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FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS

**THE ROLE OF E-PROCUREMENT ADOPTION ON EFFECTIVE PROCUREMENT. A
CASE OF MINISTRY OF TRANSPORT AND INFRASTRUCTURE DEVELOPMENT.**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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APPROVAL FORM

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In a bid to partially fulfil the requirements of a Bachelor of Commerce Degree in Purchasing and Supply.

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DEDICATION

I dedicate this work to the Almighty, who has provided me with the strength and perseverance to embark on and complete this academic journey.

ABSTRACT

Examining the impact of e-procurement on quality procurement at the Ministry of Transportation and Infrastructure Development was the aim of the research. The study aimed to investigate the impact of e-procurement on quality procurement, ascertain the types of e-procurement, identify the advantages of e-procurement adoption on quality procurement, and identify the obstacles related to e-procurement adoption at the Ministry of Transport and Infrastructure Development. The study's design was a case study. The people who worked in the Ministry of Transport and Infrastructure Development comprised the study population. An organised set of questions was utilised to gather information from each participant. The author then tabulates and analyses the data. The findings confirmed that e-procurement had an impact on high-quality procurement. The analysis shows that e-procurement enhances procurement quality in the public sector by automating every step of the process. The report recommends that the Ministry of Transport and Infrastructure Development raise its e-procurement budget in order to implement more e-procurement methodologies or modules and improve operational quality.

Key words: procurement proceedings, Information Technology, service deliver

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LIST OF ACRONYMS

SCM	Supply Chain Management
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CHAPTER ONE

INTRODUCTION

1.0 Introduction

Government organisations must use e-procurement in order to be competitive in the current, cutthroat business climate. E-procurement is transforming the way the government purchases goods, labour, and services. Many public sector organisations throughout the world have identified e-procurement as a major government priority, and many of them have deployed or are in the process of deploying e-procurement systems. 2006; Mambo et al., 2015; Kishor et al. Increasing accountability, reducing corruption, and improving system quality are just a few of the advantages of e-procurement that are commonly mentioned. Not with standing these advantages, there are drawbacks to e-procurement adoption, including lack of standardisation and cultural resistance. Research on how procurement staff members feel about e-procurement being used in government agencies is still being conducted.rare.The goal of this study was to investigate how e-procurement usage influences procurement quality. A case study of Zimbabwe's Ministry of Transport and Infrastructure Development.

1.1 Background of the study

The study's background The corporate climate of today is evolving more quickly. Through the integration of Information, Communication, and Technologies (ICTs), the fourth industrial revolution of the 21st century has brought new methods to the creation and management of enterprises and organisations (Scwab, 2016). According to Johnson (2019), companies have already begun to feel the effects of the exponential pace of increasing digitalization with high velocity, shape, and systems influence in the majority of countries worldwide. This suggests that as technology has advanced, numerous nations and companies have been forced to update their public procurement procedures in order to take use of the advantages that technology offers for managing businesses.

Governments all throughout the world have adopted e-procurement at an astonishing rate in recent years. The early 1980s saw the development of electronic data sharing, which led to the foundation of e-procurement. Businesses can communicate and synchronise master data files on commodities, costs, requirements, and trade practices by using these electronic data exchange platforms (CIPS, 2013). In the 1990s, software companies began to create vendor-managed electronic buyer catalogues after making the programme available online. Big businesses began expanding their customer self-serviced catalogues and computerised multivendor systems (Schubert & Quade, 2008). Additionally, software businesses began providing certain customers with the same catalogues as the catalogues were outsourced (CIPS, 2013). Prior to e-procurement, purchasing was typically done by going into a store and then making a phone call, searching through catalogues, and going through the ordering process. As a result, managing procurement transactions the old-fashioned way eventually saw slower systemic changes and other shortcomings, like the waste of time and numerous procedures (Hawking et al. 2004). Traditional procurement procedures are giving way to electronic procurement procedures.

After discovering that all procurement procedures would considerably benefit them if effectively established and carried out, government institutions began to shift their procurement activities online. Jamaica is another North American country that has used technology to reinvent its government procurement system. So far, the country has benefited from enhanced procurement transparency, as well as faster, easier, and more efficient business practices (Ahmad, Aljafari, & Venkatesh, 2019). Similarly, the United Kingdom, which includes England, Scotland, and Wales, has made electronic procurement mandatory for all government purchases since April 2017, and e-platforms such as Contracts Finder, Sell2Wales, and e TendersNI, among others, have been operational in the UK to improve the quality of public procurement (Hobson, 2019). It is important to highlight that the majority of recent improvements in wealthy countries have concentrated on modernising the government procurement system through electronic means. E-procurement adoption in industrialised countries has proved that electronic procurement plays an important role in developing an effective and functional procurement system in the public sector. Acquisition (Hobson, 2019). It is critical to recall that the majority of recent improvements in affluent countries have been focused on computerised upgrading of the public procurement system. The use of e-

procurement in industrialised countries has demonstrated that it is critical to the establishment of a productive and effective public sector procurement system.

The manual procurement process is distinguished by excessive invoicing, contract inflation, and a disrespect for financial and public service laws (Oguonu, 2012; Shwarka & Anigbogu, 2012). Other issues include excessive paperwork and delays, a lack of competitive tendering, preferential treatment during tender processes, a lack of transparency and quality, human contact leading to extravagant corruption, and others (Abdullahi, Ibrahim, Ibrahim, & Bala, 2019; Musa, Binti, and Raslim, 2020). The best approach to help governments, particularly those in developing nations, combat corruption, increase system transparency and quality, lower operational costs, and monitor and raise the standard of service delivery is through the use of e-procurement (Odulana & Oyewobi, 2019). Furthermore, implementing e-procurement has a significant impact on organisational performance (Masudin, Aprilia, Nugraha, & Restuputri, 2021). Furthermore, according to Eadie et al. (2007), the adoption of e-procurement accelerates returns and promotes subcontractor price transparency by allowing electronic paperwork to move across the supply chain. He goes on to add that because requirements can be communicated more readily, quickly, and cheaply, customers will have a better knowledge of the requirements and their enforcement, and they will be able to determine the market's status based on how much interest the contract implies.

Like other African countries, Zimbabwe has faced criticism for its public sector's procurement practices because to issues with inequality, lack of transparency, inadequate accountability, and delays (Kanyenze, 2021). The public procurement system in Zimbabwe remained plagued by persistent revenue leakages, insider trading, and corruption despite the enactment of laws and institutional mandates. These issues compromised the system's ability to effectively manage the country's finances (Ali, 2019). Political pressure and manipulation continue to impose restrictions on the procurement system (Moyo & Mhundwa, 2020; Masinde, 2019). Significant resource misappropriation, a defective tendering procedure, inflated tender prices, delays in the delivery of goods and services, and corruption in the tendering and contracting process are among the major disasters that plague Zimbabwe's procurement system on a regular basis (Dzuke & Naude, 2015; Ali, 2019; Moyo & Mhundwa, 2020).

There is still more work to be done, particularly in improving the quality of procurement, even if the Zimbabwean government has made attempts to digitise various procurement procedures (Kanyenze, 2021). In Zimbabwe, e-procurement has been implemented to varied degrees by the majority of public sector institutions. ZimStats (2013). Evidence about the precise impact of e-procurement systems on procurement quality, however, is still sparse. An electronic procurement system was put into place by the Ministry of Transport and Infrastructure Development in 2023 (PRAZ, Annual Report, 2023). The intention was to improve quality, but it's yet unclear how much the Ministry of Transport and Infrastructure Development's implementation of an e-procurement system has increased efficiency. This prompted the researcher to investigate how E-procurement affects the quality of procurement at the Ministry of transport and infrastructure development in Zimbabwe.

1.2 Statement of the problem

Public sector procurement procedures in Zimbabwe have been plagued by issues with accountability, transparency, and quality. When it comes to time and cost, e-procurement has the ability to improve the quality of procurement procedures. Before the Ministry of Transport and Infrastructure Development adopted e-procurement, all procurement activities were conducted through traditional means. This method has been criticised for having numerous flaws that increased costs and prolonged the time required to complete the procurement processes, all of which contributed to a lack of quality. The Ministry of Transport and Infrastructure Development in Zimbabwe launched e-procurement, a cutting-edge method of improving the quality of procurement while reducing costs and times within the establishments of government. Although there is evidence that e-procurement systems can alleviate quality issues, it is still lacking, particularly when it comes to the public sector in Zimbabwe (Moyo & Ndlovu, 2018). The impact of e-procurement adoption on procurement quality, as well as the advantages and difficulties of doing so in Zimbabwean government institutions, are not well understood. It is unclear whether quality has truly increased in the absence of a comprehensive assessment of the Ministry of Transport and Infrastructure Development's use of the e-procurement system. The goal of the study was to determine how the Ministry of Transport and Infrastructure Development's implementation of e-procurement affected the quality of procurement.

1.3 Purpose of the study

E-procurement provides major benefits to government agencies. However, it has some hurdles that prevent widespread use. Thus, the goal of this research project is to investigate the impact of e-procurement on procurement. It also investigates the benefits and obstacles of implementing e-procurement at the Ministry of Transport and Infrastructure Development.

