

**E-PROCUREMENT PRACTICES AND PERFORMANCE OF PURCHASING  
FUNCTION IN SELECTED LOCAL GOVERNMENTS:A CASE STUDY OF  
KYENGERA TOWN COUNCIL, WAKISO DISTRICT UGANDA**

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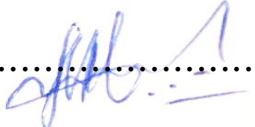


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**DECLARATION**

I, **Denis Atuhairwe**, hereby declare that this study titled "E-procurement and performance of purchasing function in selected local governments a case study of Kyengera town council" is original and has not been published for any other degrees in any other university or institution of higher learning.

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APPROVAL

This is to certify that this dissertation has been prepared and submitted to Uganda Christian University for examination under my supervision.

Sign:  .....

Date: 28.10.8.2025

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## DEDICATION

This work is dedicated to My wife and children for their prayers and support during my study time.

## ACKNOWLEDGEMENT

I thank the Almighty God for granting me good health to accomplish this dissertation. My sincere thanks also go to Uganda Christian University (UCU) for providing me quality education and for allowing me to all access the facilities I need to successfully complete this course.

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## LIST OF ACRONYMS AND ABBREVIATIONS

<b>CVI</b>	<b>:</b>	Content Validity Index
<b>DV</b>	<b>:</b>	Dependent Variable
<b>EDI</b>	<b>:</b>	Electronic Data Interchange
<b>EP</b>	<b>:</b>	Electronic Procurement
<b>HoD</b>	<b>:</b>	Head of Department
<b>ICT</b>	<b>:</b>	Information and Computer Technology
<b>IV</b>	<b>:</b>	Independent Variable
<b>SPSS</b>	<b>:</b>	Statistical Package for Social Scientists
<b>UK</b>	<b>:</b>	United Kingdom
<b>UCU</b>	<b>:</b>	Uganda Christian University

## ABSTRACT

The study examined the relationship between electronic procurement and performance of purchasing function of Kyengera town council. The specific objectives included (i) To assess the relationship between E- sourcing and performance of purchasing function (ii) To explore the relationship between E- negotiation and performance of purchasing function (iii) To establish the relationship between E- ordering and performance of purchasing function. The study applied a cross-sectional research design and used a sample size of 168 respondents. The study used simple random and purposive sampling as sampling techniques. Data was collected using questionnaire and interview guide and response rate was 78% and 80% respectively. Quantitative data was analysed using descriptive statistics and correlation and regression analysis while qualitative data was analysed using content and thematic analysis. Quantitative study findings revealed a positive and significant relationship between E- sourcing and performance of purchasing function ( $r = .825^{**}$ , Sig = .000). Furthermore, there was a positive and significant relationship between E- negotiation and performance of purchasing function ( $r = .765^{**}$ , Sig = .000). Lastly there was a positive and significant relationship between E- ordering and performance of purchasing function ( $r = .772^{**}$ , Sig = .000). Qualitative findings revealed that electronic procurement has played a critical role in increasing p performance of purchasing function. The study concluded that the better adoption of electronic procurement, the higher performance of purchasing function of selected local governments in Uganda. The study recommends that procurement manager should streamline requirements definition and carry out pre-qualifying potential suppliers. Secondly, procurement manager should improve price negotiation and develop payment terms. Lastly, procurement manager should generate requisitions and purchase o

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Introduction**

In today's changing market environment, e-procurement is a technology that has been designed to simplify the purchase of goods and services through an electronic network or Electronic Data Interchange (EDI) (Chopra & Meindl, 2020; Cooper & Schindler, 2019; Corpsi, 2016). E-procurement integrates communication and information systems (web-based) used in the procurement process, including resource search, negotiation, ordering, and purchasing hence enhancing project success (Adam & Mayingu, 2016; Agheshin, 2018). This study, therefore, examined the relationship between electronic procurement and performance of purchasing function of selected local governments in Uganda. Electronic procurement was conceived as the independent variable (IV) and performance of purchasing function was conceived as the dependent variable (DV).

This chapter includes the study's history, problem statement, general and particular objectives, research questions, hypothesis, conceptual framework, significance, justification, scope, and important definitions.

### **1.1 Background of the Study**

This sub section presents the historical, theoretical, conceptual and contextual perspectives.

#### **1.1.1 Historical Background**

Globally, since the 1970s there has been a continuous drive to increase performance of purchasing function in all government agencies (Rao & Seguy, 2016; Tengan & Aigbavboa, 2017; Vo, Christie & Rohanna, 2016). Of Recent, a number of governments especially in the European Union are now keen to incorporate performance of purchasing function and sustainability into their

strategic objectives (Maphunye, 2014; Marriott & Goyder, 2019; Marsden, Mathis & Jackson, 2015).

In the past three decades (1990-2021) performance of purchasing function has been gaining significance in determining competitive advantages more especially in North America's public sector through cost effectiveness, quality services and timeliness (Thomson & Tarazona, 2016). Currently, performance of purchasing function has attained significant attention and interest from academia, researchers, and government technocrats (Cooper & Schindler, 2014; Czechowska, 2013). The global survey of IBM 2018 indicates that "47% of government agencies have begun to redesign their business models on the basis of performance of purchasing function through innovation and cutting costs as mechanism for gaining competitive advantage (Burtonshaw- 2015; Chaplowe, 2018).

From the African perspective and other developing countries, in the mid-2000s performance of purchasing function attracted holistic participation of all critical partners and stakeholders towards radical changes in public sector (Waithera & Wanyoike, 2015). Currently, there is an urgent need to increase performance of purchasing function to increase on public satisfaction and quality service delivery in the Sub-Saharan Africa's public sector (Koseki, Fagan & Menon, 2015). Prior to the emergence of using the internet in procurement, in mid-1990s many African countries came up with universal application of e-procurement practices to enhance performance of purchasing function (Parida et al., 2015).

In Uganda's context, in the mid-1990s the rationale behind performance of purchasing function was based on the understanding that donor funding from international partners was critical in identifying long-term sustainable sources of

domestic project accomplishment (Ochieng, 2016; Okech & Mukuusi, 2015). In the mid-2000s, several government local governments in Uganda witnessed high project failure rates compared to the countries in East Africa (Koseki, Fagan & Menon, 2015). Presently e-procurement through its application of rapid data processing and electronic technology has provided a means to improve efficiency within specific areas of the supply chain and provided solutions to some of the challenges encountered (Dawn, Delvon & Larry, 2017; Dinda, 2018).

In spite of Kyengera town council adopting different e-procurement in the last three Financial Years (FYs) through E-sourcing, E- negotiation and E-ordering to down the physical barriers of space and time, accompanied by wider access to information and markets and enabled government and suppliers to share valuable information including demand signals, price quotations, forecasts inventory and transportation, performance of purchasing function in terms of quality services, public satisfaction and low-cost effectiveness has remained low in town council (Internal Audit Report, 2020).

### **1.1.2 Theoretical Background**

The Technology-Organization-Environment (TOE) framework, as advanced by Tornatzky and Fleischer (1990), constitutes the primary theoretical lens for this inquiry. This framework posits that the adoption, implementation, and efficacy of a technological innovation are not determined by a single factor but are instead shaped by the complex interplay of three interrelated contexts: the technological context, which encompasses both internal and external available technologies; the organizational context, referring to the characteristics and resources of the firm such as its size, managerial structure, and communication processes; and the

environmental context, which includes the industry characteristics, the regulatory landscape, and the accessibility of technology suppliers (Tornatzky & Fleischer, 1990; Awa, Ukoha, & Emecheta, 2016). A fundamental assumption of the TOE framework is that organizational decision-making is rational and seeks to improve performance, thereby driving the evaluation and integration of new technologies based on their potential to address contextual challenges. The relevance of the TOE framework to this study is paramount, as it provides a structured mechanism to analyze how the specific e-procurement practices (technological context) interact with the internal realities of selected local governments like Kyengera Town Council (organizational context) within the unique regulatory and infrastructural milieu of Uganda (environmental context) to influence the performance outcomes of the purchasing function.

While the TOE framework offers a comprehensive structure, it is not without its limitations when applied to the public sector. A primary limitation is its potential to underemphasize the profound role of institutional pressures, such as coercive mandates from central government or mimetic isomorphism, which can drive technology adoption for legitimacy rather than for performance gains (Baker, 2012). This is a critical consideration for a study within Ugandan local governments, which operate under the strict mandate of the Public Procurement and Disposal of Public Assets Act. Furthermore, the framework assumes a degree of organizational autonomy and resource availability that may not be present in all contexts, particularly in resource-constrained settings where environmental factors like limited technological infrastructure can overwhelmingly constrain organizational choice and technological efficacy. Despite these limitations, the framework's holistic nature allows for the incorporation of these constraints as

integral components of the environmental and organizational contexts, making it sufficiently robust and adaptable for this research.

The application of the TOE framework to this study is highly appropriate due to its explicit focus on performance outcomes at the organizational level. The framework moves beyond mere adoption to explain the subsequent impact of technology on functional performance, which is the central focus of this research question (Ifinedo, 2011). By structuring the investigation around the three core contexts, the study can systematically identify and analyze the specific facilitators and barriers influencing the relationship between e-procurement and purchasing performance. For instance, it allows for the examination of whether poor performance is attributable to the complexity of the technology itself, to organizational deficiencies like a lack of skilled personnel, or to environmental constraints such as unreliable internet connectivity or supplier incapacity. Consequently, the TOE framework does not merely provide a theoretical foundation but also offers a pragmatic analytical structure to diagnose the root causes of the performance gap identified in the problem statement, thereby yielding findings with significant explanatory power and practical utility for policymakers and practitioners in Ugandan local governments.

### **1.1.3 Conceptual Background**

The performance of the purchasing function was considered the dependent variable (DV) in this study, while the main ideas of e-procurement were considered the independent variable (IV).

E-procurement, according to Snider and Rendon (2017), is the process of reducing costs and time by using information and communication technologies (ICTs) to

complete some or all of the procurement process's steps, such as sourcing, negotiation, ordering, receipt, and post-procurement review. E-sourcing, E-negotiation, and E-ordering will be referred to as E-procurement for the sake of this study.

The study will conceptualize electronic sourcing as requirements definition and pre-qualifying potential suppliers. (Carman, 2016; Casalo, Flavia'n, & Guinali'ú, 2017). In respect to this study electronic ordering was described as creating requisitions and purchase orders, and receiving ordered items (Churchill & Suprenant, 2018; Clotney & Collier, 2018). In this study, electronic negotiation was termed as price negotiation and payment terms (Cronin & Taylor, 2016; Dabholkar & Bagozzi, 2017).

Cooper and Schindler (2019) define performance of purchasing function as the ability of the firm to attain its desired organizational goals in the shortest time possible. For purposes of this study performance of purchasing function was measured as cost effectiveness, service delivery, lead time and quality services.

#### **1.1.4 Contextual Background**

Selected local governments in Uganda were the study's subjects. Town clerk leads the technical wing, town council is in charge of the legislative branch, and the mayor leads the local governments, which are overseen by the Ministry of Local Government.

The local governments have implemented e-procurement practices through E-sourcing, E- negotiation and E-ordering. Electronic sourcing has been carried out through requirements definition and pre-qualifying potential suppliers. Electronic ordering has been carried out by creating requisitions and purchase orders, and

receiving ordered items. Lastly, E- negotiation was carried out through price negotiation and payment terms (Internal Audit Report, 2021). In spite of adopting e-procurement, in the last three Financial Years (FYs), For example in the last three Financial Years (FYs), the local governments have experienced a decline in quality of services whereby in FY 2019/20 was at 20% compared to 32% in FY 2017/18. Service delivery has equally remained low at only 19% in FY 2019/20 compared to 26% in FY 2018/19 (Internal Audit Report, 2020). Further, the local governments continued to register low-cost effectiveness by only 34% in FY 2019/20 compared to 38% in FY 2017/18 (Internal Audit Report, 2020). The predicted outcome of low project success may result into loss of time, poor quality works, increase operational costs and poor service delivery (Internal Audit Report, 2021).

## **1.2 Problem Statement**

Despite the adoption of various e-procurement practices like electronic sourcing, negotiation, and ordering, the core procurement function in many Ugandan local governments remains critically inefficient. Internal audits (2020, 2021) highlight significant operational failures within the procurement departments themselves, creating a performance gap. For instance, audit reports indicate a pronounced inefficiency in the procurement cycle. The average tender processing time increased by 30% over the last three Financial Years (FYs). Furthermore, there has been a marked decline in compliance; the percentage of contracts awarded in full adherence to the Public Procurement and Disposal of Public Assets (PPDA) Act fell to 65% in FY 2019/20 from 82% in FY 2017/18. This indicates a breakdown in procedural integrity. Cost management within procurement also deteriorated, with the average cost variance between projected and actual purchase prices widening

to 18% in FY 2019/20 from 12% in FY 2017/18 (Internal Audit Report, 2020). These internal deficiencies increased cycle times, non-compliance, and poor cost control directly illustrate the low performance of the purchasing function. A significant knowledge gap exists, as limited research has directly investigated how e-procurement influences these specific procurement metrics in this context. The cumulative result of this underperformance is a procurement system that is slow, non-compliant, and costly (Internal Audit Report, 2021). It is against this background that the study seeks to investigate the relationship between electronic procurement practices and the performance of the purchasing function, as measured by its efficiency, compliance, and cost-effectiveness, in Kyengera town council.

### **1.3 Purpose and Objectives**

#### **1.3.1 Purpose of the Study**

The purpose of the study to investigate the relationship between electronic procurement and performance of purchasing function of Kyengera town council.

