

BINDURA UNIVERSITY OF SCIENCE EDUCATION

**Bindura University
of Science Education**



Faculty Of Commerce

**THE IMPACT OF E- PROCUREMENT ON PROCUREMENT PROCESS AND
ORGANIZATIONAL PERFORMANCE ON INFORMATION AND
COMMUNICATION TECHNOLOGY BUSINESS (A CASE STUDY OF TELONE
ZIMBABWE's HARARE MAIN BRANCH)**

By

CHINAKA CAROLINE RUDO

REG NUMBER. B203128 B

**A dissertation submitted in partial fulfilment of the requirements for the BCOM
Purchasing and Supply Degree**

Supervisor: Mr Pande

June 2024

Approval form

The undersigned certify that they have read and recommended to the graduate business school, Bindura University of Science Education, for acceptance a dissertation entitled, “the impact of e- procurement on procurement process and organizational performance on information and communication technology business: (a case study of Telone Zimbabwe’s Harare main branch) .” submitted by Chinaka Caroline Rudo in partial fulfilment of the requirements for the Bcom Purchasing and Supply Degree.

.....

Name of supervisor

.....

Signature

.....

Date

Declarations

I Chinaka Caroline Rudo, declare that this study is my own effort and is a true reflection of research executed by me. This research in full or part thereof has not been submitted for examination for any degree at any other university/institution.

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form, or by any means (e.g. Electronic, mechanical, photocopying, recording or otherwise) without the prior express permission of me the author, or Bindura University of Science Education (BUSE) on my behalf.

I, Chinaka Caroline Rudo, grant BUSE permission to reproduce this dissertation in whole or in part, in any manner or format, which BUSE may deem fit.

.....

Name of student

.....

Signature

.....

Date

Dedication

I would like to lovingly dedicate this project to my incredible parents for their unwavering belief in me. Am thrilled to have made them proud. I also extend my dedication to my loving family whose collective love and encouragement have been a guiding force to my life.

Acknowledgements.

First and foremost , I extend my deepest gratitude to the Lord Almighty for granting me this opportunity , and bestowing upon me the wisdom, courage, strength and commitment necessary to undertake and successfully complete this journey. It is through his grace. I am also immensely thankful to my family, who have showered me with endless support throughout this endeavour both financially and spiritually. I greatly appreciate Telone Zimbabwe's Harare main branch and all procurement members for their patient and cooperation support in this research. Finally I would like to extend my thanks to my supervisor Mr Pande who devoted his time and resources to guide me through this project.

Abstract

This comprehensive study investigates the impact of e-procurement on the procurement process and organizational performance within the Information and Communication Technology (ICT) industry. The research focuses on TelOne Zimbabwe's Harare main branch as a case study, utilizing a questionnaire survey to collect data, which is subsequently analysed using robust statistical techniques. The findings gleaned from the study demonstrate that the implementation of e-procurement has yielded notable improvements in the efficiency and effectiveness of the procurement process. Specifically, it positively influences the roles and responsibilities of procurement staff, enhances the timeliness of procurement activities, and provides valuable training and support. Moreover, e-procurement implementation has resulted in substantial cost savings, while concurrently identifying areas for process optimization and improvement. Notably, it also encounters minimal resistance, allowing for a smooth transition. Furthermore, the study affirms that e-procurement has facilitated stronger supplier relationship management, promoted transparency, and enhanced accountability throughout the organization. Consequently, it has contributed to an overall enhancement of organizational performance. Based on the significant insights gathered, several recommendations are provided for TelOne Zimbabwe's Harare main branch and other organizations operating within the ICT sector. Firstly, it is crucial to continue investing in e-procurement infrastructure, recognizing its potential for further streamlining processes through process automation, system integration, and advanced analytics. Secondly, ongoing training and support programs should be implemented to ensure that procurement staff fully embrace and effectively utilize the e-procurement system, thereby maximizing its benefits. Thirdly, fostering collaboration and communication with suppliers through the e-procurement system is recommended to enhance supplier relationship management and achieve mutual goals. Additionally, regular monitoring and evaluation of the system's performance are vital to identify opportunities for continuous improvement, while efficient change management strategies must be implemented to address any potential resistance or reluctance.

Acronyms

ICT

Information communication technology

TAM

Table of Contents

Approval form.....	i
Declarations.....	ii
Dedication.....	iii
Acknowledgements	Error! Bookmark not defined.
Abstract.....	v
Acronyms.....	vi
CHAPTER ONE: INTRODUCTION	1
1.0. Introduction.....	1
1.1 Background of the study.....	1
1.2 Statement of the Problem	4
1.3. Objectives.....	4
1.4. Research Questions	4
1.5. Significance of the study	5
1.6 Delimitations of the Study	6
1.7 Limitations of the Study	6
1.8 Structure of the Dissertation.....	7
1.9 Chapter Summary.....	7
CHAPTER TWO: LITERATURE REVIEW	8
2.0 Introduction.....	8
2.1 Theoretical Framework.....	8
2.1.1 Technology Acceptance Model	8
2.1.2 Resource-Based View (RBV) Model.....	9
2.1.3 Transaction Cost Economics (TCE) theory	9
2.2 Conceptual Framework.....	10
2.3 Empirical review	10
2.4 Overview of Empirical studies on e-Procurement processes.	16
2.5 Research Gap	19
2.6 Chapter Summary	20
CHAPTER THREE: RESEARCH METHODOLOGY.....	21
3.1. Introduction	21
3.2. Research Design	21
3.3. Research Philosophy	22
3.4. Data Collection Methods	23