1.4 Research Objectives

1. To determine the role of e-procurement on procurement quality in the Ministry of Transport and Infrastructure Development.
2. To identify the forms of e-procurement that are being utilised at Ministry of transport and infrastructure development.
3. To identify the benefits associated with the adoption of e-procurement on procurement quality at Ministry of transport and infrastructure development.
4. To ascertain the challenges associated with the adoption of e-procurement at Ministry of transport and infrastructure development.

1.5 Research Questions

1. What is the role of e-procurement on procurement quality in the Ministry of transport and infrastructure development?
2. What are the forms of e-procurement that are being utilised at Ministry of Transport and Infrastructure development?
3. What are the benefits associated with the adoption of e-procurement on procurement quality at Ministry of transport and infrastructure development?
4. What are the challenges associated with the adoption of e-procurement on procurement quality at Ministry of transport and infrastructure development?

1.6 Significance of the Study

In 2023, the government's Ministry of Transport and Infrastructure Development implemented an electronic system for government procurement. The It makes purchases of products, labour, services, and non-consultancy services using this web-based procurement system. The paper is crucial because it explains the function of e-procurement, its advantages, and the difficulties the

Ministry of Transport and Infrastructure Development in Zimbabwe has encountered in implementing it. In addition, the study will support the ministry's proactive e-procurement initiatives, reducing corruption and improving accountability, openness, and quality in procurement procedures. Additionally, the study will provide government policymakers with useful insights on how to address the obstacles to the public sector's adoption of e-procurement.

The analysis also adds to and deconstructs previous research on the impact of e-procurement on procurement quality. This research will not only help future generations by meeting a portion of the requirements for an honours degree in purchasing and supply at Bindura University of Science Education, but it will also be preserved in the university archives. This work will serve as a foundation for a literature review for any researcher who desires to conduct additional research on the topic at hand. The University may reproduce this report in hard copy and sell it to other academic institutions for the same price. In addition, if the institution satisfies the universal criteria, this study may be used to promote it.

The research outcomes will also benefit researcher's own professional growth since it helps to increase problem solving skills. The researcher will have an appreciation of what is actually taking place in procurement processes at the Ministry of transport and Infrastructure development. In addition, this dissertation is in partial fulfilment of the researcher's degree program. The research outcomes will assist the researcher to acquire positive research techniques like interviewing as a strategy of data collection. The researcher will also be equipped with a number of skills on how to carry out a research project, record data collected and to find out answers to a problem.

1.7 Assumptions of the study

The researcher has made the following assumptions for the research to be effective:

1. The methods employed to collect information were the most appropriate for the research; the methodology used is ethically acceptable, and the instruments are valid and reliable.
2. Respondents provided bias free information willingly based on their own knowledge and experience of their day to day experiences and did so genuinely.

3. All of the respondents will return their questionnaires and the researcher would be allowed by the intuition under study to have access to all the required information.

1.8 The study's parameters Delimitation, in the words of Creswell (2013), refers to the parameters or bounds of the research. Creswell (2013) continues by stating that delimitations are the attributes that establish the parameters and confines of the research. According to Cresell (2013), other limiting criteria include the population the researcher chooses to study, the research questions, variables of interest, theoretical viewpoints used, and the aims chosen. This covers the requirements for study participants, the study's geographical area, and the organisation or organisations involved. The research was carried out in Harare using the definitions provided by the authors referenced above as a guide. It was kept at the Ministry of Infrastructure Development and Transportation in Harare. The study will focus on how e-procurement influences procurement quality, as well as the benefits and drawbacks of using it.

1.9 Limitations of the study

Due to insufficient money for travel and time for data collection, the study will be limited to the Ministry of Transport and Infrastructure Development in Harare. Since the case study only looks at the Ministry of Transport and Infrastructure Development, it is likely that the conclusions cannot be applied to all ministries in Zimbabwe. Qualifying and quantifying perceptions can be challenging. According to Mwanza (2019), attitudes encompass a greater range of values, beliefs, and emotions; hence, this may result in inaccurate measurement. Triangulation of data, however, gets beyond these obstacles or limitations that could affect the study's findings. Furthermore, the research will mostly rely on the data from the desk research, which is not corroborated by the source. To address this and increase the quality of the results, the researcher will conduct a selective questionnaire survey among a carefully selected panel of respondents.

1.10 Definition of terms

Procurement

Procurement is the process of determining and agreeing on terms for procuring products and services, or other works, from an outside source, typically through a tendering or competitive

process. It is the business process of selecting a supplier, placing an order, and receiving products and services.

E-procurement

A new approach for businesses to use the Internet and email for online shopping is called e-procurement. Moreover, it is beneficial to offer internet technologies for online sales facilities. The exchange of goods and services between vendors and consumers through IT apps and the Internet is also covered. The process by which businesses obtain labour, products, or services primarily through the use of Internet-based technologies is known as "e-procurement."

Information and communication technology

The actual hardware and software that connects different hardware components and moves data from one physical location to another are referred to as information and communication technology. It is a collection of connected parts that gathers, processes, and distributes data and information while offering a feedback loop to achieve a goal.

Benefit –This is a benefit that the company receives by introducing new concepts or initiatives (Boardman et al, 2006).

1.11 Summary

The overall research introduction and the problem description for the research were presented at the beginning of this chapter. It also examined the study's goals and research questions, providing a framework for the whole investigation. This chapter outlined the goals of the study, its constraints and boundaries, its importance, the definition of key words, and its underlying presumptions. The literature review in Chapter 2 was made possible by this chapter.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Literature review is a systematic, explicit, and repeatable process for locating, assessing, and synthesising the body of completed and documented work created by academics, practitioners, and researchers is the literature review (Fink, 2005). This chapter's goal is to review relevant literature for the investigation. The review intends to gather information from various agencies and researchers about the influence of e-procurement adoption on quality procurement. The procurement process, the benefits of e-procurement, and the challenges of implementing e-procurement will be the primary focus of the literature review.

2.1 Theoretical framework

2.1.1 The Technology Adoption Model (TAM)

The Model for Technology Adoption (TAM) Researchers have been using theories of human behaviour to study technological acceptance in the last few decades (Davis, 1989; Venkatesh, Morris, & Davis, 2003). The fact that these theories are important in defining, establishing, and explaining the relationships/interactions between various constructs (Børje, Michael, Moore, Peters, & Bernath, 2007) strengthens the resolve to employ theory in this research. Studies are guided by a theoretical framework when determining which variables to assess and which factual connections to seek for in relation to the topics being reviewed (Kamau Muiruri & Mark Ngari, 2014).

The TAM, which is thought to be the most significant of all the individual-level acceptance models, is the theory that is most frequently used to analyse user intent to embrace e-procurement (Brandon-Jones & Kauppi, 2018). Furthermore, TAM has the capacity to accurately forecast and explain potential users' true behavioural intentions with relation to adopting new technology, according to Prince, Samuel, Jack, and Kanu (2019). According to TAM's hypothesis, "perceived

usefulness" (PU) and "perceived ease of use" (PEOU) are the two factors that determine user adoption of IT (Davis, 1989; Davis, Bagozzi, & Warshaw, 1989). For this investigation, the technology acceptance model was suggested.

The classic TAM has been improved by a number of researchers by adding variables like "perceived compatibility and trust" (Kamarulzaman, Mukherjee, & Zainal Rashid, 2013), "perceived complexity, trust in technology, technical support, and user training, top management support, and compatibility" (Ramkumar & Jenamani, 2015), "compatibility, perceived behavioural control, and subjective norm" (Grumusol & Calisir, 2009), "assurance, facilitating conditions, responsiveness, trust, web design quality, and perceived risk" (Sambasivan, Wemyss, & Rose, 2010), "security and design," and "perceived norm" (Lai, 2017). Following a comprehensive assessment of the literature, it was determined that the most important individual elements linked with manufacturing enterprises in Zimbabwe are perceived security and trust, which are the main drivers of cost-conscious culture adoption. This study intends to extend the TAM model utilising the most common pertinent criteria from the literature on cost-conscious culture adoption at the individual level for manufacturing enterprises in Zimbabwe.

2.1.2 New Public Management (NPM) theory

The New Public Management (NPM) approach, which Hood (1991) endorsed, highlights the necessity for the government to eliminate inefficiencies in the acquisition of public goods and services. Reducing waste and inefficiency in the way the government uses public monies is the main goal of the NPM model (Hood, 1991; Hughes, 2003). In Zimbabwe's public sector, fragile procurement difficulties that restrict quality in public resource consumption are the reason for the need to change the public procurement system. According to Joukie-deVries (2010), NPM aims to guarantee the quality of the public sector's operations by reducing needless expenses associated with the provision of products and services. Thus, the study aims to understand how the public uses e-procurement platforms. sector has the power to promote quality in the acquisition of public goods and services. By integrating technology into the public procurement process, e-procurement systems aim to reduce transaction costs and delays in government procurement procedures (Ali, 2019; Madzinga, Sibanda, & Munuhwa, 2020). This means that in order to guarantee lower costs, better standards, and overall quality of the goods and services, the public sector should be exposed

to the same effective tendering procedures and market disciplines as the private sector (Hughes, 2003; JoukeDeVries, 2010).

This suggests that the public procurement system should be changed to adhere to standardised tendering processes, which can result in the production of high-quality public goods and services while also cutting down on delivery times and costs. As technology continue to be at the core of modernising the public sector, Jouke-DeVries (2010) observes that the adoption of e-procurement is becoming a critical or enabling aspect in the NPM paradigm. Therefore, the study aims to evaluate the influence of procurement adoption in procurement quality in the Zimbabwean public sector, led by the theoretical foundations of NPM. A case involving the Infrastructure Development and Transport Ministry. Thus, the main goal of this study is to determine whether adopting e-procurement in Zimbabwe's public sector is feasible.

2.1.2 The procurement process

According to Bodnar and Hopwood (2004), the procurement process is defined as "the business process of selecting a source, ordering, and acquiring goods and services." "Requirement determination, source selection, request for quotation, vendor selection, issuance of a purchase order, receipt of the goods, invoice verification, and vendor payment" are the common processes in the procurement process, according to their statement (Ibid, 2004). They clarified that the requirement determination process, which is the first phase in the procurement process, is the process of receiving the items or services that the purchasing firm's customers have requested. A purchase requisition is often an internal document that indicates the necessity for the procurement of goods and services; it ensures that the products are available at a particular time. Purchase requisition approval is required by the procurement manager or someone in a comparable function, and it must adhere to the procurement manager's budgetary limits.

The second stage of the process involves sending a source of supply to the buy requisition. known as source selection. Finding out if the supplier and the company have a contract in place for the supplier to provide the products that are required is helpful. If they have the contract, they will request the right purchase amount. If there is no contract, the shortlisted suppliers are sent a "request for quotation" paper. After submitting the request for quotation, the following step is to select a vendor. They explained that the eligible provider is picked using a set of criteria that reflect

the buyer's preferences. In addition, they analyse the quality, service, and delivery history of previous orders..The second phase is source selection, which involves evaluating the items' quality and level of service as well as the chosen supplier's degree of service.

After receiving the purchase order, the next step is to issue it. After that, the contract must be prepared. The contract specifies the parameters of the agreement between the customer and the selected provider, as well as the numerous tasks that the chosen supplier must fulfil within a set time frame. After signing the contract, the next step is to confirm receipt of the items, which will be available for delivery at the appointed time by the provider. The following step is invoice verification, which ensures that the required quantities and costs have been paid. Vendor payment, or the payment made to the supplier, is the final stage of the procurement process. Payment is completed when the the invoice verification is approved.

THE CONCEPTUAL MODEL OF PROCUREMENT PROCESSES

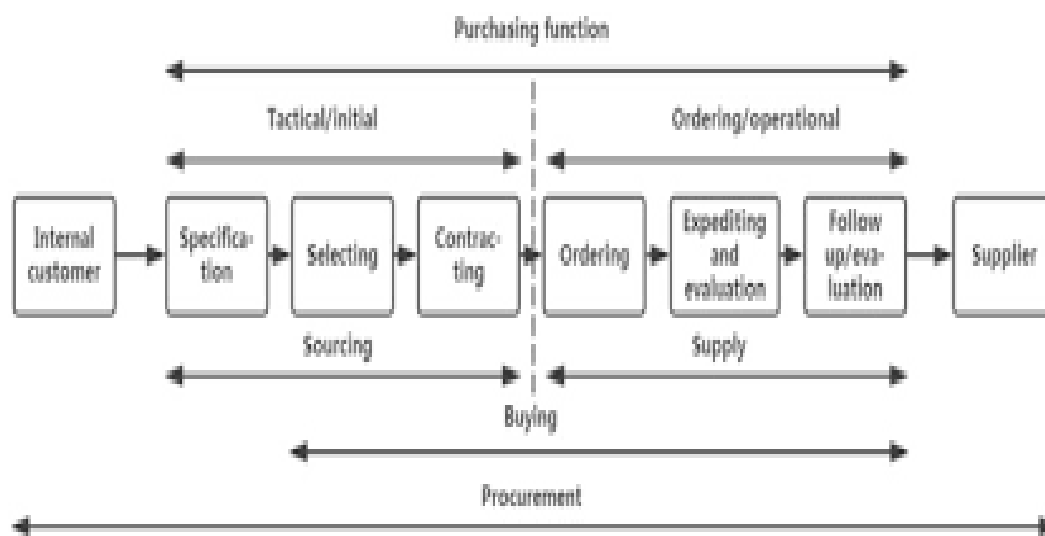


Figure 1: Procurement process

Source: Procurement Process by Van weel, 2005

The chart above depicts numerous procurement techniques, ranging from the demand for an internal customer to supplier delivery. It distinguishes between two phases of the buying process: tactical and operational purchasing. The specification constitutes tactical purchasing. This phase involves identifying all of the goods and services required to maintain and expand direct and

indirect manufacturing activity. The process of choosing a supplier involves not only identifying and assessing potential providers but also choosing one from amongst them. Negotiation of prices and conclusion of contracts with suppliers constitute contracting. After then, orders are placed for products and services from the chosen vendors with whom prior agreements have been made. Tracking the delivery of products and services is the monitoring process that needs to be in line with the parameters specified in the contract. The study of the purchasing process is completed in the last phase, evaluation.

2.1.3 The role of E-procurement

E-procurement is a new technique for enterprises and the public sector to use information technology (IT) to conduct online transactions. Furthermore, it is beneficial to provide internet technology for online sales. E-procurement is also known as the exchange of products and services between suppliers and customers via the Internet and information technology applications. Kishor et al. (2007) define e-procurement as the use of Internet-based Information Communication Technology (ICT) to conduct one or more transactional or strategic procurement procedures.

According to David Caffey (2009), e-contracting is the electronic integration of all procurement operations, including buyer requests, permission, purchase, distribution, and payment, using methods such as the internet, web technology, and e-commerce. All procurement procedures, including request storage, authorization, approval management, and interface with the company's financial system, are automated using the Electronic Purchasing System (EPS). According to M. Jose Garridosaminiego et al. (2010), the majority of enterprises have included e-procurement into their business planning. Procurement is one of the areas where information technology has made a considerable impact. The integration of e-commerce with organisational purchasing activities results in e-procurement. (Pulevska-Ivanovska, Indija 2004).

E-procurement is the process of carrying out procurement procedures electronically and without the usage of paper. It covers the complete procurement process, not just purchasing, and includes procedures such as requisition, approval, delivery, and so on. E-procurement encompasses the "requisitioning, purchasing, transportation, and in-bound receiving process". It starts with a request for an item and ends with payment of an invoice. You can purchase products and services through

e-procurement websites. E-procurement maintains inventories, reduces buying prices, and enhances quality by automating purchasing activities.

CONCEPTUAL MODEL OF E-PROCUREMENT

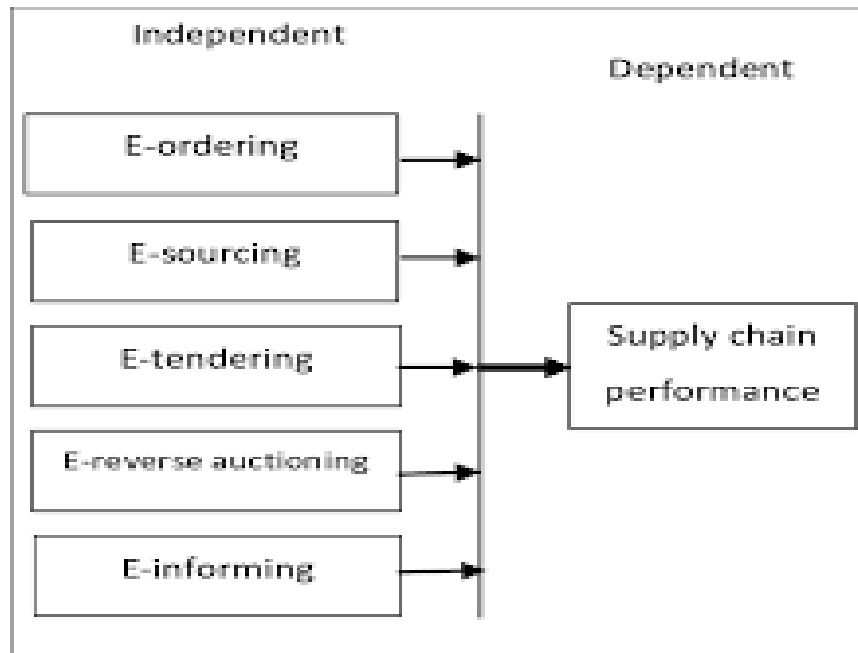


Figure 2

Source: ResearchGate

2.2 Forms of e-procurement

Several e-procurement forms focus on different stages such as e-sourcing, e-tendering, e-auctioning, e-ordering/web-based ERP, and rent. Boer, Harink, and Heijboer (2001) recognised five basic e-procurement forms, including e-informing. The descriptions for these forms are provided below.

E-tendering

E-tendering is the use of internet technology to send requests for proposal and information (RFP) to vendors and receive responses. An e-tendering system that can examine provider replies is commonly used to facilitate e-tendering.

E-Sourcing

It is the process of identifying new suppliers for a specific purchasing category utilising online collaborative technologies. In addition to identifying suppliers that can be used in the selection process, it can be used to pre-qualify suppliers. In the case of this procurement category, a buyer can increase competition throughout the tendering process by finding new providers. Furthermore, e-sourcing can help reduce the supply risk related to this category (Kraljic, 1983). Finding the best and most affordable supplier has significant potential benefits (Aberdeen Group, 2001).

E-noticing

Through the internet, chances provided by contracting authorities and procurement companies to launch competitive procedures are disseminated. The electronic notifications are electronic documents that are distributed by web notification systems and other electronic channels. They provide important details required for the procurement process.

E-Access

Nondiscriminatory electronic access to the requirements and material for the tender, together with other related papers that are useful, there is an option for preparing a bid that includes clarifications, questions, and responses.

E-Submission

Electronic submission of bids to the contracting authority or entity that is able to receive, accept, and handle them in compliance with legal requirements.

E-Evaluation

In order to gather information on each contractor regarding the statute and the criteria for commercial conditions and awards, a committee extracts electronic data from tenders, evaluates it using the relevant software, and makes a determination (Maia & Tavares, 2013).

E-award and e-contract

The contracting authority then awards the contract using the electronic platform, and the contract is easily recorded and archived on a common procurement platform. The e-contract includes the electronic agreement between the contracting party and the successful bidder. It also allows electronic surveillance of contracts. (Vaidya et al, 2006; Hsao & Teo, 2005).

E- Contract execution

According to Ferreira and Spinola (2013), the contract is executed in accordance with the contract award and includes an e-platform for completing important tasks related to all electronic procedures necessary for the project's effective completion. In order to streamline the operational purchasing process, it involves e-ordering, this includes requisitioning, order processing, approval, transmission, and supplier acceptance. (Croom & Brandon, 2005). According to Doherty et al. (2013), e-invoicing guarantees that supplier invoices are received electronically, processed, and then paid to suppliers online using a Bank Automated Clearing System (BACs).

2.3 Benefits of e-procurement

Price reduction in tendering

According to Gebauer et al.'s (2008) empirical study conducted in the United States, the two most important indicators of the procurement quality process are cost and time. They went on to say that there is "no paperwork, postage fee, and other costs associated with the preparation and sending tender documents" when using the e-procurement procedure. In addition, sending papers electronically is quicker than sending them through the postal service since orders can be easily tracked and traced, and errors can be easily fixed.

Reduction in time to source materials

Knudsen (2003), cited in Eadie et al. (2007), provides evidence of time savings when they state that "e-procurement is a rapidly successful way to identify and link new sources, a lean communication channel." Although e-procurement employees have more time to focus on strategic procurement concerns, it takes significantly less time than flying from one city or country to another in search of a potential supplier or client because the information can be found online with

the touch of a mouse. A lot of effort is spent on printing, filing, and mailing correspondence for paper invoices. The technology gives government agencies quick access to comprehensive information on competitors and offers, enabling them to make targeted and well-informed judgements. E-procurement also lessens the amount of maverick purchasing. "Maverick Purchases made by employees from suppliers other than those with whom a purchase agreement has been concluded are referred to as buying" (Eadie et al, 2007). Furthermore, implementing an e-procurement system, as opposed to traditional procurement, results in a faster and more transparent government procurement process (Nawi et al., 2016).

Lower administrative costs

According to Rankin's (2006) research, e-procurement reduces paperwork, which lowers administrative costs. Every year, a lot of requisitions are handled by organisations, and many of them concern low-value goods. These procedures have historically been paper-based, requiring a significant amount of physical effort in addition to additional expenses for phone calls, Inter-company mail, postage, photocopying, and storage. The entire requisition-to-payment process is automated with e-procurement, which improves quality and reduces waste. Additionally, the costs related to data errors and inaccuracies that come with human operations can also be decreased by the automated system (Morris et al., 2000; Rayport and Jaworski, 2001; Smart and Harrison, 2003). Moreover, fewer employees are required to support the procurement process because the majority of it is completed electronically. As Eadie et al. (2007) pointed out that one effective strategy to obtain a competitive edge through cost reduction is through staff reduction. This is further supported by Egbu et al. (2003), who discovered that by implementing an e-procurement system, a steel supplier was able to finish a multi-million-pound project with just 20% of the company's staff.

Improvement of communication and information flow

According to Eadie et al. (2007), e-procurement speeds up returns and increases subcontractor price transparency by enabling portions of electronic paperwork to move across the supply chain. He goes on to say that because requirements can be communicated more easily, swiftly, and cheaply, there will be a better understanding of the requirements and their enforcement and customers will be able to determine the status of the market based on how much interest the

contract reflects.. Furthermore, a recent study on the advantages of e-procurement (Croom, 2000) found that 46% of participants thought it would enhance information flow, and 41% said it would improve communications both internally and externally.

Improved planning and control

Consolidated information on real spending with each supplier and across all product categories is provided by e-procurement systems, and this information is crucial for planning and management. Furthermore, polls revealed that e-procurement businesses are devoting more of their time to strategic concerns and less time to operational tasks (Flicker and Holler, 2000). According to Croom (2000), a different survey revealed that more than 40% of participants thought e-procurement would enhance planning. Better collaboration with suppliers: Hoque (2000)'s procurement solutions help companies establish and nurture enduring partnerships with their suppliers. Further gains in contract compliance, teamwork, and error rates may result from this (Fisher, 2000). Additionally, according to (Eddie et al., 2007), suppliers can be watched over for prompt and high-quality product delivery. Every potential consumer and supplier is available whenever it suits them. Increased productivity and improved market access are the outcomes (Ibid).

Inventory reduction

Inventory that is not in use can be repurposed (Morris et al. 2000). Reduced cycle times also result in fewer stocking requirements, which reduces inventory levels and associated costs. Inventory reduction can have a major positive impact on cash flow because it frees up funds for other purposes (Morris et al., 2000).

Shorter order cycle times

Organisations can shorten the buy cycle time thanks to the automation and workflow features of e-procurement technologies (Morris et al., 2000), which increases the system's overall responsiveness and flexibility.

2.4 Challenges associated with the adoption of E-procurement

Even though using electronic procurement has advantages, there are still issues with its adoption (Uddin, 2015). These challenges include a lack of system integration and a problem with standardisation because e-procurement is still a relatively new system application employed in enterprises, making referral models difficult to obtain. Furthermore, according to (Uddin, 2015), there are issues with software's immaturity and the lack of some crucial functionality, such as the ability to reconcile invoices and payments. In addition, there can be unstated expenses related to e-procurement implementation, like "systems integration, content aggregation, and rationalisation." (Uddin, 2015) in addition to the price of reengineering and training. Additionally, he noted that the vendor of e-procurement solutions' immaturity, lack of supplier preparation, and opposition to It can be difficult for senior management and end users to change because of the organisational culture. Other difficult issues include end-user reluctance, vendor unpreparedness, and the immaturity of e-procurement service providers (Uddin 2015, Angeles and Nath, 2007).

2.5 Empirical Evidence

2.5.1 E-procurement in Malaysia

The 'e-Perolehan' system, which oversees online tendering and the administration of all company procurement systems in Malaysia, was put into place in 2002. (Nawi et al., 2016). Increased competitiveness, improved cost-saving, and a decrease in delays in the contracting and procurement processes have all resulted from the nation's adoption of e-procurement. Additionally, there was an improvement in the public sector's information flow and communication. Sending papers electronically is currently faster than sending them through a postal agency since orders can be easily tracked and traced, and errors can be easily fixed. The adoption of electronic procurement in Malaysia has resulted in heightened transparency regarding procurement operations quicker, simpler, and higher-quality methods of conducting business.

2.5.2 E-procurement in Ghana

One of the African nations that has already incorporated technology into its public procurement system to improve the systems' viability and quality is Ghana (Whitehouse, 2019). The Ghanaian economy was severely impacted by irregularities in the procurement procedures, which prevented

the nation from experiencing the much-needed economic and infrastructural expansion. Additionally, the country's levels of corruption were greater. Under the e-governance programme (GHANEPS), which was developed starting in 2012, the nation was able to plan and design an electronic system based on the need to modernise the public sector, decrease resource waste due to corruption, improve the quality of services provided by the government, and raise government quality (Agbeko, Effah, & Boateng, 2021; Whitehouse, 2019). Using e-procurement is thought to be the best approach to governments, particularly those in developing nations, should work to combat corruption, improve system quality and transparency, lower operational costs, and monitor and raise the standard of service delivery (Odulana & Oyewobi, 2019).

2.6 Research gap

The aforementioned data is consistent with other nations' effective adoption of e-procurement worldwide. E-procurement initiatives in Ghana and Malaysia have demonstrated that they can improve the calibre of government institutions. Thus, is it possible for e-procurement to improve quality in Zimbabwe's public sector? It is yet too early to tell whether e-procurement will assist Zimbabwe or not, nor if its implementation will be justified by the potential it presents. Thus, the study proposes to investigate the impact of e-procurement adoption on procurement quality, as well as the benefits and challenges associated with e-procurement adoption at Zimbabwe's Ministry of Transport and Infrastructure Development.

2.7 Summary

This section addressed the impact of e-procurement adoption on procurement quality. The perspectives included the procurement process, the role of e-procurement, the various types of e-procurement, and the benefits and obstacles connected with e-procurement implementation. Researchers and authorities all around the world have confirmed the impact of e-procurement on procurement quality in government entities. The many types of e-procurement have been depicted, as well as the function of e-procurement in procurement quality.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The previous part looked at relevant scholarly papers about the impact of e-procurement adoption on procurement quality. This chapter describes the method of acquiring data to answer research questions. The key topics covered in this chapter include research design, study population, sample, sampling technique, data collection instrumentation, data validity, reliability, data analysis, findings presentation, and ethical considerations.

3.2 Research design

The concept of research design lacks a single definition because it is a model that the researcher chooses to keep control over the entire research process. Research design, according to Kahn (2011), is the rationale, philosophy, or set of overarching guidelines that support a research process. The researcher always has the option to choose the finest study design available to answer the research topic. According to Makore Rukuni (2001), a research design is an outline, compass, or framework for an inquiry.

3.2.1 Case study

The case study research design was used in this investigation. The Central Africa Correspondence College (1990) case study describes an effort to collect data from the general public. In a case study, a small number of cases are examined with the goal of generating conclusions that apply to the entirety of the topic being examined. The awareness that a case study permits data to be acquired from selected respondents who are judged knowledgeable of the questions that the research intends to answer led to the decision to use this research methodology. The Ministry of Transport and Infrastructure Development was the subject of the particular case study in this investigation. The study used a mixed-methods approach, meaning that qualitative and quantitative techniques were complementary to one another.

The method's strength lies in its capacity to gather information via mail from a variety of sources, including those the researcher is unable to access. People's attitudes, emotions, and beliefs can be easily ascertained with this method. Child (1996) notes that the method is often used in education research since it is convenient when doing controlled studies with human subjects is not possible.

3.2.2 Research methods

Methods of research A paradigm, according to Shepherd (2002), is the methodical study of a problem in order to gather significant evidence. The researcher used both quantitative and qualitative research for this study, which is closely associated with the pragmatist paradigm—a blend of positivist and interpretivist paradigms designed to highlight flaws. The researcher chose this paradigm because it seeks to corroborate quantitative and qualitative data, hence increasing study validity, and because it offers a more full-bodied and comprehensive view of the topic under investigation. According to Creswell and Plano Clark (2007), mixed methods research offers a wider range of instruments and can address research topics that cannot be resolved by quantitative or qualitative approaches alone.

3.2.3 Qualitative Method

Cohen and Manion (2010) assert that qualitative methods are essentially interpretive in nature and that they always provide a thorough and in-depth analysis of the subject being studied (Kahn, 2011). According to Nherera (1998), qualitative research is an approach to research that does not rely on statistical techniques for data collection and processing. The decision to use qualitative methodologies in the study was driven by the idea that they foster a better rapport and discussion between the researcher and respondents, which lessens the need to impose the researcher's assumptions on them. The qualitative method provides information about respondents' emotions without depending on data at the statistical level.

3.2.4 Quantitative Approach

Furthermore, the research will employ a quantitative technique to supplement the qualitative aspect's descriptive nature with statistical displays. Groove and Burns (2009) A rigorous, objective, and methodical approach to numerical data that is utilised to gather information about the world is known as quantitative research. Finding the facts about social phenomena is its main

goal. Measuring objects allows for the assumption and fixing of measurable reality and the collection of data. Statistics are used to report the results of data analysis, which is done by numerical comparisons of statistical influence. Qualitative research collects numerical data that can be categorised, ranked, or expressed in units.

3.3 Target population

A population, according to Lyons (2013), is a collection of people who share one or more traits that are relevant to the research. According to Tucker in Shumbayawonda, the study population is the group from which the researcher hopes to learn more and make inferences. Population is defined by the Central African Corresponds (1998) as the group to which the researcher hopes to generalise study findings. The participants in this research will be the staff members of the Ministry of Transportation and Infrastructure Development. A unique sample of research respondents was drawn from this population. It was not feasible for the researcher to obtain information from every employee due to expenses, limitations in area, time, and resources; consequently, there was a requirement for a sample.

3.4 Sample and sampling procedures

A research sample, according to Omari (2011), is a tiny subset of the population chosen for observation and analysis purposes in order to reflect the entire population. A set of subjects representative of the population is provided to the sample, as stated by Borg and Gall (1989). Wawa (2012) asserts that sampling has the advantage of lowering the cost of data collecting and the work required for data analysis while also enabling a higher degree of precision in the data gathered. As a result, it is a set of subjects on which data is collected, and the sample subjects ought to be chosen so as to adequately represent the broad community from which they were taken. Finally, employing a sample enables the gathering of particular cases making complex information easier to handle.

Purposive sampling was used in this investigation. Kidd and Kral (2015) defined purposive sampling as a criterion that is entirely dependent on the researcher's judgement in choosing participants who are thought to be knowledgeable about the subject of the study. Senior managers and procurement officials who had a close hand in the ministry's e-procurement system rollout will be important responders. Furthermore, out of the several public institutions in Zimbabwe, only one

(the Ministry of Transport and Infrastructure Development) has been selected. Two senior managers and six members of the procurement department's staff comprise the study's specific sample. Purposive sampling has the advantage in this study of enabling the collection of sufficient data that can be generalised for the entire populace. A table of the responses is shown below.

Table 3.1 List of respondents

Respondents	Position	Institution
Respondent 1	Procurement manager	Ministry of transport and Infrastructure
Respondent 2	E-gap database administrator	Ministry of transport and Infrastructure
Respondent 3	Monitoring specialist	Ministry of transport and Infrastructure
Respondent 4	Procurement officer	Ministry of transport and Infrastructure
Respondent 5	Procurement officer	Ministry of transport and Infrastructure
Respondent 6	Procurement officer	Ministry of transport and Infrastructure

3.5 Research Instruments

The actual research techniques used to gather data are referred to as research instruments. According to Tuckman (1990), referenced in Donne, it's a technique the researcher uses to obtain data from the subject. Questionnaires and interviews are among the tools that will be used. An explanation of the research tools' application in the study may be found below.

3.5.1 Questionnaire

One instrument for gathering and documenting data regarding a certain topic of interest is a questionnaire. According to Kahn (2011), a questionnaire is a collection of questions created to collect the information required to meet the study's goals. It is a tool for gathering data and a type of inquiry that asks a population sample a series of questions that have been methodically constructed and arranged. Open-ended questions allow respondents to express, characterise, and clarify their feelings regarding the topics being evaluated, whereas closed-type questions require

replies to be precise and structured. This study will include both open-ended and closed-ended questionnaires. Everything is ready to service all respondents.

Because a questionnaire allows respondents to respond to questions at their own pace and with minimal guidance from the researcher, the researcher chose to use it. A questionnaire provides anonymity since respondents do not write their names, Allows for better consistency in the way questions are asked and promotes greater comparability in responses. These features allow the instrument to cover a wide geographical coverage of the target population at the lowest possible cost in terms of money and effort. But according to Moses and Kalton (1996), the most crucial strategy for guaranteeing a high question return rate is still to use follow-ups. The researcher will ask respondents directly the question in this study.

The procurement manager, the administrator of the e-procurement database, the e-procurement specialist, and three procurement officers sent and handled a total of six questionnaires. The researcher used questionnaires to gather information about the influence of e-procurement adoption on quality procurement, as well as the benefits and drawbacks of doing so at the Ministry of Infrastructure Development and Transportation.

3.6 Data Collection Procedure

A data collection methodology is the systematic acquisition and measurement of data on certain variables. This enables one to evaluate results and reply to relevant questions (Betz & Fissinger, 2011). The importance of data procedure in research methodology stems from the possibility that valid and reliable data collection may not be achievable without a strategy and a procedure (Kahn, 2011). The initial stage involved obtaining authorization to conduct research from the relevant authorities at the Ministry of Transport and Infrastructure Development, following the selection and finalisation of the data collection instruments for the project. In order to obtain permission to conduct the research and to explain the study's academic purpose, the researcher scheduled a meeting with the relevant authorities.

A pilot study was carried out to assess the study instruments' applicability and relevance prior to their use in the final data collection rounds. The investigator continued by sending email surveys to the responders. The research tools were maintained, regulated, and secured to facilitate data analysis and result compilation in the future.

3.7 Reliability and Validity

According to Ntshaba (2012), validity refers to the extent to which study findings correspond with expectations for measurement and is a complement to reliability. Whatever the approach used in a study, the results should be legitimate, dependable, and credible. The investigator employed a variety of techniques for gathering data in order to guarantee authenticity and reliability. Reliability refers to the extent to which outcomes can be repeated and provide the same results. Furthermore, a variety of techniques can be employed to improve dependability, such as consistently coding data and reviewing transcripts for errors. The quantitative questionnaire was appropriately coded, explicitly describing variables, and the data was extensively cleaned to assure the study's dependability. The research has utilised all the methods mentioned above to guarantee dependability.

3.8 Ethical considerations

This research was guided by several ethical factors in research. Here, "research ethics" is described as a collection of morals and guiding principles that dictate how the research is conducted (Wolcott, 2001). Data sources and researchers are kept safe and secure by research ethics. Throughout the research process, the following guiding principles were applied. Prior to starting each interview, participants were given a clear explanation of the research aims and expectations for time, effort, and probing. The respondents were made aware of their freedom to accept or decline taking part in the research process. During and after the data collecting process, the researcher made sure that the respondent's name and information would be maintained with the utmost confidentiality. Research findings accessibility will be openly accessible whenever needed.

3.9 Data Analysis and Presentation

The act of turning unprocessed data into knowledge that addresses research questions is known as data analysis (Omari, 2011). The Statistical Package for Social Studies was used to collect, purify, and analyse quantitative data (SPSS). The qualitative data was analysed using thematic analysis. All of the data that had been gathered was categorised into topics for thematic analyses, which were then examined to provide insight and details relevant to the particular study questions. The

information presented in the data was enhanced by the information obtained from these two data analysis tools. Graphs, tables, and charts were used to display quantitative data that was produced using SPSS. Using graphs, tables, and charts has the advantage of clearly defining variables, which readers will grasp better by using their own eyes. Narratives were used to present descriptive qualitative data. Quotations and narratives have the benefit of being adaptable enough to incorporate every participant's reaction.

3.10 Summary

This chapter addressed the research plan, techniques, and procedures. This study used a case study research approach to collect, clarify, and understand participant opinions. To complement one another, the researcher used a mixed methodology that combined quantitative and qualitative study techniques. This chapter discussed the research population, sample, sampling method, data display and analysis, and ethical considerations. Furthermore, the chapter discussed the data collection instruments used, which included questionnaires.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter's goal is to present, evaluate, and talk about the information acquired about the impact of Zimbabwe's Ministry of Transportation and Infrastructure Development's adoption of e-procurement on high-quality procurement. The sample will be described at the outset of the chapter, followed by a discussion of the results for each study goal and topic. This is predicated on the survey responses. The requirements of the research questions serve as a guide for the data's interpretation. Data was shown using graphs, pie charts, and tables.

4.2 Questionnaire Response Rate

Questionnaires were used to administer the research in its initial phase. The participants at the Ministry of Transportation and Infrastructure Development received a total of six questionnaires. The response rate is summarised in the table below.

N= 6

Participants	N ^o of questionnaires distributed	Number of questionnaires completed	Response rate (%)
6	6	6	100%
Total	6	6	100%

Table 4.1 Distribution of the participants according to response rate

Source: Primary data, 2024

Table 4.1 shows that all the questionnaires were successfully completed. The overall response rate was 100% which guarantees the researcher that required information is reliable.

4.2.1 Distribution of the respondents by highest level of qualification

N = 6

Level of qualification	N ^o of participants	Percentage (%)
Masters degree	2	33
Bachelors degree	4	67
Diploma	0	0
‘A’ Level certificate	0	0
‘O’ Level certificate	0	0
Total	6	100

Table 4.2 Distribution of participants by highest level of qualification

Source: Primary data, 2024

Table 4.2 demonstrates the respondents' degree of qualification at the Ministry of Transportation and Infrastructure Development. A significant percentage of participants, or over 67% of the respondents, stated that they had a bachelor's degree. This was followed by 33% of respondents who said they had a master's degree. Because it is certain that responders with higher qualifications will provide valid opinions, the researcher is satisfied with the participants' qualifications. Bernard (2012), who pointed out that intelligent people generate high-quality data, supports this. Since every participant held a bachelor's degree or its equivalent, the researcher was reassured that the participants were highly qualified and equipped for their roles, making their perspectives ideal and relevant for this

4.2.2 Distribution of the respondents' positions in the organisation

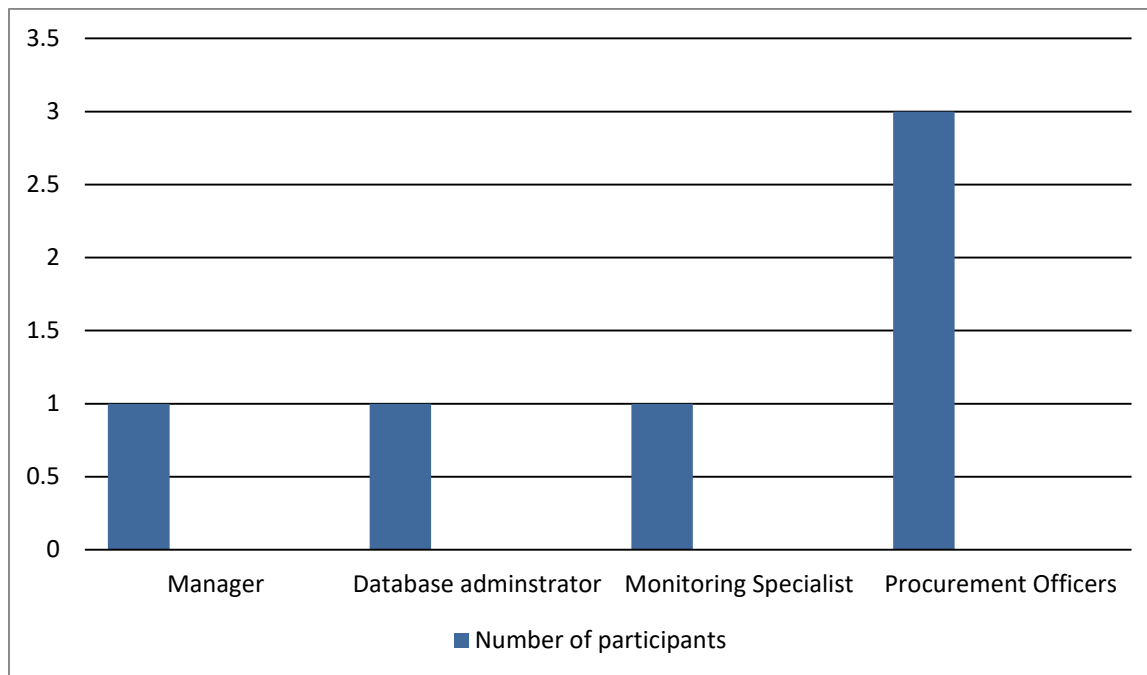


Figure 4.1 Distribution of respondents by position held in the organisation

Source: Primary data

Figure 4.1 shows the respondents' distribution based on the positions they occupy inside the company. Four (4) participants out of the total six participants held the post of procurement officers. The three respondents who were left in their roles were a database administrator, monitoring specialist, and manager. Because they are the ones who participate in the procurement processes, these respondents possessed greater knowledge regarding the usage of e-procurement in conducting procurement proceedings. These workers are the best at supplying information for this research since they function in a highly integrated manner. The significance of these players for this paper stems from their pivotal involvement and essential decisions in the implementation of e-procurement at the Ministry of transport and infrastructure development.

4.2.3 Distribution of participants according to years of experience

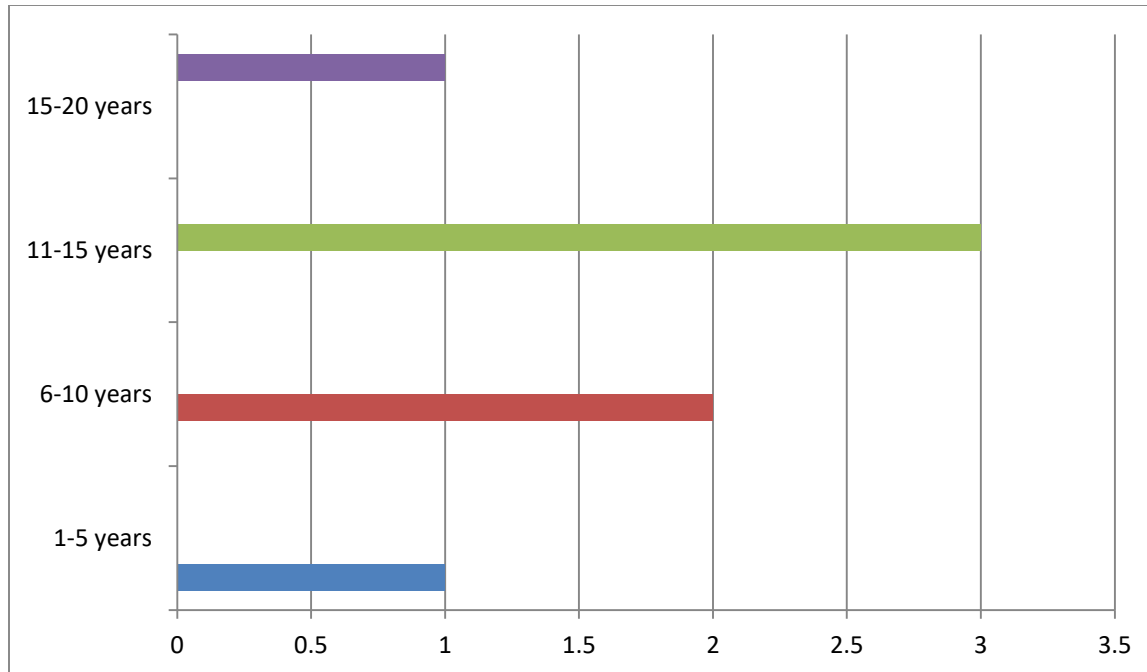


Figure 4.2 Distribution of respondents by experience

Source: Primary data, 2024

Figure 4.2 shows the participant's length of service at the Ministry of Transport and Infrastructure Development. The categories of 1-5 years and 6-10 years have one (1) and two (2) participants, respectively, based on the respondents' years of working experience. These groups are followed by the 11-15 year range, which has three responses. There was only one (1) participant aged 16 and up. The working experience was more essential in this study since it highlighted the respondent's job experience with the Ministry of Transport and Infrastructure Development. Thus, the more experience the respondents have, the more knowledge they have regarding the functioning of the business, as they would be considerably familiar with the organisation. Looking at the graph above, it is clear that the majority of the participants have more ministry experience, therefore their opinions are more likely to be reliable.

4.3 Distribution of the e-procurement forms utilised by the organisation

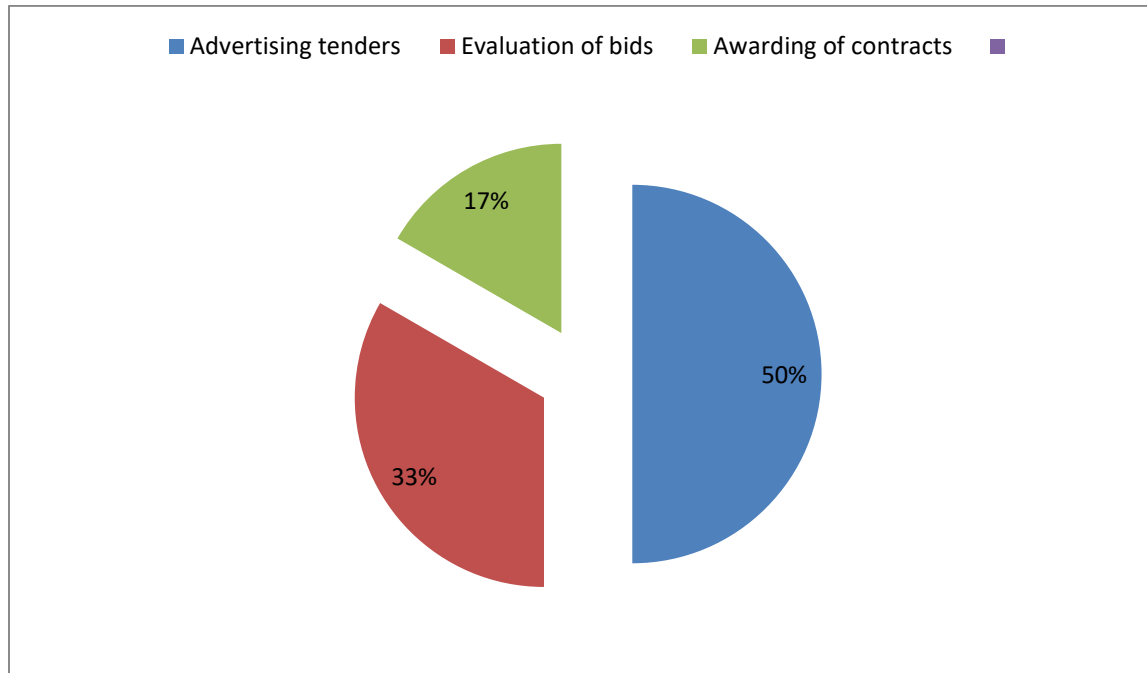
Response	N ^o of participants	Percentage Frequency (%)
e-tendering	3	50
e-ordering	2	33
e-sourcing	1	17
e-informing	0	0
e-reverse auctioning	0	0
e-submission	0	0
Total	6	100

Table 4.3 Distribution of the e-procurement forms utilised

Source: Primary data

Table 4.3 shows that 50% of respondents (3 participants) said the Ministry of Transport and Infrastructure Development uses the e-tendering form. The remaining 27% of responders responded that the organisation completely exploited e-ordering. Finally, 17% of respondents strongly agreed that e-sourcing was also used. The remaining forms were not cited by respondents, indicating that the Ministry of Transport and Infrastructure Development is not fully exploiting the use of e-procurement. The above statistics reveal that the Ministry of Transport and Infrastructure Development only uses a few modules of the E-government procurement system (E-gp) that Zimbabwe's government implemented.

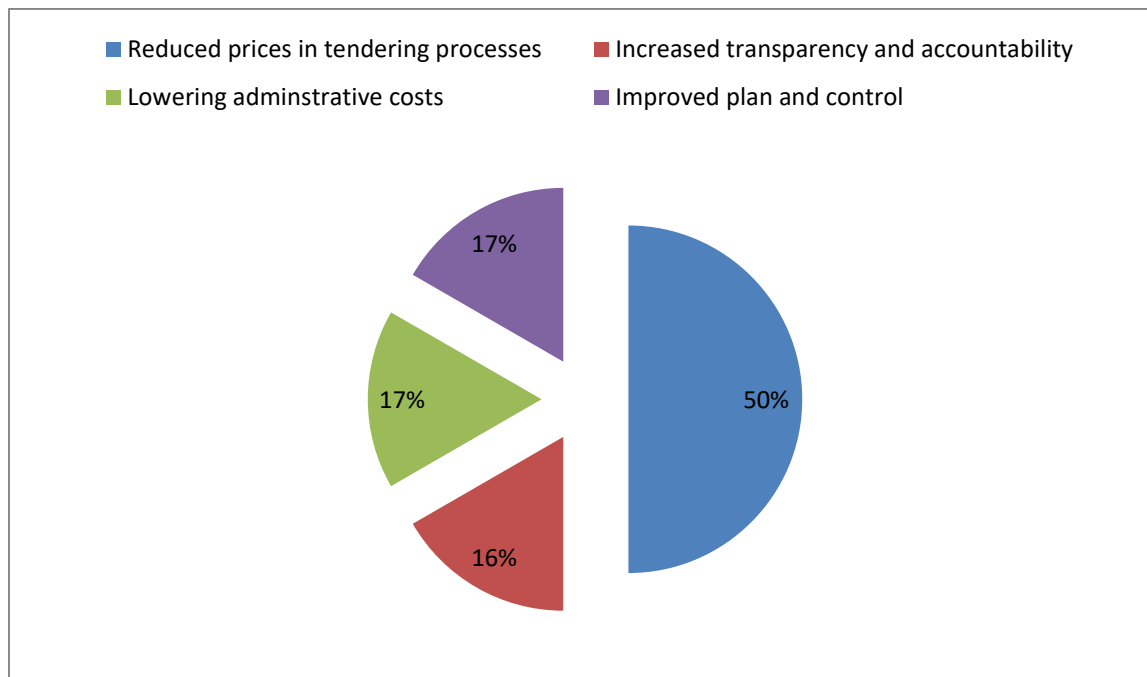
4.4 The role of e-procurement on quality procurement at Ministry of Transport and Infrastructure development.



Source: Primary data, 2024

The participants stated that the online procurement procedures are conducted by the organisation using the e-gp, which they implemented. According to the respondents, e-procurement systems are typically used for a variety of procurement-related tasks, including contract preparation, bid evaluation, advertising of tenders, and procurement plan preparation. However, because these systems are still in development, they are not yet fully utilised. The panellists also mentioned how e-procurement makes it easier for suppliers and purchasers to exchange goods and services via the Internet and information technology programmes. Furthermore, as reported by the respondents, e-procurement lowers purchasing costs, regulates inventory, automates purchasing procedures, and improves quality. Kishor et al. (2007), who defined e-procurement as the use of Internet-based information to offer evidence while completing one or more strategic or transactional procurement tasks.

4.5 Benefits associated with the adoption of e-procurement at Ministry of Transport and infrastructure development.

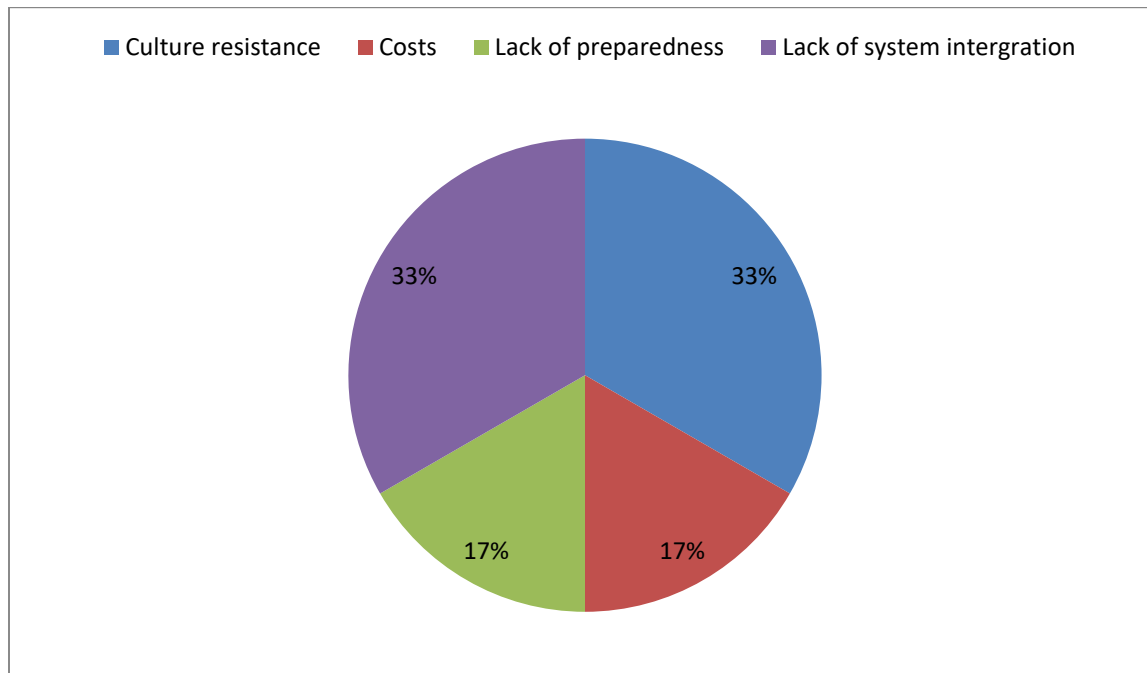


Source: Primary data, 2024

The investigator aims to ascertain the respondent's understanding of the advantages linked to the implementation of e-procurement in the Ministry of Transport and Infrastructure Development for high-quality procurement. The majority of respondents said that e-procurement shortens the time it takes to obtain raw materials and lowers tendering prices. The other advantages that were emphasised included enhanced planning and control, increased accountability and transparency, decreased administrative costs, and a decrease in corruption. The aforementioned findings are consistent with a study carried out in the United States of America by Gebauer et al. (2008), which found that time and cost are the most important markers of quality procurement. They went on to say that because there is "no paperwork, postage fee, and other costs associated with the use of e-procurement processes, there is price reduction."when submitting a tender. The comments from respondents support Nawi et al. (2016)'s findings, which suggest that employing an e-procurement system results in a faster government procurement process and greater openness than traditional procurement. According to Knudsen (2003), as described in Eadie et al. (2007), "e-procurement is

a rapidly successful way to identify and link new sources, a lean communication channel." This demonstrates time savings.

4.6 Challenges associated with the adoption of e-procurement at Ministry of Transport and Infrastructure development



Primary Data, 2024

The Ministry of Transport and Infrastructure Development asked the responders to list the difficulties they had implementing e-procurement systems. The research's conclusions include cultural opposition, a lack of system standardisation and integration, vendor preparedness issues, and prices. Uddin (2015) provided support for the aforementioned findings by pointing out that the implementation of e-procurement may entail unintended expenses such "systems integration, content aggregation, and rationalisation." Additionally, he mentioned that obstacles include senior management's and end users' aversion to change because of the organization's culture, moreso the e-procurement system vendor's immaturity and a lack of supplier and tender preparation were factors.

Conclusion

The results of this investigation have been given, examined, and analysed in this chapter. The overall assessment of this study and its interpretation demonstrated that the advantages of e-procurement adoption for high-quality procurement outweigh the difficulties encountered during implementation. Chapter 19 examines the synopsis.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The research work is summarised in this chapter. Following the formulation of recommendations, conclusions are reached based on the study's findings. The study's discoveries that warrant additional research are emphasised.

5.2 Summary of the findings

The study examined how the Ministry of Transportation and Infrastructure Development's procurement practices affect procurement quality. The study focused on the impact of e-procurement on procurement quality, the different types of e-procurement used by the Ministry of Transport and Infrastructure Development, the benefits of e-procurement adoption, and the challenges associated with e-procurement adoption at the Ministry of Transport and Infrastructure. The study was predicated on two premises: first, that the techniques employed to gather data were the most suitable for the study; second, that the methodology was ethically approved; third, that the instruments were reliable and valid; and fourth, that the respondents voluntarily provided information free from bias, drawing from their own experiences and knowledge of their daily lives, encounters and did it with sincerity. Among the many limitations of the study was the fact that it would only be conducted at the Ministry of Transport and Infrastructure Development in Harare because there weren't enough finances for travel or enough time to gather data.

The study outlined the principles and implications of the New Public Management (NPM) and analysed relevant literature from the literary authorities referenced. As a result, the study's goal is to assess the impact of procurement adoption on procurement quality in Zimbabwe's public sector, using NPM theory as a guide. To acquire empirical evidence, the author looked at local, regional, and international theories on the effects of e-procurement on banks. The examination was carried

out using a specifically specified research design—a case study design. The study used a questionnaire as its research technique. The study's major focus was on staff from the Ministry of Transport and Infrastructure Development in Harare. Purposive sampling, a form of non-probability sampling, was used. The supervisors and other employees were recruited for a specific purpose.

The study found that electronic procurement does, in fact, have a big impact on high-quality procurement. According to the report, e-procurement facilitates the exchange of goods and services between suppliers and customers using information technology and the Internet. E-procurement reduces tendering costs and shortens the time required to source raw materials.

5.3 Conclusions

5.3.1 Objective 1: To determine the e-procurement practice being carried out by Ecobank

The study concludes that Ministry of transport and infrastructure development has adopted e-procurement. The results show the Ministry of Transport and Infrastructure development is only using a few modules of the adopted the E-government procurement system (E-gp) which was introduced by the government of Zimbabwe. E-tendering and e-ordering are the major form of e-procurement that is being used at the Ministry of Transport and Infrastructure development is only using a few modules of the adopted the E-government procurement system (E-gp) which was introduced by the government of Zimbabwe as indicated by the findings of the study..

5.3.2 Objective 2: To establish the factors which are important for operational quality at Ecobank

According to the study's findings, the business implemented e-gp and started using it to conduct online procurement procedures. The findings demonstrated that e-procurement systems are typically utilised for a variety of procurement-related tasks, including contract creation, bid evaluation, advertising of tenders, and the development of bidding documents. The panellists also mentioned how e-procurement makes it easier for suppliers and purchasers to exchange goods and services via the Internet and information technology programmes. Furthermore, as reported by the respondents, e-procurement lowers purchasing costs, regulates inventory, automates purchasing procedures, and improves quality.

5.3.3 Objective 3: To explore the relationship between e-procurement and operational quality of local.

The study also found that e-procurement shortens the time it takes to source raw materials and lowers tendering prices. The other advantages that were emphasised included enhanced planning and control, increased accountability and transparency, decreased administrative costs, and a decrease in corruption.

5.3.3 Objective 3: To explore the relationship between e-procurement and operational quality of local.

Based on the results, the study came to the following conclusions: costs, vendor preparation, lack of system integration and standardisation, and cultural resistance. It also came to the conclusion that obstacles were senior management's and end users' aversion to change because of the organization's culture, poor supplier preparation, inadequate tender preparation, and the immaturity of the e-procurement system vendor.

5.4 Recommendations

In light of the above conclusions the researcher recommends that,

- Ministry of Transport and Infrastructure development should invest more on e-procurement so as utilise more modules or practices of e-procurement for improvements in operational quality.
- In addition to establishing policies, procedures, and laws, the Ministry of Transport and Infrastructure Development must also recognise and value user perception and understand that user perception is a critical factor in the quality of procurement.
- To maximise the benefits of e-procurement, the Ministry of Transport and Infrastructure Development's management must be technology savvy and eager to take the lead in launching the adoption of more e-procurement practices.

5.5 Suggestions for further research

The Ministry of Transport and Infrastructure Development should do additional research on the

impact of e-procurement on operational quality, according to the study's recommendations. Furthermore, more investigation is required on how e-procurement affects high-quality procurement in other sectors of the economy. Furthermore, in order to properly generalise the study's conclusions, future research must be undertaken with a larger sample size of enterprises and across the entire nation.

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APPEDIX

QUESTIONNAIRE

I am an undergraduate student at Bindura University of Science Education pursuing a bachelor of commerce honours degree in purchasing and supply. In accordance with the program's needs and objectives, I am doing research on the impact of procurement adoption on procurement quality. Case of the Ministry of Transport and Infrastructure Development. I am requesting your essential assistance in completing this questionnaire, which is a critical tool for the research. The questionnaire will take approximately 15-20 minutes to complete. Your valuable input will be critical to the study's success and greatly appreciated.

Please note:

1. Please do not provide your name
2. The information provided should be for academic purposes and shall be treated with the necessary confidentiality.
3. There is no right or wrong, good or bad answers. Only your honest or valuable opinions matters.
4. Your responsiveness in answering the questionnaire indicates your willingness to participate in the survey.
5. Please indicate your answers and tick the appropriate box where applicable.

SECTION A: RESPONDENT PROFILE (TICK WHERE APPLICABLE)

1. What is the highest level of qualification do you have?

'O' level Certificate ☐ 'A' level Certificate ☐ Diploma ☐

Under-graduate degree ☐ Post-graduate degree ☐ No qualification ☐

2. What is your position in the organization?

Procurement personnel ☐ E-gp database administrator ☐ Monitoring manager ☐

Procurement manager ☐

3. How long have you been working for the organization?

Less than a year ☐

1-5 years ☐

6-10 years ☐

11-15 years ☐

16 years and above ☐

4. Please indicate your gender

Male ☐

Female ☐

SECTION B:

5) What is the role of e-procurement on procurement quality in the Ministry of transport and infrastructure development?.....

.....

6) What are the forms of e-procurement that are being utilised at Ministry of Transport and Infrastructure development?

Key SD-strongly Disagree ☐

D-Disagree ☐

N-Neutral ☐

SA-Strongly Agree ☐

A-Agree ☐

Variable	SD	D	N	A	SA
e-tendering					
e-ordering					
e-sourcing					
e-informing					
e-reverse auctioning					
e-submission					

6) What are the benefits associated with the adoption of e-procurement on procurement quality at Ministry of transport and infrastructure development?

.....

.....

.....

.....

7) Based on your experience, please describe the obstacles you may have encountered which could hinder the smooth adoption of e-procurement system in your ministry?

.....

.....

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-

The End

Thank You for Your Cooperation

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