#### **1.3.2 Objectives of the Study**

The study achieved the following specific objectives:

- i. To examine the relationship between E-sourcing and performance of purchasing function of Kyengera town council.
- ii. To examine the relationship between E-negotiation and performance of purchasing function of Kyengera town council.
- iii. To examine the relationship between E-ordering and performance of purchasing function of Kyengera town council.

### **1.4 Research Questions**

The study answered the following research questions:

- i. What is the relationship between E-sourcing and performance of purchasing function of Kyengera town council?
- ii. What is the relationship between E-negotiation and performance of purchasing function of Kyengera town council?
- iii. What is the relationship between E-ordering and performance of purchasing function of Kyengera town council?

## **1.5 Scope of the Study**

### **1.5.1 Geographical Scope**

This study was conducted within selected municipal local governments in Uganda, East Africa. The specific focus is on Kyengera Town Council in Wakiso District as a primary case study, supplemented by data from four other municipalities to allow for comparative analysis.

Focusing on municipalities, and Kyengera Town Council in particular, provides a manageable and context-specific unit of analysis. Municipal local governments have significant procurement budgets and activities, making them rich sources of data. Limiting the study to Uganda ensures the findings are relevant to the nation's specific legal framework (e.g., the PPDA Act), technological infrastructure, and institutional context, thereby enhancing the practical applicability of the research outcomes.

### **1.5.2 Content Scope**

The study focused specifically on investigating the relationship between e-procurement practices namely electronic sourcing, electronic tender notification, and electronic ordering and the performance of the purchasing function.

The performance of the purchasing function was measured by key indicators including procurement cycle time, adherence to compliance standards (as per the

PPDA Act), and cost-effectiveness (measured by budget variance). This delineation ensures the research remains targeted on its core objective. It excluded broader concepts like general organizational performance or public service delivery, focusing instead on the direct, internal metrics of the procurement process itself. This allowed for a deep and precise analysis of how specific e-procurement technologies impact specific procurement outcomes.

### **1.5.3 Time Scope**

The study covered a period of three consecutive financial years, from July 2019 to June 2022, corresponding to the Ugandan Financial Years 2019/2020, 2020/2021, and 2021/2022. This three-year period was critical as it captured the most recent and relevant data on the implementation and maturity of e-procurement systems in the selected localities.

### **1.6 Justification of the Study**

In Uganda's context, it's imperative to note that in spite of several local governments adopting different e-procurement practices like electronic sourcing, electronic negotiation and electronic ordering, performance of purchasing function has continued to remain low hence creating study problem (Internal Audit Report, 2020). In the last three Financial Years (FYs) i.e. 2019/20, 2020/21 and 2021/22, many local governments in Uganda have failed to achieve the desired targets of performance of purchasing function in terms of quality service delivery by 80%, timelessness by 90% and cost effectiveness 85% (Internal Audit Report, 2021).

### **1.7 Significance of the Study**

Policy makers in Ministry of Local Government, the study results are anticipated to be useful to policy makers in MoLG to understand the relationship between electronic procurement and performance of purchasing function so as to achieve

and sustain competitive advantage through quality service delivery, timelessness and cost effectiveness.

Administration of the selected local governments in Uganda, the study findings and recommendation are expected benefit LGs to critically understand the significant role of e-procurement in improving performance of purchasing function to achieve a sustainable competitive advantage through service delivery and cost reduction.

The study's findings will contribute to the body of knowledge already known by academia about the relationship between e-procurement and the performance of the purchasing function, given there have been few studies on the subject in Uganda.

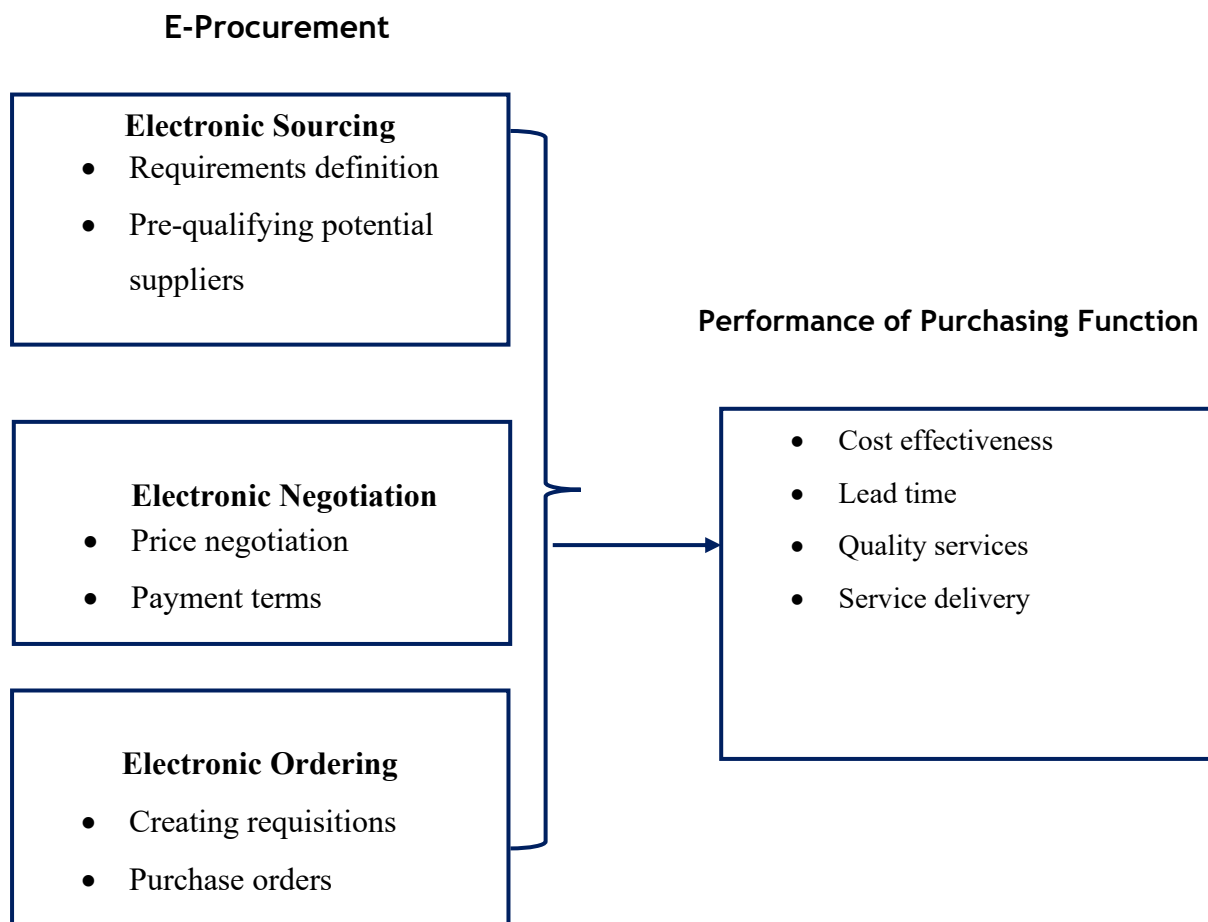
The results of the study should assist the researcher in meeting the requirements for the UCU master's degree in management that the scholar is pursuing. As a result, because the study's data is relevant to the researcher's field of expertise, it will also aid in his ability to express concerns about the subject.

### **1.8 Conceptual Framework**

Conceptual framework is a scheme of variables which the study operationalizes in order to achieve the set objectives (Mugenda & Mugenda, 2013). This is illustrated in figure 1 below.

**INDEPENDENT VARIABLE (IV)**

**DEPENDENT VARIABLE (DV)**



*Rendon (2017) and Cooper and Schindler (2019) and modified by the researcher*

**Figure 1: Conceptual Framework**

The study focused on the relationship between electronic procurement and performance of purchasing function of Kyengera town council. E-procurement practices are conceived as the (IV) and was operationalized by, electronic sourcing measured by requirements definition and pre-qualifying potential suppliers. Electronic negotiation was measured by price negotiation and payment terms. Lastly, electronic ordering was measured by creating requisitions and purchase orders, and receiving ordered items. Performance of purchasing function was conceived as the (DV) and was measured by cost effectiveness, lead time, service delivery and quality services. The review of related literature is presented in the next chapter.

## **1.9 Conclusion**

Chapter One successfully established the foundation for the research by presenting a comprehensive background to the study, highlighting the global, African, and specific Ugandan context of e-procurement adoption. It clearly identified the persistent problem of low purchasing performance in Ugandan local governments like Kyengera Town Council despite the implementation of e-procurement practices. The chapter culminated in a well-defined research problem, specific objectives, and research questions aimed at investigating the relationship between e-sourcing, e-negotiation, e-ordering, and purchasing performance. The conceptual framework provided a clear visual and explanatory model for understanding how the independent variables (e-procurement practices) are expected to influence the dependent variable (performance of the purchasing function).

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter provides an overview of relevant literature on earlier research on the topic under examination, conducted on a national (Uganda) and continental (African) level. The review of the literature was conducted with a focus on the specific goals of how the purchasing function was performed in relation to the e-procurement techniques of electronic sourcing, electronic negotiation, and electronic ordering. Ultimately, a synopsis was produced that delineated the methodological, theoretical, and conceptual deficiencies that require attention.

#### 2.1 Theoretical Review

The Technology-Organization-Environment (TOE) framework, developed by Tornatzky and Fleischer (1990), serves as the principal theoretical lens for this study. According to this model, the adoption and effectiveness of technological innovations are influenced by the dynamic interaction of three interdependent contexts. The technological context relates to both internal capabilities and external technological options available to an organization. The organizational context refers to firm-level characteristics such as size, resources, managerial structures, and communication systems. The environmental context encompasses external pressures, including regulatory requirements, industry characteristics, and the availability of technology vendors (Tornatzky & Fleischer, 1990; Awa, Ukoha, & Emecheta, 2016). The framework assumes that organizations make rational choices to improve performance by integrating technologies that best address these contextual challenges. In the present study, the TOE framework is particularly useful in linking e-procurement practices (technological context) with

the structural and managerial realities of local governments (organizational context) and the regulatory and infrastructural conditions in Uganda (environmental context), in order to explain performance outcomes in the purchasing function.

Despite its comprehensiveness, the TOE framework has limitations when applied to public sector contexts. First, it often underestimates the role of institutional pressures such as coercive government mandates, normative expectations, and mimetic adoption, which can drive technology uptake for reasons of legitimacy rather than efficiency (Baker, 2012). This is particularly relevant in Uganda, where local governments operate under the binding provisions of the Public Procurement and Disposal of Public Assets Act. Second, the framework implicitly assumes that organizations have a degree of autonomy and sufficient resources to make rational decisions. This assumption may not hold in resource-constrained public agencies, where weak infrastructure, budget limitations, and dependency on central directives significantly restrict organizational discretion. These constraints mean that adoption may not always be a rational performance-driven decision, but rather one shaped by compliance and survival pressures.

Nevertheless, the TOE framework remains valuable for this research because of its structured and integrative approach. Unlike narrower adoption models, it emphasizes both the adoption decision and the subsequent impact of technology on organizational performance (Ifinedo, 2011). This dual emphasis aligns with the present study's focus on how e-procurement affects efficiency, service delivery, and value for money in local governments. Moreover, by framing the analysis around three core contexts, the TOE model allows for a systematic diagnosis of

barriers and facilitators whether they stem from technological complexity, organizational capacity deficits such as limited human expertise, or environmental constraints like poor internet connectivity and underdeveloped supplier markets. This makes the framework not only a theoretical guide but also a practical diagnostic tool for policymakers and practitioners seeking to strengthen procurement performance in Uganda's local governments.

## **2.2 Electronic Sourcing and Performance of Purchasing Function**

Empirical research within government agencies in the United States and Canada has established a positive and statistically significant relationship between the adoption of electronic sourcing and enhanced performance of the purchasing function (Chopra & Meindl, 2020; Cooper & Schindler, 2019; Corpsi, 2016). Despite these findings, this specific relationship remains largely underexplored and has attracted limited academic scrutiny, resulting in a notable conceptual and knowledge gap in the extant literature.

From a European standpoint, studies by Adam and Mayingu (2016), Ageshin (2018), and Loukis, Sapounas, and Milionis (2019) corroborate these findings within the public sector, confirming a positive and significant effect of electronic sourcing on purchasing performance. However, a methodological gap is evident, as this body of research predominantly utilizes longitudinal designs, with a scarcity of cross-sectional studies. Furthermore, a theoretical gap is present, with Institutional and Agency Theories dominating as the guiding frameworks, while alternative theories, such as the Theory of Competitive Advantage, have been seldom applied.

Research in Germany's public sector by Peleg, Lee, and Hauman (2018), Snider and Rendon (2017), and Swaminathan and Taur (2020) also affirms a significant positive

association. The existing literature reveals a contextual gap, however, as the majority of these investigations are situated within the private sector, which operates under fundamentally different organizational structures and constraints compared to public institutions.

Within the African context, studies of Nigeria's private sector present a contrasting narrative, indicating a negative and statistically insignificant effect of electronic sourcing on purchasing performance (Daniel & Radhakrishna, 2019; Dawn, Delvon & Larry, 2017; Dinda, 2018; Gattorna, 2017). This highlights a conceptual gap, as research has primarily focused on broad factors affecting purchasing performance rather than specifically investigating its relationship with electronic sourcing.

This contextual disparity is further emphasized in East Africa, where research in Kenya's private sector by Mose (2016) and Parida and Parida (2015) also found a negative and insignificant effect, leading to the rejection of the hypothesis. Consequently, a pronounced geographical gap exists, as the vast majority of studies have been conducted in North America and Western Europe, with a complete absence of research in Uganda, particularly within the unique environmental setting of its local governments.

### **2.3 Electronic Negotiation and Performance of Purchasing Function**

Globally, empirical investigations within government agencies in the United States and Canada have identified a positive and statistically significant correlation between the implementation of electronic negotiation and the performance of the purchasing function (Chopra & Meindl, 2020; Cooper & Schindler, 2019; Corpsi, 2016). Notwithstanding these findings, the specific relationship between these variables remains profoundly underexplored and has received scant scholarly

attention, thereby establishing a substantial conceptual and knowledge gap in the international literature.

Within the European context, research by Adam and Mayingu (2016), Ageshin (2018), and Loukis, Sapounas, and Milionis (2019) examined this dynamic in the public sector, consistently revealing a positive and statistically significant effect of electronic negotiation on purchasing performance. An analysis of this corpus reveals a methodological gap, characterized by a predominant reliance on longitudinal research designs and a corresponding scarcity of cross-sectional studies that integrate mixed-methods approaches. Concurrently, a theoretical gap is evident, as Institutional and Agency Theories dominate the scholarly landscape, with minimal application of alternative frameworks such as the Theory of Competitive Advantage.

Complementing these findings, studies conducted in Germany's public sector by Peleg, Lee, and Hauman (2018), Snider and Rendon (2017), and Swaminathan and Taur (2020) also affirmed a positive and significant association through regression analysis. However, a pronounced contextual gap is identifiable, as the majority of extant research is situated within the private sector, which operates under fundamentally distinct institutional and operational logics compared to public sector organizations.

In contrast, studies within the African context, particularly in Nigeria's private sector, reported a negative and statistically non-significant relationship between electronic negotiation and purchasing performance (Daniel & Radhakrishna, 2019; Dawn, Delvon & Larry, 2017; Dinda, 2018; Gattorna, 2017). This discrepancy underscores a persistent conceptual gap, wherein research has emphasized broad

determinants of purchasing performance rather than rigorously examining its nexus with digital negotiation tools.

Further emphasizing this regional divergence, East African studies by Mose (2016) and Parida and Parida (2015) within Kenya's private sector also found a negative and non-significant effect, leading to the rejection of the null hypothesis. Collectively, these findings illuminate a critical geographical gap: while considerable research has been undertaken in North America and Western Europe, there is a complete absence of empirical studies in Uganda, particularly within its local governments, whose distinct environmental and institutional settings necessitate dedicated scholarly inquiry.

#### **2.4 Electronic Ordering and Performance of Purchasing Function**

World over, several previous empirical studies were conducted in US and Canada government agencies and found a positive and significant correlation between Electronic Ordering and performance of purchasing function (Chopra & Meindl, 2020; Cooper & Schindler, 2019; Corpsi, 2016). Basing on the findings of the previous studies Electronic Ordering and performance of purchasing function were largely unexplored and had received very little attention from academia thus creating conceptual and knowledge gaps.

From European perspective, Adam and Mayingu (2016), Agheshin (2018) and Loukis, Sapounas and Milionis (2019) examined the effect of Electronic Ordering on performance of purchasing function in public sector and the findings revealed that there is a positive and statistically significant effect of Electronic Ordering on performance of purchasing function. Basing on the findings of previous studies, there is existence of methodological gaps because several studies applied

longitudinal design and few studies had applied cross sectional design and had employed both quantitative and qualitative approaches.

Similarly, Peleg, Lee and Hauman (2018), Snider and Rendon (2017) and Swaminathan and Taur (2020) investigated the relationship between Electronic Ordering and performance of purchasing function in Germany's public sector and their regression concluded a positive and statistically significant association between Electronic Ordering and performance of purchasing function. Basing on the findings of previous studies, several studies were conducted in private sector and few in public section because they are in different organizational setting hence creating contextual gaps.

In African context, several previous studies revealed a negative and statistically no significant effect of Electronic Ordering on performance of purchasing function in Nigeria's private sector (Daniel & Radhakrishna, 2019; Dawn, Delvon & Larry, 2017; Dinda, 2018; Gattorna, 2017). Basing on the findings several studies focused on factors affecting performance of purchasing function and few on Electronic Ordering and performance of purchasing function hence creating conceptual gaps.

In East African perspective, Mose (2016) and Parida and Parida (2015) explored the effect of Electronic Ordering on performance of purchasing function in Kenya's private sector and their regression findings revealed a negative and not statistically significant effect of Electronic Ordering on performance of purchasing function and a null hypothesis was rejected. Basing on the findings of previous studies, several of studies have been conducted notably in North America and Western Europe and non in Uganda and particularly the selected local governments

in Uganda thus creating geographical because they are in different environmental settings.

## **2.5 Conclusion**

Chapter Two provided a critical synthesis of existing theoretical and empirical literature related to the study variables. The theoretical review established the Technology-Organization-Environment (TOE) framework as the study's guiding lens, while also acknowledging its limitations in a public sector context. The empirical review revealed a clear knowledge gap, demonstrating that while studies in developed nations (US, Canada, Europe) consistently found a positive relationship between e-procurement practices and performance, research in African contexts (Nigeria, Kenya) showed contradictory and often negative results. This chapter effectively justified the current study by highlighting the significant geographical, contextual, and methodological gaps, particularly the absence of focused research on Ugandan local governments.

## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This chapter covers the following topics: research design; study population; sample size and selection; research area; data collection techniques; instruments; variable measurement; validity and reliability of instruments; data analysis; and ethical considerations.

#### 3.1 Research Design

Amin (2005) defines a research design as a plan which the research study follows. The study adopted a cross-sectional research design which focuses on items of the population at a single point in time and the study employed both quantitative and qualitative approaches which helped in selecting appropriate data collection methods and data analysis (Braun & Clarke, 2016). This design enabled the researcher to examine the relationship between e-procurement (conceptualized as e-sourcing, e-negotiation, and e-ordering) and performance of purchasing function (conceptualized as cost effectiveness, lead time, service delivery and quality services) in of selected local governments in Uganda at the same time in point. Justification for this study design was that it was useful in relating to electronic procurement and performance of purchasing function of selected local governments in Uganda. Furthermore, the researcher used a cross-sectional design since it saves time and it's cost effective (Chandler, 2016; Creswell, 2018). It was thus resourceful in investigating the electronic procurement and performance of purchasing function of selected local governments in Uganda.

The study employed mixed research approach because it comprises of both numerical and non-numerical data (Chopra & Meindl, 2020). The study employed

mixed research approaches (quantitative and qualitative approaches). The quantitative approaches comprised of simple random sampling, data collection instrument and method which included questionnaire survey and questionnaire (Cooper & Schindler, 2019). Quantitative data was analysed using descriptive and inferential statistics. The qualitative approach comprised of purposive sampling, data collection instrument and method included interview method and interview guide and qualitative data was analysed using thematic and content analysis (Corpsi, 2016; Adam & Mayingu, 2016).

### **3.2 Area of the Study**

The study was carried out in five Municipal headquarters of selected local governments in Entebbe Municipality, Kira Municipality, Nansana Municipality, Mukono Municipality and Kyengeru Town council found in Uganda.

### **3.3 Study Population**

According to Amin (2005), Study Population is the complete collection of all the elements that are of interest in a particular investigation. The participants were selected from different groups which include; (1) Municipal Mayor, (2) Municipal Town clerk, (8) Procurement Officers, (39) Heads of department, Administrative assistants and (130) Operational Officers of selected LGs in Uganda. Out of the 205 individuals that fall into the categories, 168 respondents were selected as the sample size and asked to actively participate in the study.

### **3.4. Sampling Technique**

#### **3.4.1 Sample Size**

Sample size is defined by Masembe and Kabali (2019) as the number of components that must be selected from the target population in order to create the necessary sample. The study had a sample size of 168 respondents, which was determined by

Krejcie & Morgan's table (1970), and a target population of 205 respondents, as indicated below in the table with corresponding sampling methodologies.

**Table 1: Sample size and selection**

Categories of population	Study population	Sample size	Sampling techniques
The mayor	1	1	Census
The Town Clerk	2	2	Census
Procurement officers	8	8	Census
Heads of department	39	36	Simple Random Sampling
Administrative assistants	25	24	Simple Random Sampling
Operations officers	130	97	Simple Random Sampling
<b>Total</b>	<b>205</b>	<b>168</b>	

*Source: Based on Ministry of Local Government Report (2023) and Krejci and Morgan (1970)*

### 3.4.2 Purposive Sampling

This method was applied to 1 municipal mayors, 2 town clerks, and Eight procurement officers of selected LGs in Uganda, Since they are thought to have a deeper understanding of the concept and have tried some of the said strategies to address issues concerning the relationship between electronic procurement and performance of purchasing function of selected local governments in Uganda, The researcher accomplished this by interviewing the respondents at their handy work locations so they could easily respond (Internal Audit Report, 2020). Purposive

sampling was employed because it is especially important for qualitative research, which focuses on detailed data rather than drawing conclusions or generalizations.

### **3.4.3 Simple Random Sampling**

Because simple random sampling is straightforward and easy to apply, it was used in this investigation (Osuala, 2012). Thus, from the chosen local governments in Uganda, a researcher compiled a list of (32) department heads, (24) administrative assistants, and (97) operations officers. Each of these individuals was given a number, and the desired sample size 24 administrative assistants and (97) operations officers, respectively—was then chosen at random. This approach was straightforward and simple to use, and it may be combined with other probability sampling techniques.

## **3.5 Sources of Data**

Primary and secondary sources of data are the two groups into which these sources were divided. The researcher gathered the data for this investigation from primary as well as secondary sources. This was due to the fact that they demonstrated the researcher's awareness of the previously conducted study in the field of interest from the standpoint of the methodologies employed and their ability to identify issues that still needed to be resolved.

### **3.5.1 Primary Sources of Data**

According to Greener (2008), primary sources are those which come into existence in the period under research; for example, questionnaires completed for the study. Primary data was collected through self-administered questionnaires.

### **3.5.2 Secondary Sources of Data**

Secondary data sources are interpretations of events of that period based on primary sources (Greener, 2008). Secondary data was obtained from published materials which included journals, magazines, electronic sources, reports and books.

### **3.6 Data Collection Methods and Instruments**

This comprised of questionnaire method, and interview method as discussed below; -

#### **3.6.1 Questionnaire Survey and Questionnaire**

A questionnaire was selected as the primary data collection instrument for this quantitative study due to its suitability for gathering standardized responses from a large and geographically dispersed sample. The method facilitated the efficient collection of data from 153 respondents—comprising 32 Heads of Department, 24 Administrative Assistants, and 97 Operations Officers—across multiple local governments in Uganda. Its structured format was particularly appropriate given the study's dual analytical aims: to generate descriptive statistics summarizing central tendencies and variability, and to support inferential analyses examining relationships between variables. The use of a self-administered questionnaire featuring closed-ended questions, primarily formatted using a five-point Likert scale (from 1 = Strongly Disagree to 5 = Strongly Agree), ensured data consistency, enhanced respondent comprehension, and allowed for efficient quantification of responses (Sekaran, 2015). The instrument was organized into thematic sections aligned with the study's constructs: biographical information (Section A), performance of the purchasing function (Section B), and the core e-procurement practices—e-sourcing, e-negotiation, and e-ordering (Sections C to E). Each section

contained a minimum of eight items, enabling comprehensive coverage of each variable while maintaining a structured and logical flow. Furthermore, the questionnaire method was chosen for its cost-effectiveness, making it feasible to implement within the project's budgetary constraints without compromising the breadth or rigor of data collection.

### **3.6.3 Interview Method and Interview Guide**

To complement the quantitative data and illuminate aspects inadequately captured by the questionnaire, in-depth, one-on-one interviews were conducted with key informants. This qualitative approach was designed to provide rich, contextual insights and elaborate on the complex relationships under investigation. Prior to each interview, informed consent was formally obtained from every participant, and a follow-up call was scheduled to arrange a convenient time, adhering to ethical principles of voluntary participation and respondent convenience (Sekaran, 2015). The interviews were administered to a purposively selected cohort of 15 senior officials, comprising 5 Municipal Mayors, 5 Municipal Town Clerks, and 5 Procurement Officers from the chosen local governments in Uganda. This strategy allowed the researcher to probe deeply into responses, clarify ambiguities, and elicit elaborated explanations that extended beyond the structured quantitative instrument. Data collection was guided by a semi-structured interview protocol, which featured a standardized set of open-ended questions while permitting compositional flexibility to explore emergent themes (Turner, 2019). The interview guide was validated for clarity, relevance, and reliability by the research supervisor prior to fieldwork. These interviews specifically addressed the study's core research questions concerning the relationships between e-sourcing, e-negotiation, e-ordering, and the performance

of the purchasing function, thereby enabling a nuanced, multi-faceted analysis of the research problem.

### 3.7 Data Control Methods

Data control methods comprised of validity and reliability checks as discussed below;

#### 3.7.1 Validity of data collection instruments

In order to verify the instruments utilized for data collection, the researcher in this study benefited from the experience of the designated supervisors. Every item might be rated by the supervisor as either relevant or not relevant.

Validity was determined using; -

$$\text{CVI} = \frac{\text{Total items rated relevant by experts}}{\text{Total number of items in the instrument}}$$

**Table 2: CVI Test for Questionnaires**

Variables	No.of Items	Valid Items	CVI Test Results
Electronic sourcing	8	6	0.75
Electronic negotiation	8	7	0.88
Electronic ordering	8	7	0.88
Performance of purchasing function	8	6	0.75
<b>Total</b>	<b>32</b>	<b>26</b>	<b>0.81</b>

**Source:** *Primary data (2023)*

Results from the table 2 shows that the instruments were valid since the Content Validity Index test results were 0.81. Kovacic (2017) asserted that when you get CVI of 0.7, it means the instrument used collected valid data.

#### 3.7.2 Reliability of Data Collection Instruments

All of the study's questions underwent reliability analysis using the Cronbach's Alpha Coefficient test. Ten respondents, representative of a sample of Ugandan

local governments but not the entire municipality population, were used for a pretest of the data collection tools. The internal consistency coefficients of the items included in the data collection instruments were calculated using Cronbach's coefficient  $\alpha$  through a pilot study with 10 respondents. Only items scoring 0.7 or above were taken into the data collection instruments, as a Cronbach alpha score of 0.7 or greater is thought to be indicative of acceptable internal consistency (Sekaran, 2015).

Reliability of the research tools were put into consideration using dependability analysis of questionnaires. The Cronbach's alpha was computed in terms of average inter-correlations among the items measuring the concept (Sekaran, 2015).

**Table 3: Cronbach Reliability Coefficient Results Test for Questionnaires**

<b>Variables</b>	<b>Number of Items</b>	<b>Reliable Items</b>	<b>Reliability Test Results</b>
Electronic sourcing	8	6	0.75
Electronic negotiation	8	7	0.88
Electronic ordering	8	6	0.75
Performance of purchasing function	8	6	0.75
<b>Total</b>	<b>32</b>	<b>27</b>	<b>0.84</b>

**Source:** *Primary data (2023)*

The reliability test results from the table 3 showed that the instruments were reliable since their reliability test results were 0.84 hence above 0.7.

### **3.8 Procedures of Data Collection**

In order to acquire permission to gather data from Authority personnel, the researcher produced a letter of introduction from the Uganda Christian University Research Committee to the town clerk's office. Following the introductory letter presentation, the researcher asked the respondents to sign a consent form in order

to obtain their consent. After agreeing on a day for collection, the researcher sent the respondents their questionnaires. Respondents to the interview guide were notified ahead of time of the scheduled interview date. After that, the completed questionnaires were gathered and the data analyst applied the proper data analysis techniques.

### **3.9 Data Analysis and Presentation**

Burns and grove (2003) define data analysis as a mechanism for reducing and organising data to produce findings that require interpretation by the researcher.

Data was analysed as discussed below;

#### **3.9.1 Quantitative Data Analysis**

The researcher coded the responses with symbols and then manually entered the data into a computer using the software program SPSS (version 21). From there, the data was revised, inspected, and any missing or insufficient information was harmonized. In order to analyze respondents' profiles, mean, and standard deviation and ascertain the degree of satisfaction with the variables namely, e-sourcing, e-negotiation, e-ordering, and purchasing function performance descriptive statistical data was provided in frequency and percentage distribution. The degree of satisfaction with the research variable was analyzed using means. The performance of the purchasing function in a subset of Ugandan local governments was found to be correlated with the use of E-procurement practices, as determined by correlation analysis utilizing Pearson's correlation co-efficiency on inferential statistics. Second, the research employed Means were used to analyse to determine the level of satisfaction of the study variable.

Inferential statistics was analysed using correlation analysis using Pearson's correlation co-efficiency to determine the relationship between E-procurement

practices and performance of purchasing function of selected local governments in Uganda. Secondly the study used Regression analysis using multiple linear regression model to determine the level of significance of relationship between E-procurement practices and performance of purchasing function of selected local governments in Uganda which is 0.05 (Sekaran, 2015). (i) There is a relationship between E-sourcing and performance of purchasing function of selected local governments in Uganda (ii) There is a significant relationship between E-negotiation and performance of purchasing function of selected local governments in Uganda (iii) There is a significant relationship between E-ordering and performance of purchasing function of selected local governments in Uganda.

### **3.9.2 Qualitative Data Analysis**

Utilizing qualitative data analysis, interview transcripts' extensively detailed information is systematically analyzed to produce actionable conclusions and suggestions (Corpsi, 2016). After gathering comprehensive data for the study, the researcher attempted to identify patterns, trends, and connections (Cooper & Schindler, 2019). To highlight the main themes or categories that best sum up the study, information was condensed (Chopra & Meindl, 2020). Thematic analysis was employed in this study to identify patterns of experiences from the interview notes and provide a convincing case for the selection of the themes (Marsden, Mathis & Jackson, 2015). Following the collection of topics and analysis of the material, the researcher created assertions in order to construct a plot (Marriott & Goyder, 2019).

### **3.10 Measurement of Variables**

The measurement and interpretation of all study variables were rigorously grounded in a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), a methodology strongly endorsed by Mugenda and Mugenda (2015) for its efficacy in capturing perceptual and attitudinal data pertinent to organizational practices such as e-procurement. The analytical framework for interpreting the aggregated responses was anchored by the scale's theoretical midpoint of 3.0, which served as the critical threshold for determining agreement or performance levels; mean scores exceeding this benchmark were interpreted as indicative of positive outcomes—categorized further into gradients of agreement (weak, moderate, strong) based on the magnitude of the score—while those falling at or below 3.0 signified disagreement or suboptimal performance. This approach, complemented by the examination of standard deviations to assess response dispersion, provided a statistically robust and methodologically coherent basis for evaluating the extent to which e-sourcing, e-negotiation, and e-ordering influenced the performance of the purchasing function, thereby ensuring that the findings were both empirically substantiated and interpretively meaningful.

### **3.11 Ethical Consideration**

As part of their responsibility, the researcher gave due credit to each author whose work was referenced in the research (Maphunye, 2014). Furthermore, the investigator obtained consent from the town clerks of particular Ugandan local governments to carry out interviews and distribute surveys (Vo, Christie & Rohanna, 2016).

With informed consent, the researcher asked participants for their permission to spend their valuable time providing feedback on the study and reassured them that the data analysis results would only be used for academic purposes (Rao & Seguy, 2016).

Fairness was assured by the researcher by giving code names to responders and maintaining confidentiality by not revealing his source without consent (Tengan & Aigbavboa, 2017).

To lessen the likelihood of utilizing someone else's words or ideas without that person's consent, the researcher employed the technique known as plagiarism (Ageshin, 2018). Prior to the start of data collection, great care was taken to guarantee that each respondent provided informed consent by signing a consent form (Adam & Mayingu, 2016). The participants gave their informed agreement for the research investigation, which uses human objects (Cooper & Schindler, 2019).

As stated by Chopra and Meindl (2020), the participants were fully informed about the study's benefits, rights, and dangers. Participants' identities were kept private, and those who provided sensitive information would have their privacy respected (Corpsi, 2016). The data analysis, findings presentation, and interpretation are covered in the upcoming chapter.

### **3.12 Conclusion**

This chapter detailed a robust and appropriate methodological plan for conducting the research. It justified the use of a cross-sectional design to collect both quantitative and qualitative data from a sample of 168 respondents across five selected local governments. The chapter clearly outlined the population, sampling techniques (purposive and simple random sampling), data collection instruments

(questionnaires and interview guides), and the procedures for ensuring validity and reliability. It also precisely described the data analysis techniques, specifying the use of descriptive statistics, correlation, regression for quantitative data, and thematic analysis for qualitative data, thereby providing a clear, replicable roadmap for the study.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

#### 4.1 Introduction

The results of the analysis and interpretation of the data collected are presented in this chapter. There are three distinct sections to this chapter. Based on the particular objectives of the study namely. (i) To examine the relationship between E-sourcing and performance of purchasing function of Kyengera town council (ii) To examine the relationship between E-negotiation and performance of purchasing function of Kyengera town council. (iii) To examine the relationship between E-ordering and performance of purchasing function of Kyengera town council. Above all, a computation and presentation of the response rate has been made. Secondly, a description of the participant's demographic data has been provided. Using both descriptive and inferential statistics, the response was examined. An analysis and management tool for data was SPSS (Version 28.0). The process of analyzing qualitative data involved employing both content and topic analysis. The study's objectives, as outlined in Chapter One, are followed in the thorough presentation of the data.

#### 4.2 Response Rate

120 of the 153 questionnaires that were distributed to respondents were returned for examination. This corresponds to a 78% questionnaire return rate. A response rate of greater than 60% is deemed appropriate for research, per Amin (2005).

**Table 4: Returned Rate of Data Collection Tools**

<b>Instrument</b>	<b>Target Response</b>	<b>Actual Response</b>	<b>Response Rate (%)</b>
Interview Guide	15	12	80%
Questionnaire	153	120	78%
<b>Total</b>	<b>168</b>	<b>132</b>	<b>79%</b>

**Source:** *Primary data (2023)*

Out of the 132 participants in the study, Table 4 above demonstrates that 120 (or 78%) of the participants completed the questionnaires and were used in the quantitative analysis. Of the population sampled, 12 (or 80%) took part in the interviews. In order to gather enough essential data to investigate the connection between electronic procurement and the execution of the purchasing function of Kyengera town council in Uganda, the study was able to get a decent and acceptable sample.

#### **4.2 Demographic Characteristics of the study Participants**

Presentation and interpretation of the demographic profile of the report sample is very important because it enables the researcher to obtain the overall mental and physical picture of the sample (Hsieh & Yuan, 2020). The responses about the problem are significantly influenced by the participants' individual traits. As a result, the 120 respondents' demographic data were analyzed, presented, and then utilized to draw the methodical conclusions shown below;

**Table: Demographic Characteristics of Respondents (N=120)**

Variable	Category	Frequency	Percentage
<b>Gender</b>	Male	89	74%
	Female	31	26%
<b>Age</b>	20-25 years	60	50%
	26-30 years	39	33%
	31-35 years	11	9%
	36-40 years	8	7%
	50 years and above	2	1%
<b>Highest Education Level</b>	Masters	4	3%
	Bachelor's degree	79	66%
	Diploma	30	25%
	Certificate	7	6%
<b>Working Experience</b>	Less than 1 year	2	1%
	2-5 years	37	31%
	6-7 years	52	43%
	8-9 years	23	19%
	10 years and above	6	5%

*Source: Primary data (2025)*

In terms of gender, most of the respondents were male (89) and 31 were female, which constituted 74% and 26% of the respondents respectively. The results show that the views of both male and female were captured in this study in relation to electronic procurement and performance of the purchasing function of Kyengera town council.

Regarding age distribution, most respondents were between the ages of 20 and 25 (60; 50%), followed by those between 26 and 30 years (39; 33%). Respondents aged 31-35 years were 11 (9%), those between 36-40 years were 8 (7%), while those above 50 years were 2 (1%). This demonstrates that the opinions and recommendations of respondents across all age groups were recorded in the study, with a greater tendency to be represented by those in the 20-30 age range. This suggests that, in contrast to other age groups, this age group is actively engaged in electronic procurement and performing purchasing functions.

With respect to the highest education level, the majority of respondents held a Bachelor's degree (79; 66%), followed by Diploma holders (30; 25%). Certificate holders were 7 (6%), and those with Master's degrees were 4 (3%). This indicates that most respondents had attained higher education qualifications, which suggests that they were academically competent and capable of providing informed responses regarding electronic procurement and purchasing functions.

Concerning working experience, the majority of respondents had 6-7 years of work experience (52; 43%), followed by those with 2-5 years (37; 31%). Respondents with 8-9 years of experience were 23 (19%), those with 10 years and above were 6 (5%), while the least represented group was respondents with less than 1 year of experience (2; 1%). The results show that the respondents' opinions regarding their professional experiences were fairly represented. This demonstrates that the respondents possessed adequate expertise and understanding regarding electronic procurement and the execution of the purchasing function for specific Ugandan local governments.

#### **4.4 Empirical Findings**

This section included quantitative data analysis using inferential and descriptive statistics. Based on the study variables of e-sourcing, e-negotiation, e-ordering, and purchasing function performance, descriptive statistics included frequencies and percentages, means, and standard deviation. Furthermore, inferential statistics included applying Pearson's correlation analysis to assess the hypotheses through correlation analysis. Finally, thematic analysis was employed to analyse the qualitative data.

##### **4.4.1 Performance of purchasing function of Kyengera town council**

In order to get participants' opinions on how well selected local governments in Uganda were doing their purchasing role, the study asked them to rate their

agreement or disagreement with the statements in table 9 below on a five-point Likert scale.

**Table 5: A Summary of Descriptive Statistics of Performance of Purchasing Function of Kyengera town council**

	STATEMENT	SD	D	NS	A	SA	Mean	Std Dev
H1	The LG has registered an improvement on cost effectiveness	5 (4%)	7 (6%)	3 (3%)	87 (73%)	18 (15%)	3.83	0.85
H2	The LG has registered decline in operational cost	1 (1%)	10 (8%)	4 (3%)	77 (64%)	28 (23%)	3.34	1.17
H3	The LG has registered a reduction in project lead time	3 (3%)	11 (9%)	1 (1%)	79 (66%)	26 (22%)	3.39	1.15
H4	The LG has registered an increase in project effectiveness	2 (2%)	10 (8%)	3 (3%)	66 (55%)	39 (33%)	3.10	1.03
H5	The LG has registered a quality service delivery	3 (3%)	9 (8%)	3 (3%)	92 (77%)	13 (11%)	3.45	0.88
H6	The LG has registered an increase on project efficiency	3 (3%)	8 (7%)	4 (3%)	88 (73%)	17 (14%)	3.98	0.86
H7	The LG has registered an increase in quality services	2 (2%)	11 (9%)	2 (2%)	94 (78%)	11 (9%)	4.10	0.80
H8	The LG has registered an increase in value for money	3 (3%)	7 (6%)	5 (4%)	82 (68%)	23 (19%)	3.96	0.93
<b>Mean</b>							<b>4.02</b>	<b>0.81</b>

	N=120							

Source: *Primary data (2023)*

In order to obtain participants' opinions on how well selected local governments in Uganda were performing their purchasing role, the study used a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. A mean score above 3.0 was interpreted as an indication of agreement (positive performance), while scores below 3.0 suggested disagreement (poor performance). The results are presented in Table 9.

The findings revealed that local governments have generally registered an improvement in cost-effectiveness, with a mean score of 3.83 (SD = 0.85). This indicates that procurement practices are being implemented in ways that minimize costs, consistent with the principle of achieving value for money in public sector procurement. In relation to operational costs, the study found a mean score of 3.34 (SD = 1.17), suggesting moderate agreement among respondents that operating costs have reduced. While this reflects some efficiency gains in resource utilization, the relatively high standard deviation indicates differing experiences across local governments, which may point to inconsistent implementation of cost-saving measures.

The results also showed that respondents agreed that project lead times have been reduced, with a mean score of 3.39 (SD = 1.15). This suggests improvements in procurement cycle time management, a critical element of efficiency as outlined in procurement best practice frameworks. However, the interpretation of project effectiveness yielded only a slight level of agreement, with a mean of 3.10 (SD =

1.03). Although this score is above the neutral point, it implies that effectiveness gains remain modest, signaling the need for stronger planning and monitoring of procurement-related projects to achieve better outcomes.

In terms of service delivery, the study revealed a mean score of 3.45 (SD = 0.88), showing agreement that the quality-of-service delivery has improved. This finding suggests that procurement outputs are increasingly meeting service quality expectations, which is particularly relevant to the objectives of local governments in supporting programs such as the Universal Secondary Education (USE) initiative. Similarly, the performance of procurement in relation to efficiency was rated highly, with a mean of 3.98 (SD = 0.86), indicating strong agreement that project efficiency has improved. This reflects better input-output ratios and supports public financial management theories that emphasize efficiency as a key indicator of procurement success.

The strongest performance indicator emerged in the area of service quality, where the mean score was 4.10 (SD = 0.80). This result demonstrates that procurement practices are translating into noticeable improvements in the quality of services delivered by local governments. Closely related to this, value for money was also perceived to have improved, with a mean of 3.96 (SD = 0.93). This finding reflects the ability of local governments to achieve an optimal balance between cost, quality, and efficiency, which is central to the principles of procurement reforms in Uganda.

Taken together, the overall composite mean score of 4.02 (SD = 0.81) indicates that respondents generally agreed that the performance of the purchasing function in selected local governments has improved. This suggests that procurement

processes are effectively contributing to cost reduction, efficiency gains, quality service delivery, and value for money. However, the relatively modest scores in areas such as project effectiveness and operational cost reduction highlight the need for more consistent implementation of procurement reforms across different local governments.

#### 4.4.2 Relationship between E-sourcing and performance of purchasing function of Kyengera town council

The first objective of the study examined the relationship between E-sourcing and performance of purchasing function of selected local governments in Uganda. Various question items were administered to respondents for them to select the extent to which they agree with each one of them. The participants' responses were measured on a five Likert scale as stated below in table 10

**Table 6: A Summary of Descriptive Statistics of E-sourcing in Kyengera town council**

	STATEMENT	SD	D	NS	A	SA	Mean	Std Dev
H9	Procurement function has carried out e-sourcing	2 (2%)	8 (7%)	5 (4%)	86 (72%)	19 (16%)	4.28	0.55
H10	Procurement function has carried out requirements definition	3 (3%)	9 (8%)	3 (3%)	80 (67%)	25 (21%)	4.31	0.82
H11	Requirements definition has improve on cost effectiveness	4 (3%)	10 (8%)	1 (1%)	71 (59%)	34 (28%)	3.94	0.76
H12	Requirements definition has reduced on lead time	2 (2%)	11 (9%)	2 (2%)	69 (58%)	36 (30%)	3.59	0.73
H13	Procurement function has carried out pre-qualifying potential suppliers	3 (3%)	7 (6%)	5 (4%)	89 (74%)	16 (13%)	4.19	0.76
H14	Pre-qualifying potential suppliers has improve on cost effectiveness	2 (2%)	9 (8%)	4 (3%)	84 (70%)	21 (18%)	4.42	0.81

<b>H1 5</b>	Pre-qualifying potential suppliers has reduced on lead time	3 (3%)	8 (7%)	4 (3%)	78 (65%)	27 (23%)	4.08	0.72
<b>H1 6</b>	Pre-qualifying potential suppliers has improve on the quality of services	3 (3%)	6 (5%)	6 (5%)	74 (62%)	31 (26%)	4.22	0.64
<b>Me an</b>							<b>4.09</b>	<b>0.7 5</b>
	<b>N=120</b>							

**Source:** *Primary data (2023)*

Based on the conceptual framework presented in Chapter One, Table 10 above depicts e-sourcing in a few Ugandan local governments, with the idea being defined as requirements specification and supplier pre-qualification. The following are the descriptive statistics that show the respondents' opinions about sourcing in a few chosen Ugandan local governments.

With reference to Item H9, which asked respondents if the procurement function has used e-sourcing. Findings indicate that 86 (72%) of respondents agreed, 19 (16%) strongly agreed, 5 (4%), disagreed, and 2 (2%), strongly disagreed with the assertion that the procurement department had conducted e-sourcing. The standard deviation is 0.55 and the mean score is 4.28. This finding suggests that electronic sourcing shortens the time needed to award a contract., and it does this by reducing the time procurement specialists spend on the tendering process, freeing up time to spend on other tasks.

Regarding Item H10, which asked respondents to confirm if the procurement function has fulfilled the requirements specification. The findings indicate that, regarding the claim that the procurement function has carried out requirements definition, the majority of respondents—80, or 67%—agreed, 25 (or 21%—strongly

agreed), 3 (or 3%—were unsure, and 9 (or 8%) disagreed and 3 (or 3%) strongly disagreed. The standard deviation is 0.82 and the mean score is 4.31. This suggests that e-Sourcing offers procurement teams significant cost savings by enabling access to a wider choice of vendors and utilizing various eAuction techniques.

Regarding Item H11, which asked respondents if requirements definition had improved in terms of cost-effectiveness. The findings demonstrate that, while 10(8%) disagreed and 4(3%) strongly disagreed with the assertion that requirements definition has improved on cost effectiveness, the majority of respondents—71(59%) agreed, 34(28%) strongly agreed, and 1(1%) were unsure. 3.94 is the mean score, and 0.76 is the standard deviation. This indicates that.

Regarding Item H12, which asked respondents if the lead time for requirements definition had decreased. The findings demonstrate that, with regard to the claim that requirements definition has shortened lead time, the majority of respondents—69 (58%) agreed, 36 (30%) strongly agreed, 2 (2%), were unsure, and 11 (9%), disagreed and 2 (2%), strongly disagreed. The standard deviation is 0.73 and the mean score is 3.59. It is possible to interpret this result as showing that e-sourcing increases supplier and buyer transparency. Teams can examine all of a supplier's tender opportunities, along with important details like deadlines and status, by utilizing a portal.

About Item H13, which asked respondents if the procurement function had done any pre-qualification of possible vendors. The findings indicate that 89 respondents, or 74%, agreed, 16 respondents, or 13%, strongly agreed, 5 respondents, or 4%, were unsure, 7 respondents, or 6%, disagreed, and 3 respondents, or 3%, severely disagreed, with the statement that the procurement

function had pre-qualified possible suppliers. The standard deviation is 0.76 and the mean score is 4.19. This suggests that with a system that transparently shows how and why a supplier was chosen, auditing and complying with regulatory requirements are made easier because all procurement-related records are kept in one location.

In reference to Item H14, which asked respondents if pre-qualifying possible suppliers has improved cost effectiveness. The findings indicate that pre-qualifying potential suppliers has improved cost effectiveness. Of the respondents, 84 (or 70%) agreed, 21 (18%) strongly agreed, 4 (or 3%), were unsure, and 9 (or 8%) disagreed. Only 2 (or 2%) severely disagreed. The standard deviation is 0.81 and the mean score is 4.42. According to this conclusion, the majority of e-sourcing systems can offer real-time feedback through itemized rating and analytics tools. This implies that providers receive never-before-seen levels of competitive knowledge, while buyers benefit from a comprehensive understanding of each supplier's position and offerings.

Regarding Item H15, which asked respondents if pre-qualifying possible suppliers has shortened lead times. The majority of respondents 78, or 65% agreed with the assertion that pre-qualifying potential suppliers has reduced lead time, while 27 and 3% strongly agreed, 4 and 3% were unsure, and 8 and 3% disagreed. The standard deviation is 0.72 and the mean score is 4.08. This means that all suppliers will have equal access to the same information from the buyer thanks to e-sourcing platforms. This ensures that everyone can see the same questions and answers and encourages fair play among all players.

Regarding Item H16, which asked respondents if pre-qualifying possible providers has improved the caliber of services. According to the results, pre-qualifying potential suppliers has improved the quality of services. Of the respondents, 74 (62%) agreed, 31 (26%) strongly agreed, 6 (5%) were unsure, 6 (5%) disagreed, and 3 (3%) severely disagreed. The standard deviation is 0.64 and the mean score is 4.22. This suggests that e-sourcing platforms provide suppliers with ease of use in addition to ensuring that buyers attain operational efficiency. It's now simpler for them to join bids for your business and secure possible business once they're comfortable with the platform.

Results of the study using a qualitative methodology regarding the relationship between E-sourcing and the effectiveness of the purchasing function of particular local governments in Uganda.

Based on the quantitative results, the qualitative findings on the first research question—which asked, "What is the relationship between E-sourcing and the performance of purchasing function of selected local governments in Uganda?"—provide a deeper explanation for the descriptive statistics mentioned above.

During a Key Interview interview Informant code KII01 pointed out that e-sourcing enables businesses to drastically lower the prices they offer by automating processes and fostering supplier competition. Online systems streamline the negotiation processes that were previously laborious and complicated, producing better quotes with reduced effort. (KII01, August 02, 2023)

Key Interview Informant code KII02 stated in an interview that using e-sourcing speeds up the quotation process because everything is done online and automatically. Not only that, though. The expeditious examination and

certification of suppliers is also facilitated by the systematic and uniform dissemination of information. (KII02, August 02, 2023)

The procurement team will undoubtedly waste time when suppliers submit offers that are insufficient or exclude necessary information, according to an interview with Key Interview Informant code KII03. The online platform makes it easier to send and receive data quickly, which also makes supplier firms' job more feasible. (KII03, August 02, 2023)

It was mentioned in an interview with Key Interview Informant code KII04 that a supplier frequently investigates his rivals during a traditional price quote process. Ultimately, he has no idea whether or whether other businesses are taking part in the same bidding procedure. It is obvious that there will be talks with other supply sources and that there will be rivalry from the start when using e-sourcing. Suppliers and buyers find it more comfortable to collaborate and concentrate on making the procurement process successful. (KII04, August 02, 2023)

It was mentioned in an interview with Key Interview Informant code KII05 that outsourcing can undoubtedly help businesses cut expenses and increase productivity. Procurement teams can outsource a lot of work and concentrate on the most important purchases for the company by using an e-sourcing platform. Everything is done with less rework and greater excellence. (KII05, August 02, 2023)

Few businesses are aware of this on a daily basis, but having an accessible history of quotations and transactions is particularly beneficial in the sector's strategic decision making, according to an interview with Key Interview Informant code

KII06. The procurement manager may access a history of all purchases and important firm data by using an e-sourcing platform (KII06, 02/Aug /2023)

According to KII07, a Key Interview Informant, conducting an interview, e-sourcing has become almost essential for organizations engaged in strategic procurement, since they are required to manage numerous suppliers and purchases. (KII07, August 02, 2023)

Based on the qualitative findings, the Key Interview Informant (KII) responses about E-sourcing and project success indicate that E-sourcing, by defining requirements and pre-qualifying possible suppliers, has significantly improved the performance of the purchasing function in terms of lead time, quality, cost effectiveness, and service delivery.

#### **4.4.3 Relationship between E-negotiation and performance of purchasing function of Kyengeru town council**

The second objective of the study examined relationship between E-negotiation and performance of purchasing function of selected local governments in Uganda. Various question items were administered to respondents for them to select the extent to which they agree with each one of them. The participants' responses were measured on a five Likert scale as stated below in table 11.

**Table 7: A Summary of Descriptive Statistics of E-negotiation in Kyengera town council**

	STATEMENT	SD	D	NS	A	SA	Mean	Std Dev
H17	Procurement function has carried out e-negotiation	2 (2%)	10 (8%)	3 (3%)	66 (55%)	39 (33%)	3.76	0.94
H18	Procurement function has carried out price negotiation	3 (3%)	9 (8%)	3 (3%)	92 (77%)	13 (11%)	3.86	0.73
H19	Price negotiation has improve on cost effectiveness	3 (3%)	8 (7%)	4 (3%)	88 (73%)	17 (14%)	3.67	0.81
H20	Price negotiation has reduced on lead time	2 (2%)	11 (9%)	2 (2%)	94 (78%)	11 (9%)	3.92	0.79
H21	Procurement function has carried out negotiation of payment terms	3 (3%)	7 (6%)	5 (4%)	82 (68%)	23 (19%)	3.75	0.97
H22	Negotiation of payment terms has improve on cost effectiveness	5 (4%)	7 (6%)	3 (3%)	87 (73%)	18 (15%)	3.47	1.02
H23	Negotiation of payment terms has reduced on lead time	1 (1%)	10 (8%)	4 (3%)	77 (64%)	28 (23%)	3.67	0.94
H24	Negotiation of payment terms has improve on the quality of services	3 (3%)	11 (9%)	1 (1%)	79 (66%)	26 (22%)	3.51	0.93
Mean							3.57	0.72
	<b>N=120</b>							

Source: *Primary data (2023)*

Based on the conceptual framework presented in Chapter One, Table 11 above illustrates e-negotiation in a few Ugandan local governments, where it is understood to be price negotiation and terms of payment. The descriptive data on

the respondents' opinions about e-negotiation in a few Ugandan local governments are provided below.

In reference to Item H17, which asked respondents if the procurement department had engaged in electronic negotiation. The findings indicate that, regarding the claim that the procurement function has conducted e-negotiation, the majority of respondents—66 (55%) agreed, 39 (33%) strongly agreed, 3 (3%), were unsure, and 10 (8%), disagreed and 2 (2%), strongly disagreed. 3.76 is the mean score, and 0.94 is the standard deviation. It is possible to interpret this outcome by saying that e-negotiation increased competitiveness and innovation, enhanced efficiency and convenience, and improved transparency and accountability.

With regard to Item H18, it asked respondents if the procurement function had engaged in price negotiations. The findings indicate that, regarding the claim that the procurement function has negotiated prices, the majority of respondents—92(77%) agreed, 13(11%) strongly agreed, 3(3%) were unsure, and 9(8%) disagreed and 3(3%) strongly disagreed. 3.86 is the mean score, and 0.73 is the standard deviation. This suggests that e-negotiating facilitates quicker and simpler information exchange and communication while streamlining the negotiation process and removing travel expenses.

In reference to Item H19, which asked respondents if price negotiation has improved cost effectiveness. The findings indicate that 88 respondents (73%) agreed, 17 respondents (14%) strongly agreed, 4 respondents (3%), were unsure, 8 respondents (7%), disagreed, and 3 respondents (3%), severely disagreed with the assertion that price negotiations have improved cost effectiveness. 3.87 is the mean score, and 0.81 is the standard deviation. This indicates that the history,

terms, and agreements of the negotiations are recorded in a clear and consistent manner using e-negotiation.

About Item H20, which asked respondents if price negotiations had resulted in a shorter lead time. According to the results, the majority of respondents—94, or 78%—agreed with the assertion that price negotiations had reduced lead time, with 11 (9%), strongly agreeing, and 2 (2%), disagreeing. The standard deviation is 0.79 and the mean score is 3.92. This finding suggests that e-negotiation lowers the risk of fraud and corruption while facilitating compliance with legal requirements.

Regarding Item H21, which asked respondents to confirm if the procurement function had negotiated payment arrangements. The findings indicate that the majority of respondents—82(68%), 23(19%), 5(4%) and 7(6%)—agreed, 23(9%) strongly agreed, and 3(3%) strongly disagreed with the assertion that the procurement department had negotiated payment terms. 3.75 is the mean score, and 0.97 is the standard deviation. This suggests that e-negotiation can promote a more competitive marketplace in which providers and customers can play to each other's advantages and develop value-added solutions.

Regarding Item H22, which asked respondents if they thought payment terms negotiations had improved cost effectiveness. According to the data, the majority of respondents—87 or 73%—agreed with the assertion that payment terms negotiations had improved cost effectiveness. Of those who responded, 18 or 15% strongly agreed, 3 or 3% were unsure, and 5 or 4% strongly disagreed. 3.47 is the mean score, and 1.02 is the standard deviation. This indicates that e-negotiation promotes learning and advancement by encouraging the adoption of new techniques and technologies.

About Item H23, which asked respondents if lead time had decreased as a result of payment conditions negotiation. The findings indicate that 77 respondents (64%) agreed, 28 respondents (23%) strongly agreed, 4 respondents (3%), and 1 respondent strongly disagreed with the assertion that lead time has decreased as a result of payment conditions negotiations. 3.67 is the mean score, and 0.94 is the standard deviation. This finding suggests that buying managers can save time, money, and obtain better results using e-negotiation.

Regarding Item H24, which asked respondents if they thought that improving payment arrangements had improved the quality of the services. The majority of respondents, or 79 out of 66, agreed, 26 out of 22 agreed strongly, 1 out of 1 was unsure, 11 out of 9 disagreed, and 3 out of 3 strongly disagreed with the assertion that negotiating payment conditions has improved the quality of services, according to the results. The standard deviation is 0.93 and the mean score is 3.51. This suggests that electronic negotiating lowers the possibility of fraud and corruption while facilitating adherence to legal standards.

***Findings from the qualitative approach in the study about the relationship between E- negotiation and performance of purchasing function of selected local governments in Uganda***

Basing on the quantitative findings, the descriptive statistics above are explained deeper as provided by the qualitative findings on the research question two that stated that; what is the relationship between E- negotiation and performance of purchasing function of selected local governments in Uganda?

It was mentioned in an interview with Key Interview Informant code KII01 that e-negotiation aids buying managers in obtaining better results, cutting costs, and saving time. Purchase managers can boost efficiency and convenience,

accountability and transparency, competitiveness and innovation, and all three with e-negotiation (KII01, 02/Aug /2023).

E-Negotiation improves the negotiation process, eliminates travel expenses, and permits faster and easier contact and information exchange, according to an interview with Key Interview Informant code KII02. (KII02, August 02, 2023)

E-Negotiation helps compliance with legal requirements and lowers the risk of fraud and corruption. It also gives a clear and consistent record of the negotiation history, conditions, and agreements, according to an interview with Key Interview Informant code KII03. (KII03, August 02, 2023)E-negotiation can promote a more competitive market environment where buyers and suppliers can harness their capabilities to generate value-added solutions, according to an interview with Key Interview Informant code KII04. (KII04, August 02, 2023)

In an interview with Key Interview Informant code named KII05 noted that; E-Negotiation can also encourage the adoption of new technologies and practices stimulating learning and improvement... (KII05, 02/Aug /2023)

In an interview with Key Interview Informant code KII06, it was mentioned that e-negotiation might provide certain challenges for buying managers, including technical problems and constraints, miscommunication and misunderstandings, and moral quandaries and hazards. (KII06, August 02, 2023)

E-Negotiation can limit the richness and quality of communication between consumers and suppliers, which can lead to misunderstandings or conflicts, according to an interview with Key Interview Informant code KII07. (KII07, August 02, 2023) Basing on the qualitative findings the responses from the Key Interview Informant (KIIs) relating to E- negotiation and project success shows that

Electronic negotiation through price negotiation and payment terms has played a crucial role on increasing performance of purchasing function in terms of cost effectiveness, lead time, service delivery and quality services.

#### 4.4.4 Relationship between E-ordering and performance of purchasing function of Kyengera town council.

The third objective of the study examined relationship between E-ordering and performance of purchasing function of selected local governments in Uganda. Various question items were administered to respondents for them to select the extent to which they agree with each one of them. The participants' responses were measured on a five Likert scale as stated below in table 12.

**Table 8: A Summary of Descriptive Statistics of E-ordering in Kyengera town council.**

	STATEMENT	SD	D	NS	A	SA	Mean	Std Dev
H25	Procurement function has carried out e-ordering	3 (3%)	7 (6%)	5 (4%)	89 (74%)	16 (13%)	3.55	0.66
H26	Procurement function regularly created requisitions	2 (2%)	9 (8%)	4 (3%)	84 (70%)	21 (18%)	4.06	0.81
H27	Creating requisitions have improve on cost effectiveness	3 (3%)	8 (7%)	4 (3%)	78 (65%)	27 (23%)	3.53	0.74
H28	Creating requisitions have reduced on lead time	3 (3%)	6 (5%)	6 (5%)	74 (62%)	31 (26%)	3.22	0.86
H29	Procurement function has placed purchase orders	2 (2%)	8 (7%)	5 (4%)	86 (72%)	19 (16%)	3.65	1.01
H30	Placement of purchase orders have improved on	3 (3%)	9 (8%)	3 (3%)	80 (67%)	25 (21%)	3.62	1.21

	cost effectiveness							
<b>H31</b>	Placement of purchase orders have reduced on lead time	4 (3%)	10 (8%)	1 (1%)	71 (59%)	34 (28%)	3.64	0.87
<b>H32</b>	Placement of purchase orders have improved on the quality of services	2 (2%)	11 (9%)	2 (2%)	69 (58%)	36 (30%)	3.31	1.33
<b>Mean</b>							<b>3.60</b>	<b>0.78</b>
	<b>N=120</b>							

**Source:** *Primary data (2023)*

Based on the conceptual framework in Chapter One, Table 12 above depicts E-ordering in a few Ugandan local governments. E-ordering is defined as generating purchase orders and requisitions as well as receiving requested commodities. The descriptive data on the respondents' opinions about e-ordering in a few Ugandan local governments are shown below.

With reference to Item H25, which asked respondents if the procurement function has used e-ordering. The findings indicate that 89 respondents (74%) agreed, 16 respondents (13%) strongly agreed, 5 respondents (4%), disagreed, and 3 respondents (3%), strongly disagreed with the assertion that the procurement unit had carried out e-ordering. The standard deviation is 0.66 and the mean score is 3.55. This finding suggests that well-designed e-ordering can automate a large portion of the purchasing process and save a substantial amount of money.

In respect to Item H26 which sought to determine from the respondents whether Procurement function regularly created requisitions. The results show that the majority of the respondents 84(70%) agreed, 21(18%) strongly agreed, 4(3%) were

not sure while 9(8%) disagreed and 2(2%) strongly disagreed with the statement that Procurement function regularly created requisitions. The mean score=4.06 while the standard deviation=0.81. This implies that by reducing the number of manual steps involved in purchasing goods and services, an E-ordering can speed up the process and save time.

With regard to Item H27, which asked respondents if creating requisitions has improved cost effectiveness. The results demonstrate that, when it comes to the statement that creating requisitions has improved cost effectiveness, the majority of respondents—78(65%) agreed, 27(23%) strongly agreed, 4(3%) were unsure, and 3(3%) strongly disagreed. The standard deviation is 0.74 and the mean score is 3.53. This finding suggests that organizations can make better judgments when comprehensive information about products they have purchased is available.

About Item H28, which asked respondents if creating requisitions had resulted in a shorter lead time. The majority of respondents—74(26%), 31(26%), 6(5%)—agreed, 6(5%) disagreed, and 3(3%) strongly disagreed with the notion that creating requisitions had reduced lead time, according to the data. The standard deviation is 0.86 and the mean score is 3.22. This finding suggests that, by guaranteeing that every transaction is traced and recorded, e-ordering guards against fraud and other nefarious activity.

With regards to Item H29, which asked respondents if the procurement function had ever placed purchase orders. The findings indicate that 86 (72%) of the respondents agreed with the assertion that the procurement function had placed purchase orders, 19 (16%) strongly agreed, 5 (4%), disagreed, and 2 (2%), severely disagreed. 3.65 is the mean score, and 1.01 is the standard deviation. This

indicates that e-ordering uses centralized data stores, which greatly increase the visibility of the supply chain.

Regarding Item H30, which asked respondents if the cost-effectiveness of purchase order placement has increased. The findings indicate that the majority of respondents—80(67%), 25(21%), and 3(3%)—agreed, disagreed, and strongly disagreed with the assertion that the placement of purchase orders has improved in terms of cost effectiveness. Ninety-eight percent disagreed, and three percent severely disagreed. The standard deviation is 1.21 and the mean score is 3.62. This finding suggests that automated three-way matching, which is essential to enhancing the procurement life cycle's cost-effectiveness, is provided by e-ordering.

Specifically speaking, Item H31 asked respondents if the lead time has decreased since purchase orders were placed. The majority of respondents—71, or 59%—agreed, 34, or 28%—strongly agreed, 1 percent were unsure, and the remaining 10 percent disagreed and 4 percent strongly disagreed with the assertion that the placement of purchase orders has shortened lead times. The standard deviation is 0.87 and the mean score is 3.64. This finding suggests that e-ordering facilitates more effective supply chain integration and improves transaction record organization and tracking for simpler data collecting.

In respect to Item H32 which aimed to assess from the responses if Placement of purchase orders have improved on the quality of services. The majority of respondents—69, or 58%—agreed with the assertion that placing purchase orders has increased the quality of services, followed by 36% who strongly agreed, 2% who were unsure, and 11% and 2% who disagreed. 3.31 is the mean score, and 1.33 is

the standard deviation. This indicates that e-procurement encourages shorter product-development cycles and e-ordering speeds up information exchanges and the delivery of products and services.

***Findings from the qualitative approach in the study about the relationship between E- ordering and performance of purchasing function of Kyengera town council.***

Basing on the quantitative findings, the descriptive statistics above are explained deeper as provided by the qualitative findings on the research question three that stated that; what is the relationship between E- ordering and performance of purchasing function of Kyengera town council?

One of the best ways to transform a website into a client acquisition channel is to build an online ordering system, also known as virtual ordering or contactless table ordering, according to an interview with Key Interview Informant code KII01. (KII01, August 02, 2023)

According to an interview with Key Interview Informant code KII02 (KII02, 02/Aug /2023), e-ordering ensures prices are accurate and reduces the possibility of error when it comes to bill payment because customers must physically select an item on a website with a corresponding price, guaranteeing the correct amount will always be paid.

Online ordering and payments are becoming increasingly commonplace and anticipated while social alienation persists, according to an interview with Key Interview Informant code KII03. Your loyal clients will refer you to their friends and share your content on social media if your menu and payment process are simple to use. (KII03, August 02, 2023)

An e-ordering solution streamlines the buy order administration process, according to an interview with Key Interview Informant code KII04. Because the corporation only pays a minimal processing fee for each transaction, e-ordering reduces costs. (KII04, August 02, 2023)

During a Key Interview interview It receives e-orders, which are connected with the business's ERP and transformed into an importable data structure, according to informant code KII05. Order information is ready for processing after being connected with the management system. (KII05, August 02, 2023)

The following was mentioned in an interview with Key Interview Informant code KII06: Customers receive automatic notifications when their orders have been received and are being processed. The order information is automatically used to create e-invoices. (KII06, August 02, 2023)

E-ordering expedites information processing, recovers errors and enhances customer service, eliminates paperwork, and shortens the payment cycle because the system instantly generates an invoice once the order has been filled, according to an interview with Key Interview Informant code KII07. (KII07, August 02, 2023)

Basing on the qualitative findings the responses from the Key Interview Informant (KIIs) relating to E- ordering and project success shows that electronic ordering through creating requisitions and purchase orders, and receiving ordered items has played an instrumental role on increasing performance of purchasing function in terms of cost effectiveness, lead time, service delivery and quality services.

#### 4.3.4 Multiple Linear Regression Analysis of electronic procurement and performance of purchasing function of Kyengera town council.

The regression analysis was carried out using multiple regression model as stated

(i) There is a significant relationship between E-sourcing and performance of purchasing function of Kyengera town council (ii) There is a significant relationship between E-negotiation and performance of purchasing function of Kyengera town council (iii) There is a significant relationship between E-ordering and performance of purchasing function of Kyengera town council. The regression results are presented below in table 16;

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 <sup>a</sup>	.912	.910	.24505

a. Predictors: (Constant), E-sourcing, E-negotiation, E-ordering

The model summary Table 16 shows two variables electronic procurement and performance of purchasing function which are positively correlated and the correlation is statistically significant with correlation coefficient value of .955 at p-value of 0.05. The R Square is .912 and shows how performance of purchasing function can be explained by electronic procurement. The adjusted R Square of .910 implies that electronic procurement positively contributed to performance of purchasing function is dependent on electronic procurement by 91%.

**ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	72.026	3	24.009	399.800	.000 <sup>a</sup>
Residual	6.966	116	.060		
Total	78.992	119			

ANOVA<sup>b</sup>

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	72.026	3	24.009	399.800	.000 <sup>a</sup>
	Residual	6.966	116	.060		
	Total	78.992	119			

a. Predictors: (Constant),  
E-sourcing, E-negotiation, E-  
ordering

b. Dependent Variable:  
Performance of purchasing  
function

The results in Table 17 determines the significant relationship between electronic procurement and performance of purchasing function  $F(3/119) = 24.009$ ;  $p > 0.05$ ). This is an indication that a significance of electronic procurement model occurs over performance of purchasing function. The F value shows that the coefficient of electronic procurement is not equal to zero and therefore existence of a significant relationship between two variables. That electronic procurement had a coefficient of estimate which was significant based on ( $p\text{-value} = 0.0001$ ) which is below level of significance. Thus, this concludes that electronic procurement is significant predictor of performance of purchasing function.

**Table 9:Regression analysis for electronic procurement and performance of purchasing function Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.029	.059		-.491	.625
E-sourcing	.590	.068	.621	8.682	.000
E-negotiation	.227	.072	.199	3.151	.002
E-ordering	.181	.034	.205	5.298	.000

a. Dependent Variable:  
Performance of purchasing function

Table 13 shows that the performance of the purchasing function of a subset of Ugandan local governments is significantly correlated with E-sourcing (b =.590: p =.000). Because the level of significance was  $p < 0.05$ , the association between E-sourcing and the performance of the purchasing function of selected local governments in Uganda was significant. This indicates that 59% of the variations in the purchasing function performance of a subset of Ugandan local governments may be attributed to e-sourcing.

E-negotiation and the purchasing function performance of selected local governments in Uganda are statistically significantly correlated, as Table 13 shows (b =.227: p =.000). Because the criterion of significance was  $p < 0.05$ , the association between E-negotiation and the purchasing function performance of selected local governments in Uganda was significant. This indicates that 22.7% of the variations in the purchasing function performance of a subset of Ugandan local governments can be attributed to e-negotiation.

Table 13 demonstrates a statistically significant correlation ( $b = .181$ ;  $p = .000$ ) between the performance of the purchasing function of several local governments in Uganda and E-ordering. Because the criterion of significance was  $p < 0.05$ , the association between E-ordering and the performance of the purchasing function of selected local governments in Uganda was significant. This indicates that 18.1% of the variations in the purchasing function performance of a subset of Ugandan local governments can be attributed to e-ordering

#### **4.4 Conclusion**

Chapter Four presented a thorough analysis and interpretation of the collected data. The demographic profile established the credibility of the respondents. The descriptive statistics for each variable showed that the practices were being implemented and were perceived to improve performance. Most critically, the inferential statistics (correlation and regression analysis) provided strong, statistically significant evidence to support all three hypotheses, confirming a positive and significant relationship between e-sourcing, e-negotiation, e-ordering, and the performance of the purchasing function. The qualitative findings enriched these results by providing contextual explanations from key informants on *how* and *why* these e-procurement practices led to improvements in cost-effectiveness, lead time, and service quality.

## CHAPTER FIVE

### SUMMARY AND DISCUSSION

#### 5.0 Introduction

The purpose of the study was to investigate the relationship between electronic procurement and performance of purchasing function of Kyengera town council. The specific objectives of the study were (i) To examine the relationship between E-sourcing and performance of purchasing function of Kyengera town council (ii) To examine the relationship between E-negotiation and performance of purchasing function of Kyengera town council. (iii) To examine the relationship between E-ordering and performance of purchasing function of Kyengera town council. This chapter presents summary of the findings and discussions.

#### 5.1 Summary of the Study Findings

##### 5.1.1 Relationship between E-sourcing and performance of purchasing function of Kyengera town council.

According to the descriptive findings of the study showed that electronic sourcing through requirements definition and pre-qualifying potential suppliers has been carried out by local governments in Uganda. The correlation findings found that there is a positive relationship between electronic sourcing and performance of purchasing function of Kyengera town council ( $r = .825^{**}$ ,  $\text{Sig} = .000$ ). In addition, the regression results revealed that there is statistically significant relationship electronic sourcing and performance of purchasing function of Kyengera town council ( $b = .590$ ;  $p = .000$ ) as  $p < 000$ . On the other hand qualitative findings showed that electronic sourcing through requirements definition and pre-qualifying potential suppliers has played a critical role in increasing performance of

purchasing function in terms of cost effectiveness, lead time, service delivery and quality services.

### **5.1.2 Relationship between E-negotiation and performance of purchasing function of selected local governments in Uganda**

Basing on the descriptive findings of the study showed that E-negotiation through price negotiation and payment terms has been carried out by Kyengera town council. The correlation findings found that there is a positive relationship between E-negotiation and performance of purchasing function of Kyengera town council ( $r = .765^{**}$ ,  $\text{Sig} = .000$ ). In addition, the regression results revealed that there is statistically significant relationship E-negotiation and performance of purchasing function of (  $b = .227$ :  $p = .000$ ) as  $p < 000$ . On the other hand qualitative findings showed that E-negotiation through price negotiation and payment terms has played a crucial role in increasing performance of purchasing function in terms of cost effectiveness, lead time, service delivery and quality services.

### **5.1.3 Relationship between E-ordering and performance of purchasing function of Kyengera town council.**

Premising on the descriptive findings of the study showed that E-ordering through creating requisitions and purchase orders, and receiving ordered items has been carried out by Kyengera town council. The correlation findings found that there is a positive relationship between E-ordering and performance of purchasing function of Kyengera town council, in Uganda ( $r = .772^{**}$ ,  $\text{Sig} = .000$ ). In addition, the regression results revealed that there is statistically significant relationship E-ordering and performance of purchasing function of selected local governments in Uganda ( $b = .181$ :  $p = .000$ ) as  $p < 000$ . On the other hand qualitative findings

showed that E-ordering through creating requisitions and purchase orders, and receiving ordered items has played a significant role in increasing performance of purchasing function in terms of cost effectiveness, lead time, service delivery and quality services.

## **5.2 Discussion of the Findings**

The discussion was based on the empirical major findings of the study and interpretations and the patterns in the data collected, and contextualised the findings in the general field.

### **5.2.1 Relationship between Electronic Sourcing and Performance of Purchasing Function**

The first objective of this study was to examine the relationship between e-sourcing—conceptualized as requirements definition and pre-qualification of potential suppliers—and the performance of the purchasing function, operationalized through cost-effectiveness, lead time, service delivery, and quality of services, in selected Ugandan local governments. Correlation analysis revealed a statistically significant positive relationship between these variables, indicating that enhanced e-sourcing practices contribute meaningfully to procurement performance. These findings align with prior empirical research conducted in government agencies in the United States, Canada, and Europe, which similarly established a positive and significant correlation between electronic sourcing and purchasing performance (Chopra & Meindl, 2020; Cooper & Schindler, 2019; Loukis et al., 2019). However, the present study also addresses critical gaps in the existing literature, including conceptual and methodological limitations such as a predominant use of longitudinal designs and theoretical frameworks rooted primarily in Institutional and Agency Theory, with limited application of alternative

perspectives like the Theory of Competitive Advantage. Furthermore, while many previous studies were situated in private sector contexts or geographically focused on North America and Western Europe, this research responds to a conspicuous contextual and geographical gap by providing evidence from the public sector and specifically from Ugandan local governments—a setting markedly distinct from those previously studied. The divergence between these findings and those from studies in other African contexts, such as Nigeria and Kenya, where negative or non-significant effects were reported (e.g., Daniel & Radhakrishna, 2019; Mose, 2016), underscores the importance of institutional, environmental, and organizational factors in shaping the efficacy of e-sourcing initiatives, and highlights the need for context-sensitive approaches in both research and practice.

### **5.2.2 Relationship between Electronic Negotiation and Performance of Purchasing Function**

The second objective of this study aimed to examine the relationship between e-negotiation—conceptualized as price negotiation and payment terms—and the performance of the purchasing function, measured through cost-effectiveness, lead time, service delivery, and quality of services, in selected Ugandan local governments. The correlation analysis demonstrated a statistically significant positive relationship, affirming that e-negotiation contributes substantially to procurement performance. These findings are consistent with prior empirical studies conducted in public sector contexts in North America and Europe, which also reported a positive and significant association between electronic negotiation and purchasing performance (Chopra & Meindl, 2020; Loukis et al., 2019). Nevertheless, this study addresses notable gaps in the existing literature, including conceptual and methodological limitations such as a reliance on longitudinal

designs and a theoretical emphasis on Institutional and Agency Theory, with limited inclusion of frameworks such as the Theory of Competitive Advantage. Additionally, while much of the previous research has been situated in private sector environments or geographically concentrated in Western contexts, this study fills an important contextual and geographical void by providing evidence from the public sector and specifically from Ugandan local governments—a setting characterized by distinct institutional, economic, and operational realities. The discrepancy between these results and those from studies in other African settings, such as Nigeria and Kenya, where non-significant or negative effects were observed (e.g., Daniel & Radhakrishna, 2019; Mose, 2016), highlights the significant influence of contextual factors—including regulatory frameworks, technological infrastructure, and organizational culture—on the outcomes of e-negotiation implementations. This underscores the necessity for contextually grounded research and practice in the adoption and study of digital procurement tools.

### **5.2.3 Relationship between Electronic Ordering and Performance of Purchasing Function**

The third objective of this study examined the relationship between electronic ordering—conceptualized as the creation of requisitions and purchase orders, along with the receipt of ordered items—and the performance of the purchasing function, measured through cost-effectiveness, lead time, service delivery, and quality of services, in selected Ugandan local governments. Correlation analysis revealed a statistically significant positive relationship, indicating that electronic ordering substantively enhances procurement performance. These findings align with prior empirical studies conducted in public sector contexts in North America

and Europe, which similarly reported a positive and significant association between electronic ordering and purchasing performance (Chopra & Meindl, 2020; Loukis et al., 2019). However, this study addresses critical gaps in the existing literature, including conceptual and methodological limitations such as a predominance of longitudinal designs and a theoretical overreliance on Institutional and Agency Theory, with limited application of alternative frameworks like the Theory of Competitive Advantage. Moreover, while much previous research has been conducted in private sector settings or geographically concentrated in Western regions, this study contributes to filling a significant contextual and geographical void by providing evidence from the public sector and specifically from Ugandan local governments an understudied setting characterized by distinct institutional, infrastructural, and operational conditions. The divergence between these findings and those from studies in other African contexts, such as Nigeria and Kenya, where non-significant or negative effects were reported (e.g., Daniel & Radhakrishna, 2019; Mose, 2016), underscores the considerable influence of contextual factors including digital infrastructure, regulatory environments, and organizational readiness on the effectiveness of electronic ordering systems. This emphasizes the need for context-sensitive approaches in both research and implementation to fully realize the potential of digital procurement innovations.

### **5.3 Conclusion**

This chapter effectively summarized the key findings, reiterating the positive and significant relationships between all independent variables and the dependent variable. The discussion skillfully contextualized these findings within the broader field of existing literature, showing where the study's results concurred with (e.g.,

studies from developed countries) and where they contested (e.g., studies from Nigeria and Kenya) previous research. By discussing these agreements and disagreements in light of the methodological, theoretical, and contextual gaps identified in the literature review, the chapter successfully positioned this study as a vital contribution to understanding e-procurement in the unique setting of Ugandan local governments.

## CHAPTER SIX

### CONCLUSIONS AND RECOMMENDATIONS

#### 6.0 Introduction

The purpose of the study was to investigate the relationship between electronic procurement and performance of purchasing function of Kyengera town council. The specific objectives of the study were (i) To examine the relationship between E-sourcing and performance of purchasing function of Kyengera town council (ii) To examine the relationship between E-negotiation and performance of purchasing function of Kyengera town council (iii) To examine the relationship between E-ordering and performance of purchasing function of Kyengera town council. This chapter presents conclusions, and recommendations and limitations of the study.

#### 6.1 Conclusion

##### 6.1.1 Relationship between E-sourcing and performance of purchasing function of Kyengera town council.

Based on the integrated quantitative and qualitative findings, it is conclusively demonstrated that e-sourcing, defined by requirements specification and supplier pre-qualification, exerts a strong positive influence on the performance of the purchasing function in the selected Ugandan local governments. This is quantitatively affirmed by high mean scores across all e-sourcing indicators including its adoption ( $M=4.28$ ), role in requirements definition ( $M=4.31$ ), cost-effectiveness ( $M=3.94$ ), and supplier pre-qualification ( $M=4.19$ )—which collectively confirm its significant role in enhancing cost savings, reducing lead times, and improving service quality. Qualitatively, these statistical outcomes are substantiated by key informant interviews, which reveal that e-sourcing enhances performance by automating processes, fostering transparent and competitive

supplier engagement, streamlining quotation and negotiation procedures, and maintaining an accessible digital record for auditing and strategic decision-making. Therefore, it is evident that the implementation of e-sourcing substantially strengthens purchasing performance by driving efficiency, transparency, and overall value for money in public procurement.

### **6.1.2 Relationship between E-negotiation and performance of purchasing function of Kyengera town council.**

Based on the integrated quantitative and qualitative findings, it is conclusively established that e-negotiation, characterized by price negotiation and payment term agreements, significantly enhances the performance of the purchasing function in the selected Ugandan local governments. Quantitatively, this is evidenced by consistently high mean scores across all measured facets of e-negotiation, including its adoption ( $M=3.76$ ), effectiveness in price negotiation ( $M=3.86$ ), cost savings ( $M=3.87$ ), lead time reduction ( $M=3.92$ ), and positive impact from payment term negotiations ( $M=3.75$ ). These scores collectively affirm that e-negotiation drives tangible improvements in cost-effectiveness, operational efficiency, and service quality. Qualitatively, these results are contextualized by key informant interviews, which highlight that e-negotiation fosters a more competitive and transparent procurement environment, reduces opportunities for fraud, streamlines communication, and ensures clear documentation of terms and agreements. Despite minor concerns regarding technical challenges and communication limitations, the overwhelming evidence confirms that e-negotiation is a critical enabler of purchasing performance, optimizing financial outcomes, accelerating processes, and enhancing overall value attainment in public procurement.

### **6.1.3 Relationship between E-ordering and performance of purchasing function of Kyengera town council in Uganda**

Based on the integrated quantitative and qualitative findings, it is conclusively demonstrated that e-ordering, operationalized through the creation of requisitions and purchase orders as well as the receipt of commodities, significantly enhances the performance of the purchasing function in the selected Ugandan local governments. Quantitatively, this relationship is supported by favourable mean scores across key metrics, including the adoption of e-ordering (M=3.55), regular creation of requisitions (M=4.06), placement of purchase orders (M=3.65), and their associated benefits in cost-effectiveness (M=3.62 for purchase orders) and lead time reduction (M=3.64 for purchase orders). These results indicate that e-ordering contributes to financial savings, process acceleration, and operational efficiency. Qualitatively, key informant interviews elucidate that these improvements are driven by mechanisms such as automation of manual processes, reduction of errors, enhanced accuracy in billing and payments, improved data integration with enterprise systems, and stronger fraud prevention through systematic tracking and documentation. Despite moderate scores in areas like service quality (M=3.31), the overall evidence confirms that e-ordering streamlines procurement activities, reduces transactional costs, accelerates order fulfilment, and reinforces transparency, thereby playing an instrumental role in optimizing the performance of the purchasing function.

## **6.2 Recommendations**

### **6.2.1 Relationship between E-sourcing and Performance of the Purchasing Function**

The study established a positive and statistically significant relationship between electronic sourcing and the performance of the purchasing function in selected local governments. In order to strengthen this relationship, procurement managers should go beyond basic requirements definition and adopt structured needs assessment frameworks that involve end-user departments. This would minimize mismatches between procured items and actual user needs, thereby enhancing cost-effectiveness and service delivery. Furthermore, pre-qualification of suppliers should not only be routine but should also incorporate supplier performance evaluation metrics such as delivery history, compliance with quality standards, and financial stability. Integrating supplier databases into the national procurement portal (as promoted by PPDA) would ensure that local governments consistently engage reliable suppliers, ultimately improving efficiency and value for money.

### **6.2.2 Relationship between E-negotiation and Performance of the Purchasing Function**

The study revealed a positive and significant relationship between electronic negotiation and performance of the purchasing function. To leverage this, procurement managers should implement automated e-negotiation platforms that allow for transparent price comparisons and track negotiation outcomes. This reduces the risks of bias and improves accountability. Beyond simple price discussions, e-negotiations should cover lifecycle costing (including maintenance and disposal costs) to ensure long-term cost savings rather than short-term gains. Local governments should also develop standardized e-contract templates with

flexible payment terms that encourage supplier competitiveness while safeguarding public funds. This would not only reduce lead times but also enhance project effectiveness and supplier trust.

### **6.2.3 Relationship between E-ordering and Performance of the Purchasing Function**

The findings also showed a positive and significant relationship between e-ordering and purchasing performance. To strengthen this link, procurement managers should ensure that e-ordering systems are fully integrated with financial management and inventory systems. Such integration would allow real-time tracking of requisitions, approvals, and deliveries, thereby reducing lead times and minimizing errors associated with manual entries. Additionally, procurement staff should receive regular capacity-building training on e-ordering platforms to improve user adoption and minimize resistance to change. Finally, to ensure accountability, audit trails within e-ordering systems should be activated so that every transaction can be traced from requisition to payment, thereby enhancing transparency and service delivery

## **6.3 Contribution of the Study**

This study contributes to a richer and more contextualized understanding of electronic procurement and its role in enhancing the performance of the purchasing function in local governments.

### **6.3.1 Electronic Sourcing and Performance of the Purchasing Function**

The study demonstrated a significant relationship between electronic sourcing and the performance of the purchasing function in selected local governments. This contribution is particularly valuable for policymakers and procurement managers

as it highlights the role of supplier prequalification and structured needs assessments in achieving cost-effectiveness and timely service delivery. By empirically linking e-sourcing to measurable performance outcomes, the study advances existing knowledge and provides actionable insights for strengthening supplier management practices in public procurement.

### **6.3.2 Electronic Negotiation and Performance of the Purchasing Function**

The results confirmed that electronic negotiation significantly enhances purchasing performance. This contributes to theory by illustrating how negotiation strategies, when digitized, affect not only cost savings but also lead times and service quality. For practice, the findings suggest that local governments can achieve sustainable competitive advantage by institutionalizing e-negotiation tools that improve transparency, accountability, and efficiency in supplier engagement. This adds to the existing literature by situating e-negotiation as a core driver of procurement performance in the public sector.

### **6.3.3 Electronic Ordering and Performance of the Purchasing Function**

The study further found that electronic ordering positively influences purchasing function performance. This contribution is particularly relevant given the limited prior research on e-ordering in Uganda's public sector. By demonstrating how requisitioning, purchase orders, and receipt of goods through electronic systems improve procurement efficiency and service delivery, the study enriches the empirical base on e-ordering and adds to the global discourse on digital procurement adoption in developing countries.

#### **6.4 Limitation of the study**

The study was prone to number of limitations like other previous studies;

First and foremost, sampling mistakes plagued the study. These errors arise when a sample is chosen by probability sampling technique, but the chosen sample does not accurately represent the general population or the relevant population, leading to bias in the sample or selection process. This restricted capacity to reach the relevant parties.

Furthermore, the study's sample size was insufficient to draw reliable findings, making it challenging to find meaningful correlations in the data. Thirdly, there aren't many in-depth prior research studies on the subject, which is a concern because the dissertation's literature review is built on citing and referencing earlier studies, which also provide the theoretical underpinnings for the research topics under investigation. Fourth, there was a need to modify and redo the research because respondents had limited access to the study because it included polling certain individuals within the business.

Finally, the study's temporal scope was constrained because it only examined electronic procurement and purchasing function performance for the brief period of 2020-2023. Both electronic procurement and purchasing function performance are subject to changes in the economy and over time.

#### **6.5 Areas for Further Study**

Future study needs to focus on the entire local governments throughout Uganda and include all geographical areas where it's located. The study should look for other aspects of electronic procurement and performance of purchasing function that this study did not cover to exhaustively cover the subject. Lastly, future study

needs to cover electronic procurement and performance of purchasing function for a long period of time to cope with time and technological changes. Future research should also explore the following areas.

Enterprise Resource Planning and performance of purchasing function of Kyengera town council.

Inventory management practices and performance of purchasing function of Kyengera town council.

Supply chain management and performance of purchasing function of Kyengera town council.

## **6.6 Conclusion**

The final chapter presented definitive conclusions drawn from the findings, asserting that e-sourcing, e-negotiation, and e-ordering all play a critical and statistically significant role in enhancing the performance of the purchasing function in Ugandan local governments. It translated these conclusions into practical, actionable recommendations for procurement managers, such as adopting structured needs assessments, implementing automated negotiation platforms, and ensuring system integration. The chapter also acknowledged the study's limitations, including its sample size and geographical scope, and thoughtfully proposed specific areas for future research, such as exploring the role of Enterprise Resource Planning (ERP) systems, to build upon this work.

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**PART B: ELECTRONIC SOURCING, ELECTRONIC NEGOTIATION, ELECTRONIC ORDERING AND PERFORMANCE OF PURCHASING FUNCTION**

This part comprises of four sections providing questions pertaining to the research variables. Please indicate by ticking according to the scale below your order of preference. Using a Likert scale of 1 - 5 to rate the following alternatives from A - I where 1 - Strongly Disagree (SD), 2 - Disagree (D), 3- Not Sure (NS), 4 - Agree (A) and 5 - Strongly Agree (SA). Please kindly tick where appropriate

		1 (SD)	2 (D)	3 (NS)	4 (A)	5 (SA)
	<b>SECTION A: Electronic Sourcing</b>					
1	Procurement function has carried out e-sourcing					
2	Procurement function has carried out requirements definition					
3	Requirements definition has improve on cost effectiveness					
4	Requirements definition has reduced on lead time					
5	Procurement function has carried out pre-qualifying potential suppliers					
6	Pre-qualifying potential suppliers has improve on cost effectiveness					
7	Pre-qualifying potential suppliers has reduced on lead time					
8	Pre-qualifying potential suppliers has improve on the quality of services					
	<b>SECTION B: Electronic Negotiation</b>	1 (SD)	2 (D)	3 (NS)	4 (A)	5 (SA)
1	Procurement function has carried out e-negotiation					
2	Procurement function has carried					

	out price negotiation					
3	Price negotiation has improve on cost effectiveness					
4	Price negotiation has reduced on lead time					
5	Procurement function has carried out negotiation of payment terms					
6	Negotiation of payment terms has improve on cost effectiveness					
7	Negotiation of payment terms has reduced on lead time					
8	Negotiation of payment terms has improve on the quality of services					
	<b>SECTION C: Electronic Ordering</b>	<b>1 (SD)</b>	<b>2 (D)</b>	<b>3 (NS)</b>	<b>4 (A)</b>	<b>5 (SA)</b>
1	Procurement function has carried out e-ordering					
2	Procurement function regularly created requisitions					
3	Creating requisitions have improve on cost effectiveness					
4	Creating requisitions have reduced on lead time					
5	Procurement function has placed purchase orders					
6	Placement of purchase orders have improved on cost effectiveness					
7	Placement of purchase orders have reduced on lead time					
8	Placement of purchase orders have improved on the quality of services					
	<b>SECTION D: Performance of Purchasing Function</b>	<b>1 (SD)</b>	<b>2 (D)</b>	<b>3 (NS)</b>	<b>4 (A)</b>	<b>5 (SA)</b>
1	The LG has registered an improvement on cost					

	effectiveness					
2	The LG has registered decline in operational cost					
3	The LG has registered an reduction in project lead time					
4	The LG has registered an increase in project effectiveness					
5	The LG has registered an quality service delivery					
6	The LG has registered an increase on project efficiency					
7	The LG has registered an increase in quality services					
8	The LG has registered an increase in value for money					

**Thanks for your Cooperation**

## **APPENDIX B: INTERVIEW GUIDE FOR TOP LEADERSHIP OF THE SELECTED LOCAL GOVERNMENTS IN UGANDA**

**Dear respondent,**

I am Denis Atuhairwe student at Uganda Christian University pursuing an MBA. I am carrying out study research entitled “Electronic Procurement and Performance of the purchasing function of Kyengera town council in Uganda”. You are among the respondents randomly selected to provide information. You are among the respondents purposively selected to provide information and the information provided will be kept confidential and will only be for academic purposes. This interview will only take 30 minutes.

### **Electronic sourcing and Performance of Purchasing Function**

- i. How has requirements definition improved on Performance of Purchasing Function of Kyengera town council?
- ii. How has pre-qualifying potential suppliers improved on Performance of Purchasing Function of Kyengera town council?

### **Electronic Negotiation and Performance of Purchasing Function**

- i. How has price negotiation improved on Performance of Purchasing Function of Kyengera town council?
- ii. How has negotiation of payment terms improved on Performance of Purchasing Function of Kyengera town council?

### **Electronic Ordering and Performance of Purchasing Function**

- i. How has creating requisitions improved on Performance of Purchasing Function of Kyengera town council?
- ii. How has placement of purchase orders improved on Performance of Purchasing Function of Kyengera town council?
- iii. How has receiving ordered items improved on Performance of Purchasing Function Kyengera town council?

Thank you for your cooperation

**APPENDIX D: TABLE DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	10000	384

0

Note: "N" is population size

"S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.