3.4.1 Semi-structured Interviews:.....	23
3.4.2 Document Analysis:.....	23
3.5. Sampling Technique.....	24
3.6. Data Analysis	24
3.7. Research Validity and Reliability	25
3.8. Ethical Considerations.....	25
3.9. Limitations.....	25
3.10. Chapter Summary.....	Error! Bookmark not defined.
CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF FINDINGS	26
4.0 Introduction.....	26
4.1 Data Collection	26
4.2 Data Analysis Techniques	27
4.3 Response Rate.....	27
4.4 Demographic data of respondents	27
4.5 the impact of e-procurement on the efficiency and effectiveness of the procurement process.....	30
4.6 Assessing the Influence of E-Procurement on Cost Reduction and Savings.....	33
4.7 Examining the Impact of E-Procurement on Supplier Relationship Management	35
4.8 Measuring the Overall Organizational Performance Outcomes	38
4.9 Summary of Findings	41
4.10 Chapter Summary.....	42
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS	43
5.1 Introduction.....	43
5.2 Summary of Findings	43
5.3 Conclusion	43
5.4 Implications	44
5.5 Recommendations	44
5.6 Limitations and Future Research	45
5.7 Research Summary	46
5.8 Areas for Further study.....	46
APPENDIX I: RESEARCH QUESTIONNAIRE	50
REFERENCES.....	55

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The objective of this study is to examine the effects of e-procurement on the procurement processes and organizational performance within the information and communication technology (ICT) sector. Given the intense competition in the ICT industry, employee engagement and satisfaction are critical for success. Through a case study of Telone Zimbabwe's main branch in Harare, this research aims to provide valuable insights into the leadership approaches that foster a positive work environment and strong employee morale.

1.1 Background of the study

In recent years, there has been a noticeable increase in the usage of e-procurement, which is the computerized administration and execution of procurement processes. According to Albinkalil (2021), information and communication technology (ICT) has advanced, businesses in a range of sectors have been investigating the use of e-procurement systems as a means of optimizing their procurement procedures and raising overall productivity. The information and communication technology (ICT) industry is a rapidly evolving sector that relies heavily on efficient procurement practices to acquire necessary goods and services (Chan & Owusu, 2022). TelOne Zimbabwe, a prominent ICT company, operates in a highly competitive market where effective procurement processes are crucial for maintaining a competitive edge. As the industry continues to grow and evolve, it becomes imperative for TelOne Zimbabwe to explore innovative approaches such as e-procurement to stay ahead of the curve.

Globally, the impact of e-procurement is being leveraged to drive greater organizational performance. A study by Mélon & Spruk (2020) investigated the effects of e-procurement implementation in Denmark, the Netherlands, and Portugal. The aim was to determine whether the adoption of e-procurement in a country is associated with improved institutional

quality. This is important, as it would remove a barrier to the widespread implementation of environmentally sustainable procurement practices at the local, state, and federal levels without concerns about declining institutional quality. The study found that while a comparable e-procurement reform in Portugal did not result in higher control over corruption, the reform was typically linked to a substantially stronger control over corruption in the Netherlands and Denmark.

In the United States, a study by Chen et al. (2022) explored the adoption of e-procurement by local governments and its impact on reducing complexities and structures in local government. According to the findings, governments with coordinated organizational structures are less likely to adopt e-procurement, as they can rely on the intra-organizational collaboration and information-sharing built into their structure to manage complex procurement processes. In contrast, local governments with centralized structures are more inclined to adopt an e-procurement system to handle the growing complexities of procurement. The results reveal that local governments with varying organizational structures may effectively manage intricate administrative tasks and encourage the use of e-procurement systems to different degrees.

Malaysian small and medium-sized businesses embraced the notion of a centralized electronic government procurement system when the electronic portal was introduced in the early years of 2000. In their investigation of the pace of e-government procurement (EGP) platform adoption, Soong et al. (2020) discovered that social effects, effort expectancy, and performance expectancy all directly impacted the private sector's adoption of EGP. The SMEs were relatively new, and during the introduction period, they knew very little about e-procurement.

A study by Addy et al. (2023) explored the factors that facilitate the adoption of e-procurement systems in Sub-Saharan Africa, using a modified Unified Theory of Acceptance and Use of Technology (UTAUT2) framework. The study found that performance expectations and social influence are the primary factors driving decisions to adopt e-procurement. Specifically, the research revealed that respondents are more inclined to embrace e-procurement when they perceive it to be practical and easy to use, and when they have a supportive community behind its adoption. Overall, the results point to the model's strong predictive ability and its potential to enable widespread adoption and desire to utilize e-procurement technology.

Madzinga et al. (2020) evaluated the impact of e-procurement as a strategic sourcing tool in the information and communication technology (ICT) industry in Zimbabwe. The findings indicate that by leveraging e-procurement, businesses can transition to leaner supply chains or form partnerships with fewer, more technically capable suppliers. The study concluded that e-procurement and increased procurement efficiency are significantly and positively correlated. The research suggests that organizations should develop adequate business processes to support e-procurement and ensure the alignment of existing procurement processes with the e-procurement procedures. However, the successful implementation of e-procurement in the ICT industry, and specifically within Telone Zimbabwe, requires a comprehensive understanding of the benefits and challenges associated with this technology-driven approach.

While e-procurement is believed to offer numerous advantages, such as cost savings, improved supplier management, and streamlined processes, there is a need to examine its specific impact on the procurement process and overall organizational performance (Waithaka & Kimani, 2021). This research aims to bridge the existing knowledge gap by investigating the impact of e-procurement on the procurement process and organizational performance within Telone Zimbabwe.

By conducting a detailed case study, the research will provide valuable insights into the extent of e-procurement implementation, its relationship with procurement process efficiency and effectiveness, and its influence on key performance indicators such as cost reduction, time savings, and supplier management. Understanding the challenges faced during the implementation of e-procurement will also be a crucial aspect of this study. Maepa et al. (2023) suggest that technological barriers, resistance to change, and integration issues may arise during the adoption of e-procurement practices. Through the identification and resolution of these obstacles, Telone Zimbabwe can devise tactics to surmount them and maximize the advantages of electronic procurement.

In general, this study will add to the corpus of information already available on e-procurement in the ICT sector, particularly in Telone Zimbabwe. Not only will Telone Zimbabwe profit from the findings, but other ICT-related companies wishing to develop or improve their e-procurement procedures may discover useful information and suggestions as well.

Organizations may achieve improved organizational performance in the competitive and dynamic ICT market by utilizing the potential of e-procurement to improve procurement methods and increase efficiency.

