

**THE ROLE OF ELECTRONIC PROCUREMENT ON ORGANISATION
PERFORMANCE**

Case study of Roofings Limited

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, problem statement, purpose of the study, objectives of the study, research questions, and scope of the study and significance of the study.

1.1 Background of the study

The study aimed at establishing the relationship between electronic procurement and organisation performance of Roofing Uganda Limited. Today, organizations find themselves facing rapid series of market shifts, new technological innovations, and changes in government policies (Eisenhardt & Brown, 2009). The mirror image of such phenomena is an increasingly turbulent environment that firms have to deal with (Haeckel & Nolan, 2008; Bradley & Nolan, 2008). As a consequence, successful organizations are those that have learnt how to be innovative and creative without renouncing to the level of discipline that is instrumental in effectively executing plans. In doing so, they have to modify their organizational designs, taking advantage of Information and Communication Technologies (ICTs). ICT is a critical enabler of the redefinition of the organization. It permits the distribution of power, function, and control to wherever they are most effective; given the mission and objectives of the organization and the culture it enjoys (Morton, 2010).

According to Min & Galle, (2003) they define E-procurement as business to business purchasing practice that utilizes electronic commerce to identify potential services of supply, to purchase goods and services to transport payment, and to interact with suppliers. It refers to the use of internet in the purchasing process de Boer, Harink & Heijboer, (2002). Presutti, (2003) on the other hand defines e-procurement as “a technology solution that facilitates corporate buying using the internet. In other words E- Procurement is where people buy and sell using the internet through searching internationally and locally until they acquire what they need. Thus E- procurement is part of a broad concept called information technology (IT), according to the American Heritage Dictionary (2005) it defines it as the development, installation and implementation of computer systems and applications. According to Satyanarayana (2007) the objectives of e-procurement include; to act as a catalyst for procurement reforms, to enhance transparency, monitoring and control in the procurement process, to bring in economies of scale through aggregation of demand, to reduce costs of doing business for both government and suppliers and to establish a leveled playing field and fair competitive platform for the suppliers.

A system is a set of interrelated components working together to achieve a specific purpose Ausderson, (1998). Service is valuable action, deed or effort performed to satisfy a need or to fulfill a demand Kent, (1993). Desired organisation performance is a function of how well an organization is able to constantly and consistently exceed the need of a customer Rahaman, (2007). Quality of organisation performance is variably defined but essentially it's with meeting customers' needs and requirements and how well the services delivered match the customers' expectations, Ntegeka, (2003). Shirley (2002); defined quality in three different traditions: technical tradition, user definitions and value definitions. Quality of organisation performance is indicated by: tangible physical outputs, which are element that are seen.

Procurement is an important component in the field of operating resource management and E-procurement is the golden key to optimizing the supply chain system. Global companies are optimistic on the level of saving that can be achieved through full implementation of e- procurement strategies. It is an internet based business process for obtaining materials and services and managing their inflow into the organization. Somayeh, Hossein, (2010).

E-procurement has cut down the time and cost required generating purchase order, placing the order, determining nature of contracts, select right suppliers, track shipments manage payments and follow up with supplies. Hawking et- al, (2004) stated that optimism is high on level of saving that can be achieved through E-procurement strategies. For instance, general electric behaves that it has saved over US\$10 billion annually through its e –procurement activities.

Emiliani and Stec’s (2005) found that suppliers realized few, if any benefits form participation, supplies engaged in retaliatory pricing when the opportunity presented itself, buyers encountered unanticipated costs, and less than optimal buyer- supplier relationship resulted. This is perhaps the reason to justify the low rate of adoption of E-procurement in most of the companies originating from low developed countries (LDCS).

1.2 Problem statement

E-procurement is one of the new innovative ideas that have come with business technological advancements where it is believed that it greatly reduce on costs incurred in distribution, transaction and also reduces prices by 7.3% Aberdeen group study (2004). Through the use of advanced technologies, businesses believe that conducting business online solve a great deal of business challenges resulting into quality and timely delivery of goods and services. E-services offered at Roofings limited include e-booking, e-payment, e-tendering, and e-sourcing, According to Heijboer, (2012) more specifically it is possible to identify the following tools in Roofings limited include; E-MRO, Web-based ERP, E-Sourcing, E-informing, E-purchasing and E- Reverse auctioning.

According to the Security Annual Report (2017) shows that computers were stolen from different offices including procurement administration and accounts department and all the information concerning their suppliers, payments, contracts, and tenders for the years 2023-2021 were lost.

According to Uganda Manufacturers Association (2013) cited that with all the claimed business benefits that come from embracing e-procurement, Roofings Uganda Limited has continued to face complains about poor quality organisation performance such as not delivering goods and products in time to clients, decline in quality due to scarcity of materials due to corona virus pandemic, failing to complete customer’s orders in time, this is evidenced by New Vision online dated 7th September 2015.

According Roofings performance management report (2018) showed that Roofings Uganda Limited has provided e-procurement training to the employees, purchased new ICT equipments encouraged team work and increased on supervision of lower operational mangers, the benefits of e-procurement including improvement on level of quality of organisation performance is still very low, customers complaining about e-payment system is on and off hence calling for need to conduct a study about e-procurement at Roofings Uganda Limited on its organisation performance .

1.3 Purpose of the study

To establish the relationship between the effectiveness of e-procurement on quality of organisation performance in Roofings Uganda Limited

1.4 Objective of the study.

- i. To assess the effectiveness of E-procurement in ensuring organisation performance in Roofings Uganda Limited.
- ii. To identify challenges faced by organisations in adopting e-procurement to enhance their organisation performance
- iii. To establish the relationship between the effects of E-procurement and organisation performance in Roofings Uganda Limited.

1.5 Research questions.

- i. What is the effectiveness of E-procurement in ensuring organisation performance in Roofings Uganda Limited?
- ii. What are challenges faced by organisations in adopting e-procurement to enhance their organisation performance?
- iii. What is the relationship between the effects of E-procurement and organisation performance in Roofings Uganda Limited?

1.6 Scope of study

1.6.1 Conceptual scope

The study was limited to the effects of e-procurement on organisation performance in Roofings Uganda Limited. The effectiveness of e-procurement is the independent variable and Quality of organisation performance is the dependent variable.

1.6.2 Geographical scope

The study was conducted at Roofings Limited which is situated about 6km outside Kampala city Centre on plot 126 Entebbe road, Lubowa.

1.6.3 Time Scope

The study covered a period of one year that is being effective from October, 2022 and ends in October, 2023.

1.7 Significance of the study.

Police Makers

The results of the findings intends to help the stakeholders in identifying various challenges associated with e-procurement, organisation performance and the lack of commitment to e-procurement with hope of improving e-procurement in order to enhance organisation performance .

Management

The results of the findings will provide valuable information on the quality of services delivered by Roofings Uganda Limited and the effectiveness and efficiency with which the services are delivered.

Researchers and Academicians

The study will be intended to scholars and students carrying out research in the field of e-procurement. The research findings will also provide reference for further research for the improvement of e-procurement hence quality of organisation performance in Roofings Uganda Limited. Researchers may also benefit from the study by drawing from knowledge provided by the study and using the study as a foundation for additional research.

It is expected that the findings of the study will be beneficial to policy makers within the function of procurement of governments and also to policy makers within these governments but outside the function.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature review regarding E-procurement its objectives, purpose, importance, methods, challenges, problems and the nature of services provided and their relationship.

2.1 Literature Survey

This essentially looks at research works conducted locally in Uganda related to the theme of this study, non-specifically current on electronic procurement and its relationship with organisation performance of organisations.

In a study conducted by Zalwango Brenda (2015) the effectiveness of e- procurement and quality of organisation performance case study: hot loaf bakery limited, Uganda. The objectives were; to assess the effectiveness of E-procurement in ensuring organisation performance in Hot loaf bakery ltd; to identify costs of E-procurement implementation in Hot loaf Bakery Ltd; to analyze the ICT infrastructure in place; To establish the relationship between the effects of E-procurement and organisation performance . Methodology used include; the survey, case cross-sectional and longitudinal designs, research design, study population data management, data analysis, interpretation techniques and observation.

In a previous survey, it is indicated that all the researcher appear to support e- procurement and quality of organisation performance as cost saving strategy in various reports. This research is distinct from those surveys in the way that it focusing on the organisation performance .

A study conducted by Evans Kiwendo (2018) on the Influence of e-procurement on organizational performance: the case of Uganda Association of manufacturers firms in Uganda. The objectives of the study were; to determine the influence of data transmission on organizational performance; to determine the influence of buyer/supplier collaboration on organizational performance; to examine the influence of System Management on organizational performance, and to establish the influence of billing Management on organizational performance. Methodology used include; the survey, case study and descriptive research, research design, study population, data management, data analysis, interpretation techniques and observation.

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In another study Akoth Matildah (2015) on the effect of e-procurement on quality of organisation performance among Local Governments. The objectives were; to determine the effect of e-ordering on organisation performance among Local governments, to establish the effect of e-contracting on service delivery among Local governments: to determine the effect of e-information sharing on organisation performance among county governments; to establish the effect of e-sourcing on organisation performance among Local governments. Methodology used include; the survey, cross sectional and descriptive research, collected data from 100 respondents, study population, data management, data analysis, interpretation techniques and observation. The findings revealed that there has not been any particular guide for e-procurement activities which this research tends to focus on e-procurement on quality of organisation performance among Local governments. Although the above study was about organisation performance , it was looked at from the perspective of management of electronic procurement on non-core functions.

Basing on the literature survey made by the researcher, there has not been any study focusing on the role of e-procurement in Roofings limited. Therefore this study does not represent any attempt to duplicate existing studies on E-procurement on performance of Roofings limited.

2.2 Literature Review

According to Somayeh, Hossein, (2010), a procurement system is a vital component of a company's supply chain system. Typically, a company's procurement function is subdivided into strategic and operational processes since activities and priorities in these two areas are entirely different. Supplier management, the pooling of purchase requisitions and procurement-oriented product development are tasks that are typically assigned to strategic procurement. Procurement also involves the following major business activities: Enter orders; Check order status; Look up product prices and availability; Set standards/specifications of the products; Coordinate workflow design (Approval process, Budgeting, and Custom bundles), Check status of invoices and orders, Check account status; Check status of resources; Look up detailed information on accounts receivable; and request reports (Form an existing list, Special reports, reports delivered by e-mail for added security) according to the world academy of science, Engineering and technology (2010). The use of Internet technologies in procurement is aimed at realizing faster and more efficient operational procurement processes which bypass the purchasing department and enable those people to concentrate on more strategic tasks.

A study by Hutton (2000) identified the determinants of quality of organisation performance as those ones of designing the service which include: competence, access, reliability and communication. Those ones of implementing the service which include: that the service is easy to understand and receive and are cost effective and assessing the achievement of the quality of service

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A study conducted by World Bank in 2003 showed that e-procurement is explained to mean a collective term for a range of technologies that can be used to automate the internal and external processes associated with sourcing and buying. However, according to research done by Deloitte, e-procurement mainly concentrates on sourcing and buying and the research referred Sourcing to be the process by which an authority of any given organization identifies, selects, and manages its suppliers where Buying goods and services is the transactional process executed by many members of the authority during the day to day delivery of services.

E-procurement enables companies to decentralize operational procurement processes and centralize strategic procurement processes as a result of the higher supply chain transparency provided by E-procurement systems. E-procurement can also include activities such as: Advertising tenders, Electronic ordering; Research into supplier markets; Internet sourcing via third parties; Electronic submission of tenders; Electronic mail between buyers and sellers; Electronic mail in contract management; Integration of procurement within the financial and inventory systems.

Furthermore, e-procurement can be used in conjunction with the varied technologies of electronic commerce such as document imaging, workflow management, bulletin boards and e-mail to enable business process reengineering Somayeh, Hossein, (2010)

According to de Boer, Harink & Heijboer, (2002) they dig into a variety of tools that are "EPLabelled". More specifically it is possible to identify the following tools:

E-MRO: This refers to the process of creating and approving purchasing requisitions, placing purchase orders and receiving goods and services by using a software system based on the internet.

Web-based ERP: The only difference between E-MRO and Web based ERP is related to the fact that the former refers to non-product related goods, while the later deals with product related goods.

E-Sourcing: This refers to the process of identifying new suppliers for specific category of purchasing requirements using internet based technologies.

E-informing: This refers to the process of gathering and distributing purchasing information. It is associated with a step in the basic purchasing cycle.

E-Tendering: E-Tendering is the "acquisition of high value, low volume goods, works and services by seeking bids via a public process followed by the evaluation of bids and award of contracts" World Bank (2003). E-Tendering involves six processes of disclosure, download, and clarification, upload, opening and tracking World bank, (2003).

E-purchasing: The world bank(2003) defines E-purchasing as the "acquisition of low value, high volume goods, works and consultancy services by direct quote in the open market or from pre-qualified suppliers and payment for the purchase" IADB, (2002). E-purchasing is based on transactional modules and involves three processes of "prequalification; best quotation, reverse auction, catalogue; and ordering and payment" World Bank, (2003).

Furthermore according to World Bank(2003), a few or all functionalities of the E-tendering system can be used in the pre-qualification process of an E-purchasing system in order shortlist the companies being qualified for RFQ/RFP, reverse auctioning or catalogue based shopping.

E-Reverse auctioning; this enables the purchaser to buy goods and services needed from a number of known or unknown suppliers. E-reverse auctioning makes it possible for a purchaser to buy goods and services needed from a number of known and unknown suppliers. A reverse auction is a buyer-initiated auction in which a buyer asks for bids from multiple sellers; the price the decreases sellers compete for the buyers business with the lowest bid considered the winner. Usually E-reverse auctions focuses on the price of goods and services auctioned Teich, Wallenius & Wallenius, (1999).

2.3 Framework of supplier selection in an E-procurement environment.

Supplier selection studies have dated back to as early as 1960s. Few of the more referred papers of that era due to their classical contribution are those by Busch (1962), Dickson (1966), Hakansson and Wootz (1975) and Dempsey (1978).

These studies established the importance of quality of products and delivery are important factors for supplier selection. Traditional methodologies of the supplier selection process in research literature include the cost-ratio method, the categorical method, weighted-point evaluations, mathematical programming models and statistical or probabilistic approaches. One of the more cited conceptual papers in supplier selection literature is that of by Weber, Current and Benton (1991) and

they develop an interpretive structural model (ISM) to show the interrelationship of different criteria and their levels of importance in the vendor selection process.

Their study reveals that “attitude”, “willingness for business” and “after sales service” is also important factors for supplier selection. In contrast with the abundant literature dealing with various domestic supplier selection problems, previous analytical studies on international supplier selection were virtually absent in previous studies. Min (1994) introduced selection criteria such as “financial terms”, “quality assurance”, “perceived risks”, “service performance”, “buyer–supplier partnerships”, “cultural and communicational barriers” and “trade restrictions” and thus addressed the geographically dispersed suppliers, increasingly getting important, with the advent of the e-procurement scenario. Among recent studies, Petroni and Braglia (2000) suggested that criteria such as “management capability”, “production capacity and flexibility”, “design and technological capability”, “financial stability”, “experience” and “geographical location”, address integration capabilities of viable suppliers, and thus provide an updated framework of criteria in the era of integrated supply chain management, which seems more apt in the wake of e-procurement. Bottani and Rizzi (2005) advanced their work and supplier from a pool of supplier data points. Choi and Kim (2008) proposed a hybrid decision support model based on screening candidate suppliers first by multi-criteria decision making methodologies and then optimization modeling based on rule based reasoning for selecting highly qualified suppliers, Verma and Koul (2008) proposed a methodology for dynamic vendor selection using fuzzy analytic hierarchy process for multi-criteria decision making.

According to E-sourcing forum (2007) e-Procurement is the counterpart to e-Sourcing, starting where e-Sourcing ends and ending where e-Sourcing begins. It is the “e” implementation of the procurement cycle which is concerned with the requisitioning, receiving, and reconciliation of the received goods as opposed to the analysis, auction, and award that takes place in the sourcing cycle. It is essentially the automation of the non-strategic and transactional activities that consume the majority of a buyer’s time, but one that comes with increased enterprise level visibility of all purchases.

The basic procurement cycle consists of up to nine steps, depending on the complexity of the buy and organizational policies. At a bare minimum, it consists of an order (requisition or purchase order), an invoice (which might be one with the receipt), and payment. For high-dollar purchases, the process will generally also include authorization and reconciliation of the invoice. In addition, if taxes were paid that the organization is capable of reclaiming, then the forms or entries to reclaim such taxes at the proper time will also be filled out or made. Finally, in a leading procurement organization, every step will be completed, although many will be completed automatically for low-dollar or non-strategic purchases by the e-Procurement system using defined rules in the workflow engine.

2.8 Indicators of organisation performance:

Hutton (2000) identified the determinants of quality of organisation performance as those ones of designing the service which include: competence, access, reliability and communication. Those ones of implementing the service which include: that the service is easy to understand and receive and are cost effective and assessing the achievement of the quality of service.

Accessibility: This involves approachability and ease of contact. It means the service is easily available, waiting time to receive the service is not too long, convenient hour of operating and convenient location of service facility Hutton, (2000).

Competence: This means the possession of the required skills and knowledge to perform the service that is knowledge and skills of the contact personnel and operational support staff.

Reliability: This is the consistency of performance and dependability, it means that the company performs the service right the first time and the company honours its promises. It involves accuracy, keeping records correctly and performing the service at the designated time Ntayi, (1999).

Understanding and knowing the customer. This involves making the effort to understand the customer's needs, learning the customer specific requirements and providing individual attention Ntayi, (1999).

Creditability. This involves trust worthiness, believability, honesty and having the customer interests at heart, contributing to creditability in the company's name, company's reputation and personal characteristics of the contact personnel Ntayi, (1999).

Communication: This means keeping customers informed in language they can understand and also listening to them. The company has to adjust its languages for different consumers, increasing the level of sophistication with a well-educated customer and speaking simply and plainly with a novice. It also involves explaining the service its self, explaining how much the service will cost, explaining the tradeoffs between service and cost and assuring the customer that a problem will be handled kottler, (1999).

Assessing achievement. This is ensuring that quality of service is regularly reviewed, users have easy right to address for poor quality services and there is a programme of continuous improvement Hutton, (2000). Dale (1994) identifies attributes that he associated to quality service, these include the following:

Assurance. This looks at courtesy which involves politeness, respect, consideration, friendliness of employees to customers. It also involves credibility trust, honesty and having customers' interests at heart. Dale (1994) and Hutton (2000) both talked about reliability, Competence and accessibility as attributes of quality of organisation performance.

The relationship between e-procurement and organisation performance

A customer cannot sit and wait for the delayed production of products when the competitor has the same product Tersine, (2009) this leads to lost trust and reputation of the company's good will and above all lost of satisfactory organisation performance to appease customers, Thomas (2000). According to Apio (2008) one of the key elements of quality of organisation performance is the implementation of a service that is consistent regardless of where or by whom it is delivered. The more legitimate an institution is the more of its ability to deliver services to the people as explained by Kendal, (1991). He further says that the private sector is either unwilling or unable to provide services not knowing that sometimes services have to be provided on a nonprofit basis since private companies are profit oriented. Modern technology of e-procurement was brought in to improve organisation performance through providing the following benefits that are strategic, opportunity and operational level Somayeh, Hossein, (2010). And also the benefits associated with reducing costs of transactions, contractual costs and also prices of various products Aberdeen group study, (2004). As noted therefore, there is a link between E-procurement and organisation performance .

Moving E-procurement, or buy-side E-commerce, into these areas means driving it deeper into business-to-business supply-chain relationships. Because of the complexity of these relationships, E-procurement must do more than support ad hoc purchases from a consolidated catalog. Getting real

value from E-procurement in supply-chain scenarios requires a raft of additional services. Gone are the days of routing paper forms from desk to desk; the wave of the future is electronic procurement or e-procurement. E-procurement can be defined as the use of electronic technologies to streamline and enable the procurement activities of an organisation. This new process can benefit all facets of procurement, including selecting, bidding, payment, and inventory processes.

E-procurement may include such activities like electronic advertising of tenders, electronic submission of tenders, electronic ordering and the so many more. E-procurement may also take many different forms, from already established e-commerce sites, to establishing an online mall where an organisation can purchase items, sell excess goods, and receive bids on outstanding projects. New technology gives organisations a vehicle for completing the complicated task of procurement at a lower per-unit cost.

The traditional system of procurement in Uganda (public procurement) begins with the user department filling a requisition form requesting for a particular item that is needed plus the specifications. This is then sent to the Procurement and Disposal Unit. There must be tenders advertised in the local media, bids are then evaluated by the evaluation committee to come up with the best evaluated bidder, then results must be put for a certain number of days. All this takes a lot of time.

Tools of E- procurement

According to de Boer, Harink & Heijboer, (2002) they dig into a variety of tools that are “EP – Labelled”. More specifically it is possible to identify the following tools:

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This refers to the process of creating and approving purchasing requisitions, placing purchase orders and receiving goods and services by using a software system based on the internet.

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Definition of key terms

E-procurement; this refers to the use of internet in the purchasing process de Boer, Harink and Heijboer, (2002). Although there are many definitions of e-procurement and confusion exists in defining the term Vaidya et al, (2004); World Bank, (2003); Murray, (2001). E-procurement is basically a tool that enables procurement activities such as sourcing, ordering, commissioning, receipting and making payment.

Organisation performance is variably defined but essentially it is to with meeting customers’ needs and requirements and how well the services delivered match the customer expectations Ntegeka, (2003). Organisation performance is further defined as the provision of an act or performance by one party to another that is essentially intangible and does not result into ownership of anything and if its perception meets or exceeds the party’s expectation Ntayi,(1999). Organisation performance can also be defined as the provision of anything or benefit by one party to another that is essentially intangible and does not result in the ownership of anything and its ability to perform its functions Kottler and Garry (1991).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology of the study which contains the design of the study, population, sample size and strategies, data collection methods, validity and reliability of instruments and data analysis which was used during the study.

3.1 Research Design

The study used both quantitative and qualitative research approaches. The quantitative approach was applied where variables were measured using statistical procedures to analyze data. Cross-sectional survey design was used where data was collected once from various respondents without visiting them repetitively Amin, (2005). The cross-sectional survey design was chosen because it helped to collect data within a shortest possible time and too less costly. Qualitative approach was used to get deeper insights of respondents.

3.2 Population

The target population of the study was 50 respondents and these included respondents from different departments of Roofings limited from the following categories; suppliers, management of Roofings Ltd, finance, stores, production, security, transport and community. The study focused on the effectiveness of e-procurement and organisation performance in Roofings Ltd.

3.3 Sample Size

Due to the resource constraints such as little time, the study referred to Krejcie and Morgan cited in Amin, (2005) table of sample size determination, the sample size of the study was 40 respondents and these included respondents from different departments of Roofings Uganda limited from the following categories; suppliers, finance, stores, production, security, transport and community.

Table showing sample size of the respondents

Respondents	Sample size
Suppliers	5
Finance	4
Stores	4
Management	4
Production	8
Security	5
Transport	5
Clients	5
Total	40

Source; Field Data, 2023

3.4 Sampling techniques

Roofings Uganda Limited staff members were selected using purposive random sampling strategy because with this method, bias information was minimized.

3.5 Data collection method.

Questionnaire; The method involved both the primary data collection method through the use of interviews, and a self-administered questionnaire to get original information from the respondents, and the secondary data collection method through document review, where by journals were reviewed, as well as articles, text books, and magazines among others were used to supplement on the primary data collected. Questionnaires were close and open ended in order to allow respondents express their opinions.

Interview Method; this is face to face interactions where the researcher directly asks the respondent different questions. This method was employed to find information necessary from the groups more quickly just to allow individual self-expression.

Observation Method; the use of an observation method is commonly associated with a qualitative research Bruce (2001). Better to be called as a naturalistic observation, it aims at observing the flow of events or behaviors in their natural settings without intrusion. The procedures were implemented under this research to try to accomplish the results on the study topic.

3.6 Data Collection Instruments

The tools that were used to collect data includes the questionnaires, interview guides, note books and computer packages such as excel were used for analysis and presentation.

3.6.1 Questionnaire:

A self-administered questionnaire was used as the main tool for data collection. The questionnaire will be used because it gives respondents time to answer questions without being interfered, in addition they are literate hence could answer questions freely.

3.6.2 Interview guide:

The interview guide was used because it helped the researcher to keep on track and follow the study according to the objects and purpose of the study.

3.6.2 Computer packages

Micro soft Excel was used for data analysis and presentations which helped to draw findings and conclusions easily.

3.7 Data validity and reliability

3.7.1 Validity

This is the extent to which an instrument measures what it is intended to measure. Validity of the instrument was assured through the use of content validity. This was ensured through supervision. This was further ensured through proof reading and editing, coding, summarizing of the findings to ensure clarity, uniformity and validity of the findings.

3.7.2 Reliability

This is the measure of whether the instrument gives consistent results. Reliability was ensured through comparing the findings of the study with writings of other researchers or other academic works to ensure uniformity, consistent and reliability.

3.8 Data Analysis

Data from the field was edited, coded and entered into computer using excel and statistical package for social scientists programme (SPSS). It was then presented using graphs, tables, percentages, frequencies, standard deviation and means. Actual data analysis was done through the use of cross tabulated tables to help the researcher to establish the relationship between the variables under study.

3.9 Limitation of the study

- First and foremost the researcher faced a problem of waiting for the respondents for long hours at their work place for information and even getting back the questionnaires. However the researcher organized and made appointments with the respondents in order not to waste time at the center where information were collected.
- During interviews the researcher faced a problem of the respondents being so busy with office work; however, through the use of technical competencies of making the interview precise and concise data was successfully collected.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESEARCH FINDINGS

4.0 Introduction

This chapter presents the analysis of data collected from the field on background variables, description of the dependent variable for staff members of Roofings Uganda Limited and testing of the study objectives that is to say the relationship between the effectiveness of E-procurement and quality of service delivery of Roofings Uganda Limited that is to say, the effectiveness of E-procurement in Roofings Uganda Limited and quality of service delivery in Roofings Uganda Limited. The results obtained from the study were presented inform of tables, frequencies, graphs and percentages which were in line with the objectives and the research questions.

4.1 Bio data of respondents at Roofings Uganda limited

This sub section presents staff and customers bio-data by gender, marital status, qualification, and responsibility held.

4.1.1 Distribution of respondents by gender

Table 2: Showing respondents by gender

Gender	Frequency	Percentage (%)	Cumulative percentage (%)
Male	16	40	40
Female	24	60	100
Total	40	100	

Source: Primary data, 2023

From table 4.1 60% of the respondents were female and 40% were male since the selection was done at random, one can conclude that Roofings Uganda Limited employs more female than male. This is

because Roofings Uganda Limited work involves a lot of customer service which is done better by women than male and that many women are customers of Roofings Uganda Limited.

4.1.2 Distribution of respondents by age

Table 3: Showing age distribution of the respondents.

Age	Frequency	Percentage (%)	Cumulative percentage (%)
20-30yrs	13	32.5	32.5
30-40yrs	18	45.0	77.5
50 and above	9	22.5	100
Total	40	100	

Source: Primary data, 2023.

From table 4.2 above, 45.0% of the respondents were between the age of 20-30 years, 32.5% were between the age of 30-40 years and 22.5% were 50 and above. This suggests Roofings Uganda Limited services are consumed by all age groups who are mature enough who have provided us with the required information needed for the study.

4.1.3 Distribution of respondents by marital status

Table 4: Showing respondents on marital status.

Marital status	Frequency	Percentage (%)	Cumulative percentage (%)
Single	15	37.5	37.5
Married	22	55	92.5
Divorce	2	5	97.5
Widowed	1	2.5	100
Total	40	100	

Source: Primary data, 2023.

From table 4.3, 55% of the respondents were married, 37.5% were single, 5% were divorced and 2.5% were widowed. This implies that due to the responsibilities held by most of the married they tend to stick to their jobs thus there is a low labour turnover in Roofings Uganda Limited.

4.1.4 Traders by level of education

Table 5: Showing distribution of respondents according to the level of Education

Education level	Frequency	Percentage (%)	Cumulative percentage (%)
Secondary	2	5	5
University	18	45	50
Tertiary	20	50	100
Total	40	100	

Source: Primary data, 2023.

According to table 4.4, 50% of the respondents had attended tertiary education, 45% had attended secondary education and 5% had attended primary level. This implies that a good percentage of respondents were well educated and able to work well in businesses since they are qualified to work.

4.2 Analyzing Effectiveness of E-procurement

4.2.1 E-procurement and reduction of lead time for delivery of raw materials from Suppliers

Table 6: Showing finding of E-procurement and reduction of lead time for delivery of raw materials from suppliers.

Scale	Frequency	Percentage (%)	Cumulative percentage
Strongly disagree	2	5	5
Disagree	1	2.5	7.5
Not sure	0	0	7.5
Agree	10	25	32.5
Strongly agree	27	67.5	100
Total	40	100	

Source: Primary data, 2023

From the above table, 5 % of the respondents strongly disagreed 2.5 % disagreed, 0% where not sure as to whether e-procurement can reduce on the lead time for delivery of raw material from suppliers. However, 25% and 67.5% agreed and strongly agreed respectively and this implies that e-procurement can reduce on time take to produce purchase orders, and selecting suppliers since with e-procurement there is reduced paper work.

4.2.2 E-tending processes results into easy selection of competent and potential suppliers

Table 7: Showing findings whether E-tending processes results into easy selection of competent and potential suppliers

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	2	5	5
Disagree	1	2.5	7.5
Not sure	3	7.5	15
Agree	10	25	40

Strongly agree	24	60	100
Total	40	100	

Source: Primary data, 2023

From the above table, 5% and 2.5% strongly disagreed and disagreed respectively that E-tending makes it easy to select competent suppliers, however much 7.5% were not sure about E-tendering and supplier selection, 25% and 60% agreed and strongly agreed to the ability of E-tendering to help in selection of competent suppliers and thus this tool of e-procurement can strongly impact on supplier selection and ability to supply.

4.2.3 Training in e-procurement and e-business at Roofings Uganda Limited in Procurement department

Table 8: Showing Findings on how the Procurement department of Roofings Uganda Limited is well trained in e-procurement and e-business.

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	27	67.5	67.5
Disagree	10	25	92.5
Not sure	0	0	92.5
Agree	1	2.5	95
Strongly agree	2	5	100
Total	40	100	

Source: Primary data, 2023

From the above table, 67 % of the respondents strongly disagreed, 25 % disagreed, and 0% were not sure as to whether there is training about e-procurement and e-business at the company. However, 2.5% and 5% agreed and strongly agreed respectively that training at the company is being done. Since most of the respondent strongly disagreed to that this implies that e-procurement at Roofings Uganda Limited is not fully in use by all the employees in procurement department and this affects the effective performance of the system and thus resulting into low levels of service delivery.

4.2.4 Information technology structure at Roofings Uganda Limited and support of E-procurement

Table 9: Showing findings whether there is a good information technology structure at Roofings Uganda Limited that supports E-procurement.

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	1	2.5	5
Disagree	2	5	7.5
Not sure	3	7.5	15
Agree	10	25	40
Strongly agree	24	60	100
Total	40	100	

Source: Primary data, 2023

From the above table, 2.5 % of the respondents strongly disagreed, 5 % disagreed, 7.5% were not sure as to whether there is a good Information technology structure that supports e-procurement at

the company. However, 25% and 60% agreed and strongly agreed respectively that ICT structures at the company are in place and this further confirms that some of the employees in procurement of Roofings Uganda Limited are not fully involved in the procurement system implies that the benefit of e-procurement cannot be fully utilized and this affect service delivery greatly.

4.2.5 E-procurement and speed of information flow between buyers and suppliers

Table 10: Showing whether e-procurement systems accelerate the flow of information between buyers and suppliers

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	1	2.5	5
Disagree	2	5	7.5
Not sure	0	0	7.5
Agree	12	30	37.5
Strongly agree	25	62.5	100
Total	40	100	

Source: Primary data, 2023

From the above table, 2.5 % of the respondents strongly disagreed, 5 % disagreed and 0 % where not sure as to whether Information can flow easily and more fast when using modern technology of e-procurement at. However, 37.5% and 62.7% agreed and strongly agreed that the flow of information with suppliers is so fast when communicating online. Further analysis confirms that communicating online reduce on paper work which is characterized by many errors and time consumption. And this implies that if e-procurement is adopted at the COMPANY service delivery will be highly improved.

4.2.6 E-procurement and reduction in inventory costs management at Roofings Uganda Limited

Table 11: Showing whether e-procurement reduces costs associated with inventory management

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	3	7.5	7.5
Disagree	2	5	12.5
Not sure	1	2.5	15
Agree	10	25	40
Strongly agree	24	60	100
Total	40	100	

Source: Primary data, 2023

From the above table, 7.5 % of the respondents strongly disagreed, 5 % disagreed, and 2.5% where not sure as to whether e-procurement can reduce on inventory management cots at the COMPANY. However, 25% and 60% agreed and strongly agreed respectively that costs such as inventory handling, and damages to stock have highly reduced since low levels of inventory in stock and hence there is no need to have many employees taking care of such stock. Furthermore inventory wastage is so highly reduced when raw materials are supplied when needed. And this is a boost to quality of service delivery.

4.3 Analyzing Costs of E-procurement implementation at Roofings Uganda Limited.

4.3.1 Costs associated with switching from manual to computerization incurred by Roofings Uganda Limited

Table 12: Showing responses on whether Roofings Uganda Limited incurs high training costs associated with switching from manual to computerization

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	3	7.5	7.5
Disagree	1	2.5	10
Not sure	0	0	10
Agree	14	35	45
Strongly agree	22	55	100
Total	40	100	

Source: Primary data, 2023

From the above table, 7.5 % of the respondents strongly disagreed, 2.5 % disagreed, and 0% were not sure as to whether the Roofings Uganda Limited incurred costs associated with switching from manual to computerized electronic procurement systems. However, 35% and 55% agreed and strongly agreed respectively that the company has been spending a lot on moving its manual system of procurement to the electronic one which included purchase of computerized equipment and training of top level employees in procurement department since it was discovered that some of the employees in the same department never knew about the training. However, every employee in the procurement department should be given knowledge on how to use the electronic system if success in service delivery is to be achieved.

4.3.2 High costs incurred to modernize ICT infrastructure to support e-procurement at Roofings Uganda Limited

Table 13: Showing finding on whether Roofings Uganda Limited incurs high costs to modernize ICT infrastructure to support e-procurement

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	2	5	5
Disagree	1	2.5	7.5
Not sure	3	7.5	15
Agree	10	25	40
Strongly agree	24	60	100
Total	40	100	

Source: Primary data, 2023

From the above table, 5% and 2.5% strongly disagreed and disagreed respectively that the company is not modernizing its ICT its structures, however much 7.5% were not sure about ICT developments while 25% and 60% agreed and strongly agreed to the fact that the company is

modernizing its ICT infrastructure due to the introduction of e-procurement tools like E- tendering, e-purchasing, and e-payment of suppliers through electronic banking and this has helped on management of supply orders and credit control as a result of credit supplies.

4.3.3 Recruitment of professional and qualified human capital empowered with practical e-procurement skills at Roofings Uganda Limited.

Table 14: Showing whether Roofings Uganda Limited recruits professional and qualified human capital empowered with practical e-procurement skills

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	24	60	5
Disagree	10	25	7.5
Not sure	2	5	15
Agree	1	2.5	40
Strongly agree	3	7.5	100
Total	40	100	

Source: Primary data, 2023

From the above table, 60% and 25% strongly disagreed and disagreed respectively that the company recruits professionals in procurement to done the procurement work online however, 5% were not sure about the way employees are being recruited into the organization while e 2.5% and 7.5% agreed and strongly agreed to the fact that the company recruits qualified and professional employees. With few respondents agreeing on that it implies that the company has got few professionals to undertake on the e-procurement work. This affects performance and quality of service delivery to clients of the company.

4.3.4 Costs incurred in the process of selecting and identifying potential suppliers using e-procurement at Roofings Uganda Limited.

Table 15: Showing finding whether Roofings Uganda Limited incurs low costs in the process of selecting and identifying potential suppliers.

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	2	5	5
Disagree	1	2.5	7.5
Not sure	3	7.5	15
Agree	10	25	40
Strongly agree	24	60	100
Total	40	100	

Source: Primary data, 2023

From the above table, 5% and 2.5% strongly disagreed and disagreed respectively that the company incurs low costs in process of identifying potential suppliers, however, 7.5% were not sure but 25% and 60% agreed and strongly agreed to the fact that cost have reduced during identification of potential customers at the company. This implies that some of the employees have not realized that e-procurement is help in reducing operational cost at Roofings Uganda Limited. Thus there is need to spread the idea of doing business line to all employees if maximization of e-procurement benefits is to be attained.

4.3.5 Supervision and monitoring e-procurement system at Roofings Uganda Limited.

Table 16: Showing whether the procurement department of Roofings Uganda Limited performs a lot of supervision and monitoring of e-procurement systems

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	24	60	5
Disagree	10	25	7.5
Not sure	3	7.5	15
Agree	1	2.5	40
Strongly agree	2	5	100
Total	40	100	

Source: Primary data, 2023

From the above table, 60% and 25% strongly disagreed and disagreed respectively that the company does not conduct a lot of supervision and monitoring of e-procurement system since most of the work is done online with only little supervision done by the receiving section of the procurement department. This is further supported by 2.5% and 5% of the respondents who agree and strongly agree that the company conducts a lot of monitoring and supervision. However, 7.5% of the respondents were not sure and this may because they may be having no critical analytical skills. Further, since supervision and monitoring are low this implies that the operation costs have reduced hence boosting service delivery.

4.4 Analysis of ICT infrastructure in place

4.4.1 ICT infrastructure to support e-procurement at Roofings Uganda Limited.

Table 17: Showing the level of modern ICT infrastructure to support e-procurement at Roofings Uganda Limited.

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	2	5	5
Disagree	1	2.5	7.5
Not sure	0	0	7.5
Agree	10	25	32.5
Strongly agree	27	67.5	100
Total	40	100	

Source: Primary data, 2023

From the above table, 5% and 2.5% of the respondents strongly disagreed and disagreed respectively that there is little or no development of ICT infrastructure at the company. However, majority of the respondents 25% and 67.5% agreed and strongly agreed respectively that Roofings Uganda Limited is modernizing and improving its ICT infrastructures through purchase of new computers and software systems to help in the process of going online. Further analysis indicates that development of ICT infrastructure at the company is still in its initial stage and only few top manager and senior supervisors can observe such changes.

4.4.2 ICT infrastructure and optimization of the benefits of Supply chain management at Roofings Uganda Limited.

Table 18: Showing whether ICT infrastructure at Roofings Uganda Limited optimizes the benefits of Supply chain at Roofings Uganda Limited.

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	3	7.5	7.5
Disagree	1	2.5	10
Not sure	0	0	10
Agree	14	35	45
Strongly agree	22	55	100
Total	40	100	

Source: Primary data, 2023

From the above table, 7.5 % of the respondents strongly disagreed, 2.5 % disagreed, 0% where not sure as to whether there is a good Information technology structure can help to optimize the benefits of supply chain management at the company. However, 35% and 55% agreed and strongly agreed respectively that ICT structures at the company can help to achieve such benefits, explaining the benefits to include extending credit period and causing good business relations with supplier. This has got a strong impact on quality of service delivery.

4.4.3 Technical supervision by technical and experienced human resource

Table 19: Showing whether Procurement work is highly supervised by experienced and skilled human resource using ICT infrastructures at Roofings Uganda Limited

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	34	85	85
Disagree	4	10	95
Not sure	0	0	95
Agree	0	0	95
Strongly agree	2	5	100

Total	40	100	
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Source: Primary data, 2023

From the above table, 85% and 10% strongly disagreed and disagreed respectively that there is no technical supervision conducted by the company. 0% of the respondents were not sure and also 0% of the respondents agreed and only 5% of the respondents strongly agreed that technical staff members monitors the performance procurement department through the use of online system like e-tending and e-ordering and e-payment. This implies that only a few people at Roofings Uganda Limited are responsible for monitoring work done by the procurement department and most of the supervision is done on line. To strengthen the performance and increase the quality of service delivery the company should also consider supervision of work through use of offline techniques like physical checkups of type, quality and quantity of supplies since what is decided on with suppliers with online system may be different.

4.4.4 Accessibility to online system of e-procurement by staff members of Roofings Uganda Limited.

Table 20: Showing whether all employees in the procurement can easily access the e-procurement system online through the use of modern ICT infrastructures

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	25	62.5	62.5
Disagree	10	25	87.5
Not sure	0	0	87.5
Agree	2	5	92.5
Strongly agree	3	7.5	100
Total	40	100	

Source: Primary data, 2023

From the above table, 62.5% and 25% strongly disagreed and disagreed respectively that there is no accessibility to the online e-procurement system of the company. 0% of the respondents were not sure while 5% of the respondents agreed and 7.5% of the respondents strongly agreed that there I accessibility to the online system of procurement at the company. This implies that only technical staff members are allowed and given access codes to the system. Further analysis indicates that this is done to minimize on the would be setbacks of having everyone online which may results into unnecessary purchase orders made. However, the company should consider allowing all employees to access the system but must ensure that there is approval by top level managers of any transaction being made. With such authorizations the quality of service delivery will be highly improved.

4.4.5 Effectiveness software system that handles purchasing, reorder levels, and payment of suppliers online.

Table 21: Showing whether Roofings Uganda Limited has got effective software system that handles purchasing, reorder levels, and payment of suppliers.

Scale	Frequency	percentage	Cumulative percentage
Strongly disagree	2	5	5

Disagree	1	2.5	7.5
Not sure	3	7.5	15
Agree	10	25	40
Strongly agree	24	60	100
Total	40	100	

Source: Primary data, 2023

From the above table, 5% and 2.5% strongly disagreed and disagreed respectively that the company is no software systems to support online business management, however much 7.5% were not sure while 25% and 60% agreed and strongly agreed to the fact that there is good and effective software systems at company that help to conduct business online through making online purchases, repurchases, monitoring and payment. Analysis show that the modern ICT infrastructure that support e-procurement tools like e-tendering, e-purchasing and e-payment of suppliers through electronic banking have helped on management of supply orders and credit control and hence improving on service delivery. However, there is need to always upgrade the software to match with the new opportunities and hence effective service delivery.

CHAPTER FIVE

DISCUSSION, SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter highlights discussion and summary of major findings, recommendations and areas of further study. The study looked at the effectiveness of E-procurement and quality of service delivery in Roofings Uganda Limited. The discussion of the study involves the findings on the relationship between E-procurement and quality of service delivery in Roofings Uganda Limited. The discussion was based on the study objectives.

5.1 Discussions

Leenders, and Fearon, (1997) for the success of supply chain and e-procurement, the online system must always be updated with relevant information about potential suppliers. Short of that incapable suppliers may be select and this will result into poor performance in quality of service delivery. It should be noted that there are capable suppliers with good products but with no knowledge of how to do business online and hence the purchasing department should keep a kin eye about other suppliers other than those in the system.

Furthermore, e-procurement tools explained by Harink & Heijboer, (2002) such as e-tendering, e-payment, e-sourcing can only be effective and successful if both the parties involved are well conversant with technological advancements in conducting business online. Care must be taken as potential suppliers may be left out due to failure of being in position to do business online.

More still, the benefits of ICT in an organization can only be fully enjoyed when there is a proper and fully skilled human capital to monitor the performance of other lower level operational employees and also execute the functions as stated by the top level managers, Bradley & Nolan (1998) stated that the environment that the firm is dealing in determines and redefines the organization's distribution of power, function and control after installation of modern ICT

infrastructures thus success but this must be done hand in hand with employee empowerment. On the other hand, introduction of e-procurement results into downsizing and thus some of the employees have to lose their positions, in most cases low level performers lose their jobs for the new machine or ICT equipments.

E-procurement, face a challenge of human resource shortages causing increased cost of production and operations and furthermore affecting the return on investments, Aberdeen Group, (2004), however, all the challenges presented are short term in nature and there after the business will benefit especially during the median term and in the long run. Operation cost will be greatly reduced through the use of improved modern technologies which reduce on the cost of operation through employing a few technicians who can do work of more employees with help of machines.

The online e-procurement process by Kumar, (2006) poses some analytical threats that must be examined for instance online verification of bids of different suppliers pose a risk of choosing incomplete dealers since what is displayed online is very different from the physical appearance in terms of quality, therefore, before a suppliers is selected there is need to first visit his or her place of work to verify the supplies that will be supplied.

Furthermore, the online transacting of doing business must be critically examined by well skilled and experienced e-procurement officers supervised by more experienced and skilled procurement manager with help of the internal audit team to minimize on any would be false purchases.

Despite of the above benefits that come along with doing business online preferable the use of e-procurement, maximization of the benefits of e-procurement is not a concern of the procurement department individually in an organization but it requires the intervention and support of all the other departments in the organization through the various department heads such human resources department in charge of recruiting competent and skilled human capital, accounts department in charge of budgeting, and releasing funds that will be used in procuring the advanced and modern ICT equipments that support e-procurement.

5.2 Summary of findings

The purpose of the study was to establish the relationship between the effectiveness of E-procurement and quality of service delivery at E-Roofings. The researcher found out that proper implementation of ICT can help to improve quality of service delivery in Roofings Uganda Limited.

5.2.1 Findings on effectiveness of e-procurement at Roofings Uganda Limited

The study revealed that the variables that define e-procurement such as e-tendering, e-purchasing, and e-payment are being used at the company. However, despite all of that, analysis revealed it that most of the online system is not fully utilized.

5.2.2 Finding on costs of E-procurement implementation

The study revealed that there are high costs involved in E-procurement implementation like purchase of new computers to enable E-procurement, higher of technical knowhow.

5.1.3 Findings on ICT infrastructure in place

The study revealed that Roofings Uganda Limited is modernizing and improving its ICT infrastructures through purchase of new computers and software systems to help in the process of going online.

Further analysis indicates that development of ICT infrastructure at the company is still in its initial stage and only few top manager and senior supervisors can observe such changes. Technical staff members monitor the performance procurement department through the use of online system like e-tending and e-ordering and e-payment. This implies that only a few people at Roofings Uganda Limited are responsible for monitoring work done by the procurement department and most of the supervision is done on line. To strengthen the performance and increase the quality of service delivery the company should also consider supervision of work through use of offline techniques like physical checkups of type, quality and quantity of supplies since what is decided on with suppliers with online system may be different.

5.2.4 Relationship between the effectiveness of e-procurement and quality of service delivery

Findings revealed that there is a strong positive relationship between e-procurement and quality of service delivery represented by majority of respondents supporting the many tools of e- procurement that have got a great impact on quality of service delivery explained e-tending, e- purchasing that help to increase on quality of service delivery. With further analysis it was observed that customer complaints, and time taken to address customer needs have highly reduced with 90% and 75% reveal the fact. However, there is still a need attend to some gapes that still exists since Roofing Ltd still receives some complaints from some of the company's customers.

5.3 Conclusions

After carrying out a close analysis of the study findings, discussion based on study objectives, the following conclusions were made.

5.3.1 Conclusion on the effectiveness of E-procurement in Roofings Uganda Limited.

After the discussion of chapter five, it was concluded that e-procurement can reduce on time take to produce purchase orders, and selecting suppliers since with e-procurement there is reduced paper work.

Further it was also concluded that E-tendering helps in selection of competent suppliers and thus this tool of e-procurement can strongly impact on supplier selection and ability to supply.

5.3.2 Conclusion on costs of E-procurement implementation.

It was concluded that the company has been spending a lot on moving its manual system of procurement to the electronic one which included purchase of computerized equipment and training of top level employees in procurement department since it was discovered that some of the employees in the same department never knew about the training. However, every employee in the procurement department should be given knowledge on how to use the electronic system if success in service delivery is to be achieved.

Further it was concluded that the company has got few professionals to undertake on the e-procurement work. This affects performance and quality of service delivery to clients of the company.

5.3.3 Conclusion on ICT infrastructure in place.

After the discussion of chapter four, it was concluded that Roofings Uganda Limited should continue modernizing and improving its ICT infrastructures through purchase of new computers and software systems to help in the process of going online. Further analysis indicated that development of ICT infrastructure at the company is still in its initial stage and only few top manager and senior supervisors can observe such changes so ICT in Roofings Uganda Limited should be invested in more to improve on E- procurement in Roofings Uganda Limited.

From objective four it was concluded that the effectiveness of E- procurement has a positive relationship with the quality of service delivery.

5.4 Recommendations

From the study findings, the researcher recommends that if E- procurement is to be implemented successfully and to discover the fruits of E-procurement the company have to do the following.

Roofings Uganda Limited should embark on E-procurement implementation to make it a general concern of the company by embracing all the benefits which come with E-procurement implementation and this can be mainly through involving all the employees especially in the procurement department. Trainings should be done with all employees.

Costs are always inevitable whenever e-procurement is just introduced since it involves purchase of computers, computer software, and employing skilled and training costs for any new upgrades in electronic mode of conducting business. However, costs tend to down in the future as most of the costs are to be incurred once. Therefore Roofings Uganda Limited should not forego e- procurement since the high costs are worthy of being incurred.

The ICT infrastructure right now at Roofings Uganda Limited can support E-procurement and its success however, ICT needs to be further improved through the purchase of more e-procurement electronic equipment like purchasing more computers, installing modern software systems which enable the effective performance of e-procurement which will then improve on quality of service delivery at the company.

Roofings Uganda Limited has weighed the benefits of implementing E-procurement, so it should invest more in implementing it as it knows the benefits behind its implementation..

5.5 Area for further study

E-tendering on organisational performance

E-procurement on service delivery of an organisation

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