Lyson and Farrington (2006). Automated procurement systems don't automatically boost supply chain efficiency Bozarth (2008). Despite the differences in automated procurement applications, the bottom line is that a company must choose one that works for its industry and one that will help make its supply chain more efficient if the system implementation is truly to be successful Jacobs (2009). Barcode data-collection technology is an effective way to improve the bottom line and meet the competitive challenges organizations face every day Darlington (2009). When combined with data-collection technology and other procurement systems, barcodes provide a rapid, accurate and efficient means to collect, process, transmit record and manage data in a variety of industries. Retail, package delivery, warehousing and distribution and point-of-service applications can all benefit from the use of automatic identification, such as bar coding King (2010). Electronic catalogues give customers an alternative means of determining the products, services, and suppliers available, and provide comparative analysis of suppliers. The complexity of comparison shopping across vendors is alleviated by optimization technology, derived from applied mathematics and computer science that enables buyers to solve a challenging multidimensional problem-- how to determine the best trade-off between cost, quality, quantity, service, delivery horizon, shipping costs, product dimensions, and a multitude of other factors Lyson and Farrington (2006).

Companies also use Internet marketplaces, also called independent trading exchanges (ITEs), where indirect materials can be purchased at set prices or sellers can bid for buyers' business. Digital marketplaces enable small buyers to have the same access to many sellers that large buyers usually do, as well as equal opportunities for obtaining short-term discounts and liquidations Lyson and Farrington (2006). Marketplaces manage buy-side and sell-side participants' information and business process, in addition to the transaction Bozarth (2008). Desktop Purchasing Systems (DPS) extend the support for the actual purchasing process which was provided by catalogue systems and virtual marketplaces to other internal processes—licensing, goods receiving, or accounting control Stevenson (2007). Such employee-facing suites enable employees to use the same interface used for purchasing for expense and forecasting reports, time and attendance sheets, personnel and benefit forms, and other administrative tasks. Online auctioning, both forward and reverse, is also possible with automated procurement. In a forward auction, sellers post the goods or services they want to sell, and buyers submit their bids for the services or goods. In a reverse auction, buyers post a request for quotes for items they want to buy, and multiple sellers submit bids. Lyson and Farrington (2006). Electronic data interchange is the computer-to-computer exchange of routine business documents using pre-established standards (or transaction sets) agreed upon by the company activity and its trading partners. EDI transactions do more than link computers. They also integrate applications. Lyson and Farrington (2006). Subramanian and Shaw (2004) define e-procurement system as a Web based client/ server application used to replace the manual procurement process. Simply put e-procurement refers to the purchasing of goods and services using the Internet. E-procurement solutions cover three major procurement areas: procurement transactions, procurement management and market-making. Subramanian & Shaw (2004)

2.3 Theoretical Framework on the Adoption of Automated Procurement Systems

There are several theories, which have contributed and have relevance to the development of business procurement function in relation to effective management and financial performance. In an organization purchasing management concept (PMC) could be analyzed using several theories, which help in understanding how an organization's E-Procurement system and procedures enhances internal customer levels at different levels. The thinking of strategic procurement policies has been influenced by several theories some of which are discussed below.

Chen, Paulraj and Lado (2004) in their optics states that strategic purchasing is a vital link in a working supply chain. They mean that strategic purchasing can give a firm a competitive advantage by enabling the firms to: Foster close working relationships with a limited number of suppliers; Promote open communication among suppliers chain partners and Develop long-term strategic relationship orientation to achieve mutual gains. Chen et al (2004) states that strategic purchasing will lead to communications with suppliers, a limited number of suppliers and a way term orientation. Chen at al (2004) proves all of those connections significant. The conclusion to be drawn from this theory is that strategic purchasing arrangement can be an important link in the supply chain and contributes towards enhancing internal user department satisfactory and the overall financial results of a company.

Axels son and league – Hellmann (1991) state that a suitable way to govern purchasing is through target settling and measuring their theory, this could be done through key performance indicates. The theory divides the KPTs: Into some categories price related, Quality related, Delivery related, Inventory related savings related, Activity related and other. Van Woole (2005) presents two areas in which purchasing performance can be measured, purchasing effectiveness and purchasing efficiency. The theory states that purchasing effectiveness is a measure of what has been accomplished and purchasing efficiency is a measure of what resources has been used to accomplish it. Based on Van Wools (2005) four dimensions, Cost/price, product/ quality, logistics & organization.

Amit and Zott (2001) suggest that —a transaction occurs when a good or service is transferred across a technologically separable interface. One stage of processing or assembly activity terminates, and another begins^{ll}. Transaction costs include the costs of planning, adapting, executing, and monitoring task completion. Transaction cost economics identifies transaction efficiency as a major source of value, as enhanced efficiency reduces costs. It suggests that value creation can derive from the minimization of uncertainty, complexity, information asymmetry, and small-numbers bargaining conditions. Moreover, reputation, trust, and transactional experience can lower the cost of peculiar exchanges between firms. One of the main effects of transacting over the Internet, or in any highly-networked environment, is the reduction in transaction costs it brings. Transaction costs include the time spent by managers and employees searching for customers and suppliers, communicating with counterparts in other companies

regarding transaction details, the costs of travel, physical space for meetings, and processing paper documents, as well as the costs of production and inventory management.

In conclusion, the most relevant theory to this study is that of Van Woole (2005). This theory explains critical determinants of successful procurement in the organization. This is effectiveness and efficiency. Enhancing performance through the E-procurement can be capitalized via this theory, the objective this study aims to fulfill.

2.4 Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2009) organizational 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 widely 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 the external environment include political, economic, sociocultural, environmental and technological (Snider and Rendon, 2001).

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. Another area in organizational performance that sometimes targets continuous improvement is organizational efficacy, which involves the process of setting organizational goals and objectives in a continuous cycle. Organizational performance at the operational or individual employee level usually involves processes such as statistical quality control. At the organizational level, performance usually involves softer forms of measurement such as customer satisfaction surveys which are used to obtain qualitative information about performance from the viewpoint of customers (Kaplan & Norton, 2001).

2.5 Automated Procurement Systems and Organizational Performance

Modern, automated information technology offers paperless means of doing business. Information can be conveyed and stored without paper documents or files Walker, (2010). To conduct business, commercial firms and supermarkets are increasingly using such paperless techniques as EDI, electronic mail (E-mail), and digital imaging. Little is known about how these technological advances will affect procurement in supermarkets. They will not only change buyer performance, office organization, and market structure but most important, they will redefine procurement processes, procedures, and regulations Walker (2010). Today's systems take procurement to an entirely new level with automated e-mail bids, budget tracking, electronic invoicing, business intelligence functionality and the ability to route purchase requisitions for approval via e-mail.

Automated solutions for procurement deliver big savings over manual systems - from reduced administrative costs to shortened procurement and fulfillment cycles. Eliminating manual processes, for example, increases staff productivity; and tracking data to secure vendor rebates can result in significant monetary savings Joshi (2009). An automated bid system also drives down the cost of supplies by allowing supermarket procurement staff to increase its number of potential vendors and identify preferred suppliers. In large supermarkets, where purchasing responsibilities are often spread over several departments or even several locations, an automated inventory and procurement solution can maximize buying power by consolidating orders, which typically lowers the cost per transaction and results in deeper volume discounts Crump (2011).

An automated procurement solution saves time by streamlining purchasing control. Tasks that once took hours or even days can be performed with a few clicks of a mouse. Staff no longer wastes time matching receipts with deliveries, figuring out overly complex invoices and keying in redundant information Hum and Marciano (2010). Supermarkets also will see a reduction in the administrative tasks involved with vendor management, such as creating contracts and soliciting bids. Instead, procurement staff can focus on the strategic elements of the job. Likewise, purchasing managers will spend less time overseeing administrative details and more time analyzing spend patterns and negotiating favorable terms with suppliers Joshi (2009). An

automated procurement system creates a more efficient business model, eliminating unnecessary and time-wasting activities and increasing profitability Joshi (2009).

In an industry where margins are tight and multiple departments often requisition items several times a day, it makes sense to automate procurement. This goes for small boutique supermarkets as well as for large multi-property chains Atkinson (2010). An automated solution enables supermarkets to reduce costs, save time, improve accuracy, enhance supplier negotiations and ensure compliance. The result is more streamlined operations, smarter purchasing decisions and increased control over the supply chain. Although many supermarkets are delaying technology purchases until the economy improves, it is more important now than ever before to implement solutions that give them a competitive edge. An automated procurement system not only optimizes existing resources and prevents unnecessary costs, but also positions the supermarkets for success, in the short term and the future Joshi (2009).

2.6 Empirical Literature Review

Practitioners as well as researchers have advocated the advantages of e-procurement. JauJeng et al., (2008) conducted a study on the impact of web-based e-procurement on organizational performance. This study investigates the impacts of Web-based eprocurement for direct procurement from organizational and inter-organizational level. A significant finding is that the implementation of Web-based e-procurement can lead to better partnership between buyers and suppliers. By adopting a completeness Web-based e-procurement solution, buyers can enhance their partnerships with suppliers with respect to information sharing and technology dependence. Partner relationship contributes to both supplier performance and buyer performance, indicating that good partnership paves the way for sounding SCM operating environment.

A study conducted by Nepelski (2006) sought to find out how electronic procurement influences the organization of economic transactions. It sought evidence for ICT-induced changes in how companies organize their activities and whether ICT lead to more competitive and transparent markets. Testing the relationship between the effect of electronic procurement on procurement cost and sourcing strategy, it was revealed that electronic procurement leads to more market transactions. This led to the conclusion that electronic procurement increases market transparency, lowers search and supplier switching costs and improves the management of

supply chain and contradicts the predictions that ICT will lead to a dominance of network-like organizational form and an increasing reliance on hybrid forms of organizing economic transactions. Two implications emerge from these results. The first one is relevant for companies engaging in ICT projects. The second implication is of great importance for companies whose customers implement ICT to intensify competition among suppliers.

A study by Akoth M. (2014) to investigate the relationship between e-procurement and organizational performance on NGOs in Nairobi, Kenya established that the accountability has been encouraged; there is a competitive bidding and sourcing and that there was improved flow of information. On the other hand, lack of management support; late supplier involvement; lack of proper staff training; failure to comply with best practices and poor information quality were the hindrances to the implementation of e-procurement. Further, the study concluded that online advertisement of tenders has improved effectiveness; online short listing of tenders has ensured transparency; online requisition by organization staff has improve accountability and online advertisement of tenders has ensured the NGO gets competitive suppliers. The findings of this study were only directly applicable to the NGOs in Nairobi. It only focused on e-procurement implementation and supply chain integration among NGOs in Nairobi.

From a sample size of 46 respondents selected from a list of 455 large manufacturing companies, Mose et al.,(2013) revealed that majority of the large scale manufacturers in Nairobi, Kenya has adopted e-procurement with the following e-procurement practices: online advertisement of tenders, receiving online submission of proposals for the tenders, and short listing suppliers online among others. The five critical success factors identified were: employees and management commitment to success of adoption; reliability of information technology and supplier performance; monitoring the performance of e-procurement systems; user acceptance of e-procurement systems and top management support. The challenges established are: resistance to change from employees, lack of e-procurement approval by company board, existence of old IT equipment among the firms that need overhaul and lack of managerial support. The study recommends that large scale manufacturers in Nairobi need to incorporate all the e-procurement activities into the system; they need to find out ways of encouraging employees to make use of e-procurement systems as well as find ways of addressing the factors that are critical to the success of e-procurement.

Amin (2012) study on the electronic procurement and organizational performance among commercial state corporations revealed that commercial state corporations in Kenya have adopted e-procurement but there are several functions they still perform manually. These include, short listing of suppliers, call for proposals and tendering process. It was also established that e-procurement has led to cost reduction, improved transparency, and accountability among others. The findings also indicate that the e-procurement system has enabled commercial state corporations in Kenya to provide real time response of feedback to both customers and the market. It was also discovered that the e-procurement system has enabled some of the commercial state corporations to streamline their procurement processes. Other relevant studies in the area of e-procurement include; Njoroge (2010); Orori (2011); Ratanya (2013); Kipyego (2012); Kambua (2013); Kyalo (2001); Mburu (2011); Mwongela (2014). All these studies have addressed the adoption and implementation of e-procurement in different sectors and how it affects. Very many other studies have been done which look at aspects of automated procurement systems and performance. However, most of them have a limited focus and narrow perspective. They do not adequately cover all aspects and facets of automated procurement systems especially in retail chain supermarkets. Another common weakness of these studies is the fact that almost all of them have not addressed the effect of automated procurements systems to the performance of local supermarkets thus the need for this study.

2.7 Challenges of Implementing Automated Procurement Systems

Even though the benefits of adopting e-procurement solutions can be significant, there are some internal and external challenges and risks related to the adoption of e-procurement. In a research by Smart (2010) the researcher came to a conclusion that there has been a long term problem with identifying value from IT investments and in creating a case for IT introduction in general. This is why companies need a clear plan for implementing e-procurement technologies. A study by Angeles and Nath (2007) identified three important challenges to e-procurement implementation: lack of system integration and standardization issues, immaturity of e-procurement-based market services and end user resistance and lastly maverick buying and difficulty in integrating e-procurement with other systems.

Lack of system integration and standardization issues relates to the fact that e-procurement is still relatively new business application and it is not unusual to find a lack of benchmarkable reference models. Another challenge is software immaturity and the lack of certain key features like invoicing, payment reconciliation or managing of different geographical jurisdictions, tax structures, currencies etc. Also, companies need to be aware of the possible hidden costs related to implementation of e-procurement solutions, such as system integration, content aggregation and rationalization, catalog and search engine maintenance, supplier enablement, end user training and procurement process re-engineering. These costs can easily exceed software licensing and maintenance cost by five to ten times Angeles and Nath (2007). The other challenge relates to the immaturity of providers of e-procurement services and the lack of supplier preparation, and the resistance of solutions end-users. In some cases the immature service providers may not be able to provide a complete suite of services, especially for more complex or advanced e-procurement implementations projects. The immaturity of suppliers and the lack of preparation is also a challenge for many companies.

After all, suppliers need to learn how to generate catalogs, process electronic purchase orders, how to use invoicing mechanisms among other tasks Angeles & Nath (2007). Including companies preferred suppliers is very important as according to Davila et al. (2003) the success of e-procurement solutions relies on the network effect that will be more effective if enough players are adopting the same technology. The other challenge here relates to the resistance of end-users towards operating the e-procurement solution. To prevent this Angeles and Nath (2007) state companies should encourage using new e-procurement technologies through intensive training and educational sessions with end-users.

2.5 The conceptual frame work indicates the procurement efficiency in organization performance.

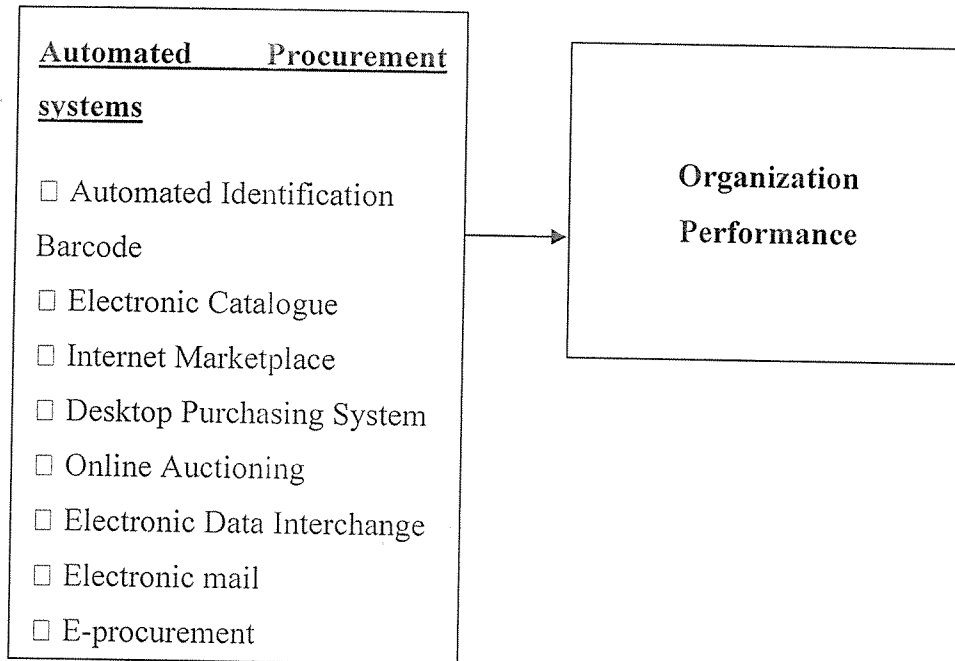


Fig 1.

Source: Researcher 2017.

Automated Identification Barcode- Leads to accuracy and compliance to set guidelines and procedures.

Electronic Catalogue-Enhances purchasing organizations negotiation and purchasing power.

Internet Marketplace- Leads to saving on money and time involved in sourcing for potential suppliers and products.

Desktop Purchasing System- Leads to increasing compliance to the procurement guidelines and procedures.

Online Auctioning- It helps save on bidding time and associated costs.

Electronic Data Interchange-Leads to increasing accuracy of transactions.

Electronic Mail- Helps to save on time.

E-procurement – Helps save money and time in conducting procurement.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter provides methods that will be used in data collection and they include; Research design, Survey population, sampling design, Sampling size, Sources of data, Tools and methods of data collections and probable problems to be encountered during data collection

3.2 Research design

The study was carried out through a descriptive design assessing the effects of automated procurement systems on the performance of Jazz supermarket in Kampala. This study design was considered appropriate as it deals with many members in a population where it is not possible to study all of them and hence calling for sampling in order to come up with generalizations and inferences about the whole population

3.3 Population of the study

Primary data was collected by means of semi-structured questionnaire using the 5 Likert as it provides a wide range of options to choose from. The questionnaire had four sections, section one; dealt with general information of the participant and the organization. Section two; sought information on the automated procurement systems adopted by Jazz supermarket in Kampala. Section three; sought information on the effects of automated procurement systems on performance of Jazz supermarket in Bugolobi and Section four; related challenges.

3.4 Sample size

Simple random sampling was used in selecting respondents from the sample frame. As the researcher will use this technique to ensure that each members of the target population has an equal and independent chance of being included in the sample of this study, the respondents to the questionnaires was the Procurement Officers/Manager and ICT managers or their equivalents. The questionnaires was dropped and picked later.

Table 1: Sampling frame for Jazz Supermarket in Kampala.

SN	Respondents	Population size	Sample size
1	Procurement officers	30	30
2	ICT personnel	15	15
3	Managers	25	25
4	Supervisors	30	30
	Totals	100	100

3.5 Sources of data

As the researcher used both primary and secondary data.

3.5.1 Primary data

Primary data was original data which had not been published anywhere. It was obtained for the first time for a specific research problem. It was got using different methods for example questionnaires and observation. Primary data was collected where secondary data is not available.

3.5.2 Secondary data

Secondary data are that which already exist prepared or developed for some purpose rather than to solve the problem at hand. As a researcher, I got this information from reading journals, text books, previous research, publication, magazines and reports.

3.6 Tools of data collection

3.6.1 Questionnaires

A questionnaire is a research instrument consisting of a series of written questions which were given to respondents who are employees in this case and filled them in their free time. The researcher collected later from those respondents. The questionnaire consisted of both open-ended questions and closed ended questions.

3.7 Data analysis

Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. The researcher mainly used descriptive statistics to analyze data. This included frequency distribution tables, mean and standard deviation. SPSS and Microsoft excel software was used to generate outputs. Performance of supermarkets was analyzed using correlation and regression analysis. In order to establish the effect of e-procurement on the performance of supermarkets, regression analysis was employed. The following regression equation was used;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + \varepsilon$$

Whereby:

Y = Performance of Jazz supermarket in Bugolobi

X1 = Automated Identification barcode

X2 = Electronic catalogue

X3 = Internet marketplace

X4= Desktop Purchasing System

X5=Online Auctioning

X6=Electronic Data Interchange

X7=Electronic Mail

X8=E-procurement

ε = Error term

β_0 is the intercept

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the results of data analysis from questionnaires collected on the influence of information communications technology and performance of Jazz supermarket in Kampala. A total of 100 questionnaires were issued. The researcher was able to collect a total of 83 questionnaires from the respondents in Jazz supermarket in Bugolobi who participated in answering research questions. This made a response rate of 83%, which was satisfactory and representative in making conclusions for the study. This is because according to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Therefore, the study response rate was considered excellent. The study presents the demographic information of respondents and thereafter presents the results according to the objectives of the study.

4.2 Demographic Characteristics of Respondents

The respondents were asked to indicate their gender profiles. The findings are illustrated in Table 4.1.

Table 4.1 Employees gender

Category	Frequency	Percentage
Male	57	68.7
Female	26	31.3
Total	83	100.0

Source: Primary data 2019

Result shows that 57 (68.7%) of respondents were male while 26 (31.3%) were female. The result shows that majority of supermarkets employees in charge of IT, procurement, Managers and Supervisors were male.

Furthermore, the respondents were asked how long they had worked in the organization as; less than 5 years, 6-10 year, 11-15 years and 15 years and above. The results are given in Table 4.2.

Table 4.2 Employees working experience

Category	Frequency	Percentage
Less than 5 years	13	15.7
5-10 years	26	31.3
10-15 years	32	38.6
15 years and above	12	14.5
Total	83	100.0

Source: Primary data 2019

Result shows that 32 (38.6%) of respondents had worked for 11 – 15 years, 26 (31.3%) had worked for 6-10 years, 13 (15.7%) had worked for less than 5 years while 12 (14.5%) had worked for more than 15 years. The working experiences of majority of respondents reflect their understanding on the period before and after the adoption and utilization of information communication technology in Jazz supermarket in Kampala’s operations.

4.3 Extent to which Supermarkets use the Automated Procurement Systems

The first objective of the study is to determine the extent to which Jazz supermarket in Kampala used automated procurement systems in their outlets. They were supposed to indicate their responses on a Likert scale of 5; 1-Strongly Agree, Agree, Not Sure, Disagree, and Strongly Disagree. The descriptive statistics are given in Table 4.3.

Table 4.3: Extent to which supermarkets use the automated procurement systems

Automated systems	Percentage
Electronic Mail	88%
Automated Identification barcode	92%
Electronic Data Interchange	71%
E -procurement	62%
Electronic Catalogue	73%
Internet Marketplace	47.9%
Desktop Purchasing system	48.0%
Online Auctioning	49.8%

Source: Primary data 2019

The results of the study show that average utilization rate of automated systems in Jazz supermarket's procurement operations is 71%. Among the automated systems, the following systems were found to be usually used in procurement activities; electronic mail 88% and automated identification bar code 92%. It was also found that almost Jazz supermarket had adopted bar coding technology in warehouse operations. This helped in controlling and management of stocks within a supermarket. The study findings also showed that the following automations were frequently used; electronic data interchange 71%, e-procurement 62% and electronic catalogue 73%. However, the findings reveal that Jazz supermarket rarely used online auctioning in procurement activities. It was also evident that internet market place systems were sometimes used (47.9%). The desktop purchasing system was also found to be occasionally used (48.0%) and online auctioning of goods and services was found to be rarely used (49.8%) by Jazz supermarket, Kampala. From the above responses, it is evident that automated procurement systems are frequently utilized by Jazz supermarket in Kampala. These findings are consistent with different studies Jacobs (2009); King(2010); Lyson and Farrington(2006) and Bozarth(2008) who identified email, automated identification barcode, electronic data interchange, e-procurement, electronic catalogue, internet marketplace, desktop purchasing and online auctioning as key automated procurement systems used in supermarkets.

4.4 The Effect of Automated Procurement Systems on the Performance of Jazz Supermarket in Kampala.

After identifying the extent of usage of automated procurement systems, the second objective seeks to investigate the effects of automated procurement systems on performance of Jazz supermarket in Kampala. The respondents were asked to indicate their degree of agreement on various statements relating to the effect of automated procurement systems on performance of supermarkets. The scale used ranged from; strongly agree (1) to strongly disagree (5). The descriptive statistics results are presented in Table 4.4.

Table 4.4: The Effect of automated procurement systems on the performance of supermarkets

SN	Effects of Automated Procurement Systems.	Agree	Not sure	Disagree
1	Monetary Savings	89.4%	3.3%	7.3%
2	Time Saving	85.8%	3.3%	10.9%
3	Increased Accuracy	81.7%	5.7%	12.6%
4	Enhanced Negotiation & Purchasing power	68.7%	3.3%	28.0%
5	Increased compliance	68.7%	3.3%	28.0%
6	Gain a Competitive Advantage	84.3%	5.7%	10.0%

Source: Primary data 2019

Results show that most of the respondents agreed (89.7%) that automated procurement systems adoption and utilization enhances monetary savings. This is because the manual process is tedious, requires a lot of travelling, communication and organization. Therefore, Jazz supermarket tended to save money when using ICT procurement systems. Secondly, the respondents also agreed that adoption and use of automated procurement systems results to saving of time (85.8%), gaining of competitive advantage (84.3%) and increased accuracy rate (81.7%). Lastly, the respondents also appeared to somewhat agree with the statements that automation of purchasing activities by their Jazz supermarket resulted to increased compliance (61.5%) and enhanced negotiation and purchasing power. Average statistics on the above results show that respondents tended to agree (81.9%) that automated systems have positive effects on performance of Jazz supermarket. These findings are consistent with different studies,

Joshi(2009); Crump(2011); Hum and Marciano(2010); Atkinson(2010); Akoth (2014) and Amin (2012) who identified monetary savings, increased accuracy, enhanced negotiation and purchasing power, increased compliance and lastly gain a competitive advantage as key benefits of automated procurement systems.

4.5 Challenges of Automated Procurement Systems

This is the last objective of the study that sought to determine the challenges that Jazz supermarket faced towards embracing automation technology in procurement operations. The previous results showed that despite automation having a positive effect on performance of supermarkets, the adoption rate was not similar across the supermarkets studied. To identify the causes for this, the respondents were asked to indicate their level of agreement; 1-strongly agree and 5-strongly disagree on several statements presented to them as challenges. Their responses are illustrated in Table 4.5.

Table 4.5 Challenges of automated procurement systems

SN	Challenges	Strongly agree	Agree	Not sure
1	Slow user acceptance of new information systems	83.3%		
2	Lack of Management support	81.7%		
3	Inadequate supplier involvement	63.5%		
4	Inadequate employee training	63.9%		
5	Inadequate system software features	53.9%		
6	High cost of system implementation	85.7%		
7	Lack of system Standardization	57.5%		
8	Inadequate IT and networking infrastructure	66.7%		
9	Multi-departmental implementation	51.7%		

Results shows that the major challenges experienced were; high cost of systems implementation (85.7%), slow user acceptance of new information systems (83.3%) and lack of management support (81.7%). The study findings also showed that the following were moderate challenges influencing adoption and use of automation systems in procurement operations in Jazz supermarket; inadequate networking infrastructure (66.7%), inadequate employee training (63.9%), inadequate supplier involvement (63.5) and lack of system standardization (57.5). The

respondents also appeared to agree that; lack of system integration (53.9%), multi-departmental implementation (51.7%) and inadequate system software features (53.9%) were moderate challenges experienced by Jazz supermarket in automating procurement operations. From the findings, it is clear that the cost of purchase, installation and maintenance of procurement automation systems affects their adoption and utilization by Jazz supermarket. These findings are consistent with the study by Angeles and Nath (2007); Akoth (2014) and Amin (2012) that identified different challenges of e-procurement implementation amongst them: lack of system integration and standardization issues, immaturity of e-procurement-based market services and end user resistance and lastly maverick buying and difficulty in integrating e-procurement with other systems.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of the research on the influence of adoption and use of automation in procurement operations and performance of Jazz supermarket in Kampala. The chapter also gives the conclusions, recommendations and suggestions for further studies.

5.2 Summary of Findings

The study was conducted in light of shift in procurement activities from manual to technology processes and procedures. Operating in competitive environment, supermarkets have to device ways and means of sustaining their operations while providing various categories of products and services at the right time. This will help customers to always remain loyal in their preferred retail chain. With the trend in information technology, various systems have been developed to support purchase and procurement processes. This study sought to determine the degree to which automated procurement systems had been adopted by Jazz supermarket in Kampala. A survey was made whereby researcher administered questionnaires to sampled outlets in the city. From their responses regarding the first objective, it was evident that Jazz supermarket relied on electronic mail and automated identification bar-coding systems to transact their procurement operations more than any other systems mentioned to them. For instance, Jazz supermarket communicated orders through sending emails to suppliers' sales agents via emails and this hastened the period of delivery and confirmation of products being available or not. This ensured that there was regularly and constant communication via email between Jazz supermarket and her suppliers. After delivery of products by suppliers to Jazz supermarket, Jazz supermarket barcoded the products using special technology that helped in the identification, stock control and sales operations. Other automated systems found to be frequently being used were electronic data interchange (EDI), e-procurement and electronic catalogue.

On the second objective, it was established that when Jazz supermarket automated her procurement activities, it tended to save money by cutting down the operational costs involved in

the traditional form of procurement. It was also clear that time was saved and this propelled the retail chains to gain competitive advantage in the supermarket industry. Moreover, accuracy of products ordered and delivered was maintained when those systems were used. Results showed that there existed a significant positive effect of automated procurement systems and performance of Jazz supermarket. Lastly, the results established that the degree of relationship of automation of procurement systems and performance of Jazz supermarket was not strong due to various challenges stretching from; high cost of system implementation, slow user acceptance of new automated procurement systems, lack of management support in adoption of new systems, inadequate IT and networking infrastructure and inadequate employee training. These among other factors mentioned affected effective utilization of automation systems on performance of Jazz supermarket.

5.3 Conclusions

From the study findings, it was established that there is a significant positive degree of association between Jazz supermarket adoption of automated procurement systems on her performance. The findings suggested that the relationship between automation and performance of Jazz supermarket was significant. Various automated systems that were found to be constantly being used by Jazz supermarket were; electronic mail, automated identification barcode, electronic data interchange, e-procurement and electronic catalogue. Moreover, the statistics revealed that continuous management support, employee training, financing, and user acceptance of automated procurement systems could lead to monetary savings, time saving, increased accuracy, enhanced negotiation and purchasing power, increased compliance and gaining of competitive advantage.

5.4 Recommendations

The study findings showed promising effect of automation of procurement systems on performance of Jazz supermarket. To improve its adoption and utilization, the following recommendations should be considered by stakeholders involved.

There is need for government to lower taxes imposed on purchase of automated systems that are related to procurement operations. This will be cushioned further by government support to IT

incubators whereby young men and women will have platform for developing country's customized systems rather than relying on foreign ones that are expensive to purchase, install and maintain.

Management of supermarkets need to undertake change management training to their employees to educate them on the benefits of migrating to automated procurement systems, this will help in reducing their resistance to innovations thereby drive up performance of their retail chains.

Supermarket management also need to consider giving full support to innovations aimed at cutting costs and reducing time wasted when using traditional procurement processes. This will make the supermarkets able to sustain their grip on the market and therefore be sustainable and competitive in future. Supermarkets should ensure that they provide adequate infrastructure needed for full automation of procurement systems.

5.5 Suggestions for Further Research

The study looked at the effect of automation of procurement systems on performance of Jazz supermarket; the study was limited to Jazz supermarket in Kampala. Therefore, further research can be broadened to cover other Supermarkets and cites or towns. Moreover, the study suggests that future scholars may consider conducting research on employee related factors influencing adoption and use of automated procurement systems in organizations.

References

- Akoth M. (2014) E-Procurement and Organizational Performance of Non-Governmental Organizations in Nairobi, Kenya. Unpublished MBA Project, University of Nairobi, Nairobi, Kenya
- Amin K.A (2012) Electronic Procurement and Organizational Performance among Commercial State Corporations, Unpublished MBA Project, University of Nairobi, Nairobi, Kenya
- Angeles, R., Nath, R. (2007) Business-to-business e-procurement: success factors and challenges to implementation. *Supply Chain Management: An International Journal* 12
- Crump, N.,(2011). Selecting the best data capture device. *MHD Supply Chain Solutions*.41(4).
- Global Agriculture Information Network. (2006). Kenya Retail Food Sector. Market Dynamics in Kenya's Retail Food Sector (Supermarkets).Global Agriculture Report Network Report.
- Global Agriculture Information Network. (2008). Kenya Retail Food Sector. Kenya's Retail Sector Update 2008. Global Agriculture Report Network Report
- Heshmati, A., (2003).—Productivity growth, efficiency and outsourcing in manufacturing and service industries‖ *Journal of Economics Surveys* 117
- Jacobs, F.R., (2009). *Operations and Supply Management*, 12thEd, Indiana University
- Kambua, M (2013). Implementation of e-procurement in private hospitals in Kenya. Unpublished MBA Project, University of Nairobi, Nairobi, Kenya
- King, D., (2010). Designing retail merchandising displays: sell more, lose less. Available at : <http://www.retailsolutionsonline.com.html>.
- Kipyego, M. I. (2012) Factors affecting implementation of electronic procurement system in the public sector: A case of National Aids Control Council, Masters Thesis, Kenyatta University
- Kyalo, S., (2001), —A survey of Private labeling strategy by Supermarkets in Kenya‖, Unpublished MBA Project, University of Nairobi, Nairobi, Kenya

Lyson, K., and Farrington, B., (2006). Purchasing and Supply Chain Management, 7th ed, Prentice Hall, Pearson Education.

Mageto, J.N., (2009), —Relationship between supply chain management and Supply chain Responsiveness: A survey of supermarkets in Nairobi-Kenya, Unpublished MBA Project, University of Nairobi, Nairobi, Kenya.

Mburu, D. K. (2011) The Role of E-Procurement in Enhancing Efficiency in Telecommunication Industry (A Case Study of Safaricom Limited Company- Kenya). Jomo Kenyatta University of Agriculture and Technology

Mose et al., (2013) The Critical Success Factors and Challenges in E-Procurement Adoption Among Large Scale Manufacturing Firms in Nairobi, Kenya, European Scientific Journal vol.9, No.13

Mugenda and Mugenda (2003) Research Methods, Quantitative Approaches, Nairobi Kenya; Act Press.

Mwongela S.M (2014) E-Procurement Adoption and Supply Chain Performance Among Commercial Banks in Nairobi, Kenya, Unpublished Masters of Administration Research Project, University of Nairobi, Nairobi, Kenya.

Nepelski D.(2006) The impact of e-procurement on the number of suppliers .Where to move to?, Information Society and Competition, German Institute for Economic Research

Neven, et al., (2005). —The Rapid Rise of Supermarkets in Kenya: Impact on the Fresh Fruits and Vegetables Supply System. Final Report. Michigan State University and Kenya Agricultural Research Institute.

Neven, D.,and Reardon, T., (2004). —The Rise of Kenyan Supermarkets and the Evolution of their Horticulture Product Procurement Systems. Development Policy Review, 22(6)

Ngatia, E.M., (2000), —A Comparison of Service Providers and Customer Perception of Service Quality in the retailing Industry: A Case of Supermarkets in Nairobi, Unpublished Masters of Administration Research Project, University of Nairobi, Nairobi, Kenya.

Njoroge, K. K. (2010) Factors Influencing E-Procurement Practices in Construction Industry in Kenya. Jomo Kenyatta University of Agriculture and Technology

Orori, J. M. (2011) Factors That Influence the Introduction of E-Procurement in Retail Industry: A Survey of Retail Chain Supermarkets in Kenya, Unpublished Research, Jomo Kenyatta University of Agriculture and Technology

PriceWaterhouseCoopers (2000). Growth companies that Outsource grow faster, larger and were profitable than non-outsourcers, New York, Price Waterhouse Coopers, Goldstain consulting Group.

Ratanya, E. (2013). E-procurement implementation and supply chain integration among large scale manufacturing firms in Nairobi, Kenya. University of Nairobi unpublished MBA project

Richard et al. (2009): Measuring Organizational Performance: Towards Methodological Best Practice. Journal of Management

Smart, A. (2010) Exploring the business case for e-procurement. International Journal of Physical Distribution & Logistics Management 40, 3

Subramaniam, C., Shaw, M. J. (2004) The effects of process characteristics on the value of B2B e-procurement. Information Technology and Management 5, 1-2

Weatherspoon, .D. and Reardon, T. (2002). The Rise of Supermarkets in Africa: Implications for Agrifood systems and the rural poor. Development Policy Review, 21(3).

Waters, D (2002). Operations Management, 2nd edition, England, Pearson Education

APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear Respondent,

Am a student of Kampala International University currently undertaking a research *ON AUTOMATED PROCUREMENT AND ORGANIZATIONAL PERFORMANCE IN JAZZ SUPERMARKET*. The study is in partial fulfillment of the academic requirements for Award of degree of Bachelor of procurement and logistics management of Kampala International University. The questionnaire is purely for Academic purpose and the information provided shall be treated with utmost confidentiality. I kindly request you to spare a few minutes and fill this questionnaire as genuinely as possible.

Thank you.

SECTION A: BACKGROUND INFORMATION

1. What is your position (job title) in the supermarket: Procurement Officer [☐] Procurement Manager [☐] Supervisor [☐] ICT personnel [☐] Others [Specify].....
2. What is your gender Male [☐] Female [☐]
3. How long have you worked in your organization? Less than 5 years [☐] Between 5-10 years [☐] Between 10-15 years [☐] over 15 years [☐]

SECTION B: THE AUTOMATED PROCUREMENT SYSTEMS ADOPTED BY JAZZ SUPERMARKET IN KAMPALA

*6. Please indicate the extent to which you use with the following statements by indicating (✓)
Whereby: 1. Strongly Agree; 2. Agree; 3. Not sure; 4. Disagree; and 5. Strongly Disagree*

SN	Automated Procurement Systems	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	Electronic Catalogue					
2	Internet Marketplace					
3	Desktop Purchasing system					
4	Online Auctioning					
5	Electronic Data Interchange					
6	Electronic Mail					
7	E-procurement					

Others Specify.....

.....

SECTIONC: EFFECTS OF AUTOMATED PROCUREMENT SYSTEMS ON THE PERFORMANCE OF JAZZ SUPERMARKET IN KAMPALA.

Please indicate extent to which automated procurement systems relate to the performance effects in your Jazz supermarket whereby: *1. Strongly Agree; 2. Agree; 3. Not sure; 4. Disagree; and 5. Strongly Disagree.*

SN	Effects of Automated Procurement Systems.	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	Monetary Savings					
2	Time Saving					
3	Increased Accuracy					
4	Enhanced Negotiation & Purchasing power					
5	Increased compliance					
6	Gain a Competitive Advantage					

Others Specify.....
.....

SECTION D: CHALLENGES OF IMPLEMENTING AUTOMATED PROCUREMENT SYSTEMS IN JAZZ SUPERMARKET IN KAMPALA.

Please indicate the extent to which you agree to the occurrence of the following statements in your Jazz supermarket by ticking whereby: *1. Strongly Agree; 2. Agree; 3. Not sure; 4. Disagree; and 5. Strongly Disagree.*

SN	Challenges	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	Slow user acceptance of new information systems					
2	Lack of Management support					
3	Inadequate supplier involvement					
4	Lack of System Integration					
5	Inadequate system software features					
6	High cost of system implementation					
7	Lack of system Standardization					
8	Inadequate Information Technology					
9	Multi-departmental implementation					

Others Specify.....

.....

END

THANK YOU FOR YOUR COOPERATION