1.2 Statement of the Problem

The procurement process at TelOne Zimbabwe's main branch is inefficient and costly, leading to delays, increased costs, and a negative impact on the organization's ability to deliver on its mission. The root causes of the problem include a lack of standardization, a lack of training, a lack of transparency, and a lack of communication. These challenges have resulted in an inability to effectively source and procure goods and services, leading to higher costs, longer lead times, and customer dissatisfaction. To improve the efficiency and effectiveness of the procurement process at TelOne Zimbabwe's Harare main branch, a number of changes are needed. These include the development of standardized procurement procedures, the provision of training and knowledge sharing, the promotion of transparency and accountability, and the establishment of effective communication channels. By implementing these changes, TelOne Zimbabwe's Harare main branch can achieve a more efficient and cost-effective procurement process, leading to improved customer satisfaction and an enhanced ability to achieve its mission. In addition, these changes will help to ensure that the procurement process is in line with best practices and ethical practices

1.3. Objectives

1. To evaluate the impact of e-procurement on the efficiency and effectiveness of the procurement process in TelOne Zimbabwe's Harare Main Branch.
2. To assess the influence of e-procurement on cost reduction and savings in the procurement function of TelOne Zimbabwe's Harare Main Branch.
3. To examine the impact of e-procurement on supplier relationship management within TelOne Zimbabwe's Harare Main Branch.
4. To measure the overall organizational performance outcomes resulting from the adoption of e-procurement practices in TelOne Zimbabwe's Harare Main Branch.

1.4. Research Questions

The research will address the following questions:

1. How does the adoption of e-procurement technologies impact the efficiency and effectiveness of the procurement process in TelOne Zimbabwe's Harare Main Branch?
2. To what extent does e-procurement contribute to cost reduction and savings in the procurement function of TelOne Zimbabwe's Harare Main Branch?
3. What are the effects of e-procurement on supplier relationship management within TelOne Zimbabwe's Harare Main Branch?
4. What are the overall organizational performance outcomes resulting from the adoption of e-procurement practices in TelOne Zimbabwe's Harare Main Branch?

1.5. Significance of the study

1.5.1. Theoretical Significance

Government agencies and policy makers in Zimbabwe and other similar environments can benefit from the research's conclusions, which offer information on the potential benefits of e-procurement adoption. With a solid understanding of how e-procurement affects organizational performance and procurement processes, policy makers can create frameworks and policies that encourage the adoption of e-procurement practices and boost public procurement's efficiency, transparency, and cost-effectiveness.

1.5.2. Practical significance

Many stakeholders will be significantly impacted by the study's findings. More specifically, TelOne Zimbabwe will learn vital information on the benefits and challenges of e-procurement implementation. By making strategic adjustments and well-informed judgments based on its comprehension of the distinct effects of e-procurement on the procurement process and organizational performance, TelOne Zimbabwe may optimize its procurement procedures, boost efficiency, and improve overall performance. The ICT industry stands to benefit from the research's findings because it is a highly competitive and rapidly evolving field. The research will offer helpful guidelines and best practices to assist other ICT-related businesses in creating or enhancing their e-procurement processes. By applying the information gained from this study, ICT-related organizations can enhance supplier management, reduce expenses, simplify processes, and enhance procurement performance. Suppliers and other ICT industry participants may benefit from the study's conclusions. Understanding how e-procurement affects procurement procedures can help suppliers better align their operations and plans to satisfy the needs and expectations of companies implementing e-procurement systems.

1.5.3. Academic Significance

This study will help the academic community understand how e-procurement impacts procurement processes and organizational performance. The research findings will be a priceless tool for further studies and may be used to enhance theoretical frameworks and increase knowledge in the domains of ICT and procurement.

1.6 Delimitations of the Study

1.6.1 Geographic Delimitation

This study's major objective is to investigate the consequences of e-procurement, with TelOne, Zimbabwe's main branch in Harare, serving as the case study. Although the research findings may have broader implications for the ICT industry, TelOne Zimbabwe's particular environment and features may limit its applicability to other firms or organizations.

1.6.2 Literature Delimitation

The research and publications particularly pertaining to the effects of e-procurement on the procurement procedure and organizational performance within the ICT industry will be the main focus of the literature study. The main focus will be on e-procurement in the context of ICT, while related subjects like supply chain management, digital transformation, and procurement strategies may be included. This boundary guarantees a targeted and concentrated assessment of the literature.

1.6.3 Methodical Delimitation

To get pertinent data, the research will make use of certain methods for gathering data, including surveys, document analysis, and interviews. Although every effort will be taken to guarantee the authenticity and dependability of the data gathered, it is important to take into account any potential biases and limits in the methodologies used when interpreting the results.

1.7 Limitations of the Study

The study focuses on TelOne's Harare Main branch in Zimbabwe, which may limit the findings' applicability to the larger ICT industry. TelOne's distinct setting, organizational structure, and distinguishing qualities may not be reflective of other companies in the industry. The study's conclusions are based on a select group of participants from TelOne's Harare Main branch. The sample size may be small, and the selection method may result in

bias. The study uses self-reported data from interviews and surveys, which may include subjectivity and bias. Participants' comments may be influenced by their own experiences, views, and biases. Conducting a case study within a set timeline may limit the depth and breadth of data collection. Time restrictions may limit the capacity to gain a thorough grasp of the influence of e-procurement systems on the ICT industry.

1.8 Structure of the Dissertation

This research is organized into five in-depth chapters. The research is introduced in Chapter 1 with a description of the issue statement, background, goals, objectives, questions, and rationale for the investigation. A thorough analysis of pertinent research on pricing tactics and their effects on market share in the retail sector will be given in Chapter 2. The study methodology used, including the design, data gathering strategies, and data analysis approaches, will be covered in detail in Chapter 3. The comprehensive study findings and analysis will be provided in Chapter 4. Lastly, Chapter 5 will include the conclusions, ramifications, and relevant advice derived from the study's findings.

1.9 Chapter Summary

This chapter offered an overview of the research project, emphasizing the backdrop and problem description. The research aims and questions were presented, highlighting the study's significance and prospective contributions. The limitations of the study were also addressed. The study's next chapters will go deeper into the literature review, research methodology, data analysis, and findings, finally providing significant insights into the influence of e-procurement on TelOne Zimbabwe's Harare Main Branch.

CHAPTER TWO:

LITERATURE REVIEW

2.0 Introduction

In this chapter, we will look at the existing literature on how e-procurement affects the procurement process and organizational performance in the information and communication technology (ICT) business. The literature review seeks to provide a thorough understanding of the subject by examining relevant studies, theories, and models about e-procurement adoption and its implications for procurement efficiency, cost reduction, supplier relationship management, and overall organizational performance.

2.1 Theoretical Framework

The theoretical framework for this study on the impact of e-procurement on the procurement process and organisational performance in the ICT industry draws on multiple relevant theories and models.

2.1.1 Technology Acceptance Model

The Technology Acceptance Model (TAM) which provides a useful lens for understanding the factors that influence the adoption of e- procurement systems by ICT firms. Developed by Davis in 1989, the TAM posits the perceived usefulness and perceived ease of use are key determinants of technology acceptance and usage , In context of this study , the TAM can be applied to examine why companies chose to adopt or resist the implementation e-procurement systemised on their assessment of the systems effectiveness and usability by applying the TAM researchers can gain insight into the perceptions and attitude of ICT firms towards e-procurement technologies , which is crucial for understanding the drivers and barriers to their adoption .

2.1.2 Resource-Based View (RBV) Model

Another relevant theoretical framework is the Resource-Based View (RBV) of the firm. The RBV emphasizes the role of an organization's internal resources of competitive advantage as potential sources of competitive advantage. According to the RBV firms can achieve superior performance by leveraging their unique and valuable resources. In this study the RBV can be used to investigate how e-procurement systems can function as strategic resource for ICT companies. Researchers can analyse how the deployment of e-procurement systems contribute to organizational performance by evaluating the resources and competencies that organizations are able to develop as result of adopting these systems.

2.1.3 Transaction Cost Economics (TCE) theory

Furthermore, the Transaction Cost Economics (TCE) theory can be used to investigate how e-procurement affects transaction costs within businesses. TCE proposes that firms choose between internal and external transactions based on the costs associated with each (Williamson, 1985). In the context of e-procurement, the theory can be applied to analyse the cost reductions gained by automating and optimizing procurement operations. Researchers can examine the potential cost benefits of using e-procurement systems by comparing the transaction costs associated with traditional procurement methods to those connected with e-procurement.

In summary, this dissertation can be built on a sound theoretical foundation by utilizing important theoretical frameworks such as the Technology Acceptance Model, Resource-Based View, and Transaction Cost Economics. These frameworks provide useful insights into the factors that influence e-procurement adoption, the strategic implications of e-procurement on organizational resources, and the cost benefits of implementing e-procurement systems in the ICT industry.

2.2 Conceptual Framework

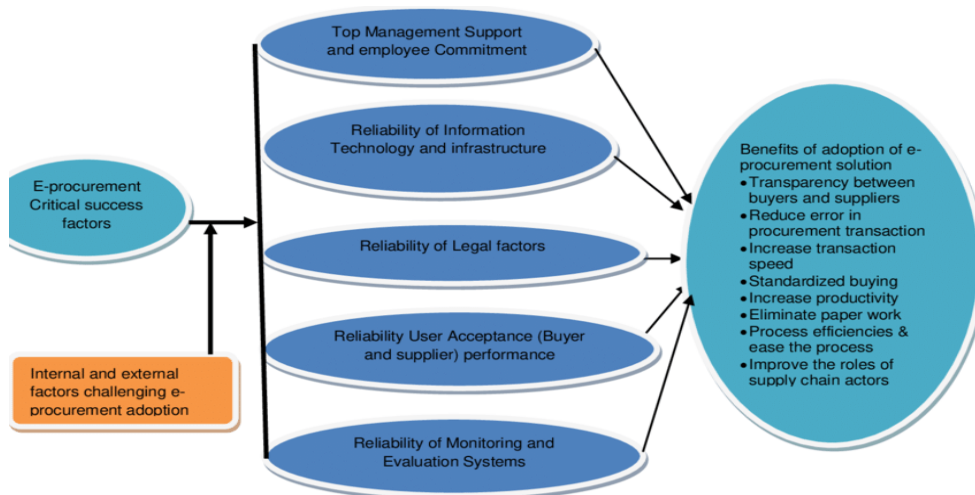


Fig1: Conceptual framework of the study

(Source: adopted from Shiferaw & Yussef, 2019)

The conceptual framework provides a foundation for understanding and addressing the challenges and critical elements necessary for successful e-procurement implementation. It aims to identify the main obstacles hindering e-procurement deployment and key success factors. The current study's conceptual framework considers five essential success factors, consistently highlighted in various international studies. The employee commitment and top management support; the dependability of information technology and infrastructure; the dependability of legal factors; the dependability of user acceptance (buyer and supplier) performance; and the dependability of monitoring and evaluation systems for the adoption of e-procurement (see fig. 1).

2.3 Empirical review

Several studies have looked into the impact of e-procurement on procurement process optimization and its effect on organizational performance. For example, Makudza et al. (2023) stressed the potential of e-procurement in streamlining procurement activities, improving supplier management, and shortening procurement cycles. This study demonstrated the importance of technology-enabled procurement solutions in improving operational efficiency and cost-effectiveness inside enterprises.

2.3.1. To evaluate the impact of e-procurement on the efficiency and effectiveness of the procurement process in TelOne Zimbabwe's Harare Main Branch.

2.3.2. A study by (Jama et al., 2024) employed a mixed method approach to evaluate the e-procurement adoption hurdles faced by small and medium-sized firms in South Sudan. The findings show that numerous national e-procurement implementation methodologies and improper data reassembly were identified as the most significant barriers to e-procurement adoption. The report also observed data transmission delays as well as political factors resulting from government laws regarding procurement procedures.

Another study, conducted by Yessuf (2019), examines the hurdles and crucial success factors for e-procurement adoption in Ethiopia. The study concentrated on nine federal-level organizations chosen as pilot sites for e-procurement deployment. The study's conclusions indicated five main difficulties to implementing e-procurement. These issues include uneven and disruptive infrastructure, integration with legacy systems, top management and staff commitment and attitude, supplier integration, security concerns, a lack of support, and poor monitoring and evaluation practice. On the other hand, the study revealed important success factors for effective e-procurement adoption. These variables include educating staff about e-procurement tools and best practices, developing change management programs, and hiring procurement professionals with IT capabilities. The study emphasizes the need of adopting developing internet-based technologies such as e-procurement in order to enhance efficiency, cut costs, and expedite procurement procedures. It notes that implementing e-procurement does not ensure success, and that certain firms may confront obstacles. This study's findings give significant insights for Ethiopian officials and organizations looking to implement e-procurement. By addressing the highlighted difficulties and concentrating on essential success criteria, companies may improve the efficacy and efficiency of their procurement processes, therefore contributing to economic development and openness in public procurement.

Furthermore, Mwangi and Kagiri's (2016) studies show that the use of e-procurement systems and related technology improves procurement performance. According to the study, e-tendering improves compliance with procurement laws, whilst e-theming allows for a better understanding of competition and the generation of competitive information. Furthermore, business resource planning ensures that items are available in sufficient quantities, and electronic procurement has the potential to lower overall purchase costs. The research proposes that Sarova Chain of Hotels completely use e-procurement systems, enterprise resource planning, e-informing systems, and e-theming systems to improve hospitality

procurement procedures. By implementing these technologies, the hotel chain may increase supply chain efficiency and effectiveness, resulting in better procurement performance. Overall, the study underscores the relevance of e-procurement in current competitive businesses, as well as the need for organizations to embrace technology changes in order to remain competitive in the hospitality industry.

2.3.3. To assess the influence of e-procurement on cost reduction and savings in the procurement function of TelOne Zimbabwe's Harare Main Branch.

Several studies have looked at the impact of e-procurement on procurement process optimization and its effect on organizational performance. First, WadeSango et al. (2023) found that e-procurement plays an important part in cost-cutting measures. The researchers discovered evidence that deploying e-procurement results in cost reductions by lowering inventory expenses. This research emphasizes the relevance of digital platforms in optimizing internal procedures, increasing productivity, and creating value. Wadesango et al. (2023) underline the favourable effects of e-government on service delivery. E-government technologies promote public participation and contact with local government, resulting in increased openness, accountability, and accessibility to services. This eventually leads to higher service quality and efficiency. However, the report also highlights some barriers to the effective implementation of e-government in local governments. Limited budget, poor infrastructure, low ICT literacy levels, and the digital divide all contribute to e-government's failure to realize its full potential. Recognizing and overcoming these obstacles is critical for realizing the full potential of e-government in improving service delivery. The document also emphasizes the benefits of e-government, such as enhanced access to information and services online, decreased rework, and public involvement. These benefits show how e-government technology may revolutionize traditional ways of doing business and providing services, resulting in increased efficiency and effectiveness.

Madzinga et al. (2020) performed a quantitative survey of 57 respondents to assess if e-procurement had a substantial impact on procurement efficiency in the ICT industry. Companies can utilize e-procurement to transition to partnership or lean supply with a smaller number of more technically adept suppliers. This shows that e-procurement allows businesses to streamline their procurement processes while also saving money. Madzinga et al. (2020) find a link between e-procurement and better strategic theming. E-procurement allows firms to engage in strategic decision making and value-added activities rather than just getting

products and services. It enables the optimization of procurement procedures, resulting in greater efficiency and effectiveness in theming initiatives. The researcher's thesis highlights the importance of e-procurement as a strategic instrument in Zimbabwe's beverage sector. It allows businesses to increase procurement efficiency, cut costs, and improve strategic decision-making. To fully realize the benefits of e-procurement, firms in the beverage sector should build suitable business processes to support it and integrate existing procurement processes with e-procurement procedures, according to the report.

Moyo et al. (2023) highlight significant results in their study "An Assessment of the Effectiveness of the Purchasing System Employed by the Public Sector in Zimbabwe" that shed light on Zimbabwe's public procurement difficulties and prospects for reform. The report identifies various procurement difficulties for the public sector, including obsolete systems, slow and costly processes, and a lack of urgency in procuring. These challenges cause delays in obtaining necessary materials and put inflationary pressures on allocated budgets. Such issues weaken the public sector's capacity to efficiently provide quality services to society. Moyo et al. (2023) underline the importance of assessing the value of the procurement function in the public sector. Despite certain improvements, the report finds that considerable issues remain, resulting in inefficiencies in tender awarding and the failure to complete critical projects. The researchers advocate prioritizing e-procurement deployment as a way to improve public service delivery. E-procurement has the potential to improve the system by expediting the procurement process, increasing transparency, and assuring cost-effectiveness and competitiveness. This report sheds light on the present condition of public procurement in Zimbabwe. The identified difficulties and recommended improvement initiatives provide a road map for increasing the buying system's effectiveness and efficiency. Addressing these difficulties and applying the proposed solutions can result in improved service delivery and more value for money in the public sector.

2.3.4. To examine the impact of e-procurement on supplier relationship management within TelOne Zimbabwe's Harare Main Branch.

Recent studies have investigated the impact of e-procurement on supply chain management and performance, yielding insightful findings. Siddiqui et al.'s (2022) research found that e-procurement, e-payment, e-tendering, e-invoicing, and e-customer relationship management significantly improve supply chain performance, reducing uncertainty and increasing efficiency. This study suggests that e-procurement will play a vital role in the future of

businesses, and many companies have already integrated e-procurement operations into their supply chain management procedures.

The adoption of e-procurement has transformed the way companies conduct their procurement processes, making them more efficient and effective. Pham's (2022) research highlights the potential of e-procurement to improve buyer-supplier relationships, enhance trust, and empower buyers. By leveraging e-procurement, businesses can streamline their procurement processes, reduce costs, and improve their overall performance. Furthermore, e-procurement provides real-time visibility into the procurement process, enabling businesses to make informed decisions and drive growth.

Makudza et al.'s (2023) study emphasizes the importance of e-procurement in improving supply chain agility in turbulent economic contexts, enabling real-time business activities, removing supply chain weaknesses, and improving overall supply chain performance. The study's findings demonstrate the significant benefits of e-procurement in improving supply chain management and performance, highlighting its potential to revolutionize the way businesses operate. By adopting e-procurement, companies can enhance their supply chain agility, improve buyer-supplier relationships, and ultimately achieve better organizational performance outcomes. The findings of these studies provide valuable insights for businesses looking to optimize their procurement processes and supply chain management.

2.3.5. To measure the overall organizational performance outcomes resulting from the adoption of e-procurement practices in TelOne Zimbabwe's Harare Main Branch.

In the context of the ICT industry, Maina (2023) conducted research on the adoption of e-procurement strategies, the ensuing sustainable procurement performance, problems faced, and the advantages of green procurement methods. One notable conclusion is that Kenyan telecommunications businesses have effectively implemented a number of e-procurement tactics, including e-ordering, e-tendering, and e-payment. These tactics have had favorable results, such as increased efficiency, cost reductions, and better collaboration with suppliers. By embracing technology and automating procurement procedures, these businesses have been able to streamline their operations and increase their effectiveness. Furthermore, the study found that implementing e-procurement techniques improved the long-term

procurement performance of telecommunications organizations. This is demonstrated by a stronger competitive position, lower operating costs, and a dedication to environmental sustainability. By incorporating sustainability concerns into their procurement methods, these organizations not only help to preserve the environment, but also improve their brand reputation and encourage consumer loyalty. However, Maina (2023) speculates on the difficulties encountered in applying e-procurement techniques. These problems include high implementation costs, reluctance to change, and insufficient infrastructure. It is critical that businesses handle these challenges by effective planning, adequate training, and the creation of supportive legislation and infrastructure. The report underlines the role of e-procurement techniques in driving long-term procurement success in Kenya's telecommunications industry. Businesses who adopt these techniques and overcome implementation hurdles may reap the benefits of increased efficiency, cost savings, and environmental responsibility. This study's findings give useful insights for policymakers and industry practitioners looking to improve procurement methods and achieve long-term results in the telecommunications sector.

Ndei's (2021) study explored relationship between electronic procurement and non-governmental organization (NGO) performance in Kenya, using Pathfinder International Kenya as a case study. The mixed-methods approach revealed that electronic procurement significantly enhanced (NGO) performance, improving cost efficiency, operational effectiveness, and supplier management through automated process. The findings highlighted that electronic procurement facilitates streamlined and automated processes, which reduce the time and effort required for procurement activities. This results in cost reductions, more transparency, and better cooperation with suppliers. The research also emphasized the necessity of technological acceptability, as well as the requirement for proper training and assistance to guarantee the successful deployment and use of electronic procurement systems. According to Nude (2021), the findings have significant implications for Kenyan non-governmental organizations (NGOs) and other similar organizations. Implementing electronic procurement systems can improve overall performance and help them reach their goals. To truly profit from electronic procurement, NGOs should invest in the required technology infrastructure, give staff training, and develop good communication channels with vendors.

Similarly, in Lebanon, Cesar et al. (2019) evaluated the performance of procurement processes and their impact on organizational performance. The procurement systems included

e-procurement. Cesar et al. (2019) suggested that e-procurement systems reinforce the importance of purchasing clusters and their impact on organizational performance. Tai et al. (2010) suggests a performance effect model that takes into account both the operational efficiency and strategic aspects of using web-based e-procurement systems for direct procurement. Tai et al. (2010) demonstrate that electronic buying operations boost operational efficiency. This involves improving supplier and buyer performance, process integration, and automation. Implementing web-based e-procurement can improve the performance of both the buyer and the supplier organizations. This indicates the possibility for more effective partner relationship management. Furthermore, from an inter-organizational standpoint, the study shows that web-based e-procurement may improve the strategic dimension of partner relationships. Organizations can use web-based technology to increase collaboration with their commercial partners and rearrange links between them. This results in better inter-organizational cooperation and stronger partnerships with commercial partners. Overall, the study's findings highlight the benefits of web-based e-procurement for operational efficiency and strategic partner relationship management. Organizations may improve their performance and coordinate more effectively with their trading partners by harnessing these benefits. Tai et al. (2010) provide significant insights for firms in the new economy as they manage the obstacles and potential of B2B e-commerce.

2.4 Overview of Empirical studies on e-Procurement processes.

Empirical research on e-procurement procedures have been undertaken to look at the adoption, deployment, and impact of electronic procurement systems. These studies used a variety of research approaches, including as surveys, case studies, and experimental designs, to gather data and analyze the effects of e-procurement on organizational performance. The adoption and use of e-Procurement systems have been extensively researched, with several studies looking at the elements that impact their acceptance and deployment. These elements can be roughly classified into individual and organizational components. Individual factors such as perceived usefulness and ease of use have a considerable impact on the adoption and deployment of e-procurement systems.

For example, Hassan et al. (2017) discovered that the perceived utility of e-procurement systems was a major predictor of adoption. This shows that if people inside an organization believe the system is beneficial and simple to use, they are more likely to accept and utilize it. Organizational characteristics like as size, industry, and IT infrastructure are also important

in the acceptance and deployment of e-procurement systems. Another study, by Steady et al. (2023), found that organizational size and IT infrastructure were major determinants of e-Procurement adoption. In another research in Norway, Pham (2022) revealed that e-Procurement technology increased the transparency of public procurement procedures while decreasing corruption. According to Mohungoo et al. (2020), security concerns are a significant barrier to the implementation of e-procurement systems. This implies that larger firms with more sophisticated IT infrastructure are more likely to adopt and implement e-Procurement solutions. It is vital to highlight that the results of these investigations are not mutually exclusive. Rather, they focus on the complex interaction of individual and organizational variables that drive e-Procurement system adoption and deployment. To guarantee effective adoption and deployment of e-Procurement systems, businesses should take into account both individual and organizational variables. A number of variables impact the adoption and use of e-Procurement systems, including individual and organizational issues. Understanding these aspects is critical for firms looking to deploy e-Procurement systems because it allows them to adjust their implementation tactics for maximum acceptance and applicability. Organizations may make educated decisions to guarantee the effective installation of e-Procurement systems by reviewing the findings of research such as Hassan et al. (2017) and Setyadi et al. (2023).

In Africa, investigations by reputable experts such as Waithaka and Kimani (2021) found that e-procurement usage resulted in significant cost reductions and enhanced procurement efficiency. This research discovered that e-procurement can result in cost savings, higher efficiency, and more transparency. However, they have discovered many problems, including security issues, a lack of standards, and reluctance to change (Dlakuseni et al., 2018). For example (Wadesango et al., 2023). Waithaka and Kimani (2021) stressed the necessity to investigate the unique influence of e-procurement on organizational performance. Their analysis emphasized the benefits of e-procurement, such as cost reductions, better supplier management, and simplified procedures. However, they also emphasized the importance of understanding the challenges faced during the implementation of e-procurement, such as technological barriers and resistance to change. By addressing these challenges, organizations can maximize the benefits of e-procurement and achieve improved organizational performance in the competitive ICT market. However, a study by Jama, et al., (2024) found that lack of standardization and interoperability were major challenges in implementing e-Procurement systems.

In recent years, there has been an increasing interest in implementing e-Procurement systems in the Southern African area. Empirical studies have been conducted to investigate the influence of e-procurement on process improvement, and the findings typically indicate to good outcomes. One of the primary benefits of e-procurement is the possibility to improve process efficiency. Studies undertaken in the Southern African region have repeatedly shown this favorable influence. Mélon and Spruk (2020) found that using e-Procurement resulted in considerable reductions in procurement cycle times. This shows that automating and simplifying procurement procedures using digital platforms might result in faster and more effective procurement operations. Rukuni et al. (2020) found that e-procurement can cut procurement cycle times. Their research focused on the implementation of electronic procurement in state institutions, emphasizing the benefits of such adoption. E-Procurement technologies may speed up the procurement process by reducing human paperwork and introducing electronic workflows. This results in reduced cycle times. This not only increases overall organizational efficiency, but also allows for faster response to market demands and changing business needs. Furthermore, Mothibi's (2020) research focuses on the deployment of e-procurement methods in the South African public sector. The findings indicated that e-Procurement systems provide cross-cutting benefits to enterprises. These advantages include cost reductions, better financial management, more compliance, and greater responsibility. Implementing appropriate frameworks for e-Procurement procedures may help firms realize these broad-ranging benefits, contributing to overall organizational effectiveness and performance.

Locally, Moyo et al. (2023) discovered that e-procurement systems improved process efficiency and reduced procurement costs. The use of e-Procurement has a favorable effect on employee ethical behaviour. According to Mwandembwa and Matiku (2022), using a single platform for all procurement processes and having transparent specifications in the e-procurement system minimized collusion and corruption. This shows that e-procurement platforms might encourage ethical conduct among employees by making the procurement process more open and accountable. The automation of different procurement operations, such as request for proposals, bid review, and contract administration, is responsible for the increased process efficiency and shorter procurement cycle times obtained with e-Procurement. This automation lowers the need for manual involvement, which can result in mistakes, delays, and corruption. Furthermore, e-procurement systems provide a centralized

platform for all procurement operations, allowing organizations to better monitor and control their procurement processes. E-Procurement's enhanced supplier relationships can be linked to increased openness and communication between buyers and suppliers. E-procurement platforms enable suppliers to communicate with customers, submit bids, and offer feedback. Increased communication and transparency can lead to better understanding and collaboration between buyers and suppliers, resulting in stronger supplier relationships. The empirical studies described above give significant evidence of the favourable impact of e-procurement on process improvement, ethical employee conduct, and supplier relationships. Organizations that use e-Procurement systems should expect to see greater process efficiency, shorter procurement cycle times, and stronger supplier connections, all of which can contribute to cost savings, enhanced productivity, and better overall performance.

Empirical studies have also looked into the effects of e-procurement on supplier selection and management. These research discovered that e-Procurement platforms may help firms better analyze and choose vendors, as well as manage supplier relationships. Effective supplier relationship management is critical for enterprises in the ICT sector to maintain a consistent supply of goods and services. E-procurement may significantly improve supplier relationship management by increasing communication, cooperation, and transparency. Madzinga et al. (2020) discovered that e-procurement allows organizations to move to lean supply or collaborations with technically proficient suppliers. Organizations that use e-procurement can build stronger supplier connections and enhance procurement efficiency. These findings highlight the significance of e-procurement in promoting successful supplier relationship management. Empirical research on e-procurement procedures have produced useful information about the adoption, deployment, and effect of electronic procurement systems. These research highlighted characteristics that impact e-Procurement system acceptance and deployment, as well as the benefits and obstacles of using them. They also looked at the effects of e-procurement on process improvement, supplier selection and management, and organizational performance. Overall, the results of these research indicate that e-procurement systems have the potential to improve procurement procedures and organizational performance. However, their acceptance and execution need careful consideration of variables such as organizational size, IT infrastructure, perceived utility, and simplicity of use. Furthermore, overcoming obstacles like as security concerns, a lack of uniformity, and reluctance to change is critical for effective e-Procurement deployment.

2.5 Research Gap

E-procurement is the use of electronic methods to carry out procurement tasks, such as acquiring products and services, managing tendering procedures, and interacting with vendors. Despite the growing use of e-procurement systems, there are still significant research gaps in this field that must be addressed. Although e-procurement systems have been widely deployed in the public sector, there has been little study into their usefulness and efficiency. Despite the fact that e-procurement systems may have a significant impact on supplier relationships, there is a paucity of research on their effects and the best ways to manage them. Although information technology plays an important role in e-procurement systems, little is understood about this connection or the best ways to set up and operate them. E-procurement systems can have a significant impact on organizational performance, but little is known about how to quantify this influence or the effect it has on performance. In addition to providing opportunities for future research in the field of e-procurement, these research gaps can help to advance our understanding of e-procurement and its implications for businesses and society.

2.6 Chapter Summary

This chapter provides an in-depth analysis of the research on the implications of e-procurement on procurement procedures and organizational performance in the ICT industry. The Resource-Based View (RBV) Model, Technology Acceptance Model, and Transaction Cost Economics (TCE) theory were all used in the study. The chapter also includes a thorough literature review for each of the study objectives.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1. Introduction

This chapter outlines the research design, data collection methods employed in a study investigating the impact of e-procurement on the procurement process and organizational performance within in the context of TelOne Zimbabwe's Harare main branch. The study utilized the quantitative research approach through a cross sectional survey design , collecting data through questionnaires distributed to employees involved in the procurement function and sampling techniques,

3.2. Research Design

The researchers elected to employ a case study research design for this investigation. According to Yin (2018), this investigation allows examination of a specific phenomenon within its real-life context. It offers the opportunity to explore complex and dynamic issues, such as the impact of e-procurement on organizational performance, in a detailed and holistic manner. Case studies have been widely used in research related to procurement and organizational performance. The researchers in this study utilized a case study approach to investigate the impact of e procurement on procurement performance similar to the study conducted by Li et al. (2016) on the implementation of e-procurement systems in the Chinese manufacturing companies. The researchers found that e-procurement positively influenced procurement performance by improving efficiency, reducing costs, and enhancing supplier management. Similarly, its application on real-life experiences was similar to the case approach used s by Oyegoke et al. (2019) to investigate the impact of e-procurement on organizational performance in the Nigerian construction industry, a case study design was utilized. The researchers explored the experiences of construction firms that had implemented e-procurement systems and found that it positively impacted operational efficiency, cost reduction, and supplier collaboration. Therefore, the researcher believes the precedence in the aforementioned studies warrants adequate ground to adopt this design in the context of

TelOne Zimbabwe's Harare main branch. This research approach allows appropriate investigation of the impact of e-procurement on procurement processes and organizational performance specific to this organization (Waithaka & Kimani, 2021). By focusing on a single case, it is possible to gather rich and detailed data that captures the unique aspects of TelOne Zimbabwe's e-procurement implementation. Boruchowitch & Fritz (2022) asserts that a case study design further complements the qualitative character of the research because it allows for the examination and interpretation of the viewpoints and experiences of the parties participating in the procurement process. According to Cuthbertson, et al.(2020), this approach is consistent with the interpretivist research philosophy adopted in this study, which emphasizes understanding subjective meanings and interpretations.

3.3. Research Philosophy

The approach in this study is interpretivism. Scauso(2020) defines interpretivism as a research paradigm that emphasizes the social phenomena from the perspective of individuals and the meanings they ascribe to their experiences. It recognizes that human behaviour and social interactions are complex and subjective, influenced by various factors such as culture, context, and personal interpretations. Interpretivism aligns well with the qualitative nature of this research, as it seeks to explore and interpret the impact of e-procurement on the procurement process and organizational performance through the perspectives and experiences of stakeholders at TelOne Zimbabwe's Harare main branch (Cuthbertson, et al., 2020). By adopting an interpretivist stance, this approach aims to focus on the perspectives and experience that stakeholders attach to e-procurement implementation and its effects. Academics in the field support this research philosophy. Pervin & Mokhtar (2022), for instance, contend that interpretivism is appropriate for research aiming to comprehend people's subjective experiences and interpretations within their social contexts. It makes it possible for the researcher to unearth the various realities and viewpoints that exist, illuminating the intricacies of organizational phenomena. Furthermore, Mbanaso, et al. (2023) contends that interpretivism has been widely used in research related to the impact of technology on organizational processes and performance.

3.4. Research tools

The study will employ a combination of data collection methods to investigate the impact of e-procurement on the procurement process and organizational performance at TelOne Zimbabwe's Harare main branch include semi structured interviews, and questionnaires

3.4.1 Semi- formal Interviews:

Semi-structured interviews will be the main technique used to collect data for this project. While guaranteeing that important research questions are covered semi interviews provide for flexibility (Belina, 2023). Key players in procurement process including financial managers, procurement managers and employees in charge of e-procurement implementation, will be interviewed. Their experiences view of point, and thoughts on how e- procurement affects the procurement procedure and organizational performance will be insightfully revealed through these interviews. The researcher can go deeper into particular topics and obtain a through grasp of the participant's perspectives by using semi- structured interviews, which allow for probing and follow-up questions, (Marshall & Rossman, 2016) depending on the availability and preferences of the interview subjects, the interviews will either take place in person a video conference.

3.4.2 Questionnaire

The researchers took a comprehensive approach to data collection for this study. The questionnaire was designed to capture detailed information on the impact of e-procurement systems on both the procurement processes and overall organizational performance at TelOne Zimbabwe's Harare main branch. To ensure high-quality data, the researchers personally administered the questionnaires to the procurement officers, informing and briefing them on the purpose of the research a day in advance through face-to-face interactions. This allowed the researcher to emphasize the importance of the study, explain the rationale for selecting the procurement officers as participants, and reinforce the need to observe all ethical considerations. To further improve the response rate, the researcher made follow-up telephone calls as reminders to the participants, as suggested by Saunders et al. (2009). After four working days, the completed questionnaires were collected, and the data capturing process commenced the following day. This detailed, multi-faceted data collection process, involving personal interactions, reminders, and a clear explanation of the research objectives, was specifically designed to facilitate a thorough analysis of the impact of e-procurement on both

procurement-specific and overall organizational performance metrics, providing comprehensive insights that could inform both theory development and practical recommendations for other organizations considering the implementation of e-procurement systems.

3.5. Sampling Technique

The study will engage participants who possess relevant knowledge and experience in procurement processes and e-procurement implementation within TelOne Zimbabwe's Harare main branch. The sample will include procurement managers, staff responsible for e-procurement implementation, finance managers, and other relevant key stakeholders involved in the procurement process. These participants have direct involvement and insights into the impacts of e-procurement on the organization's procurement processes and overall performance. The table below is indicative of the personnel responsible for the procurement process within TelOne Harare main branch

Position	Number of Staff
Finance Director	1
Procurement Manager	1
Buyer	1
Assistant Buyer	2
Stores Clerk	2
Total	7

Table 3.1: Staff Complement at TelOne Harare Main branch, Procurement Section

3.6. Data Analysis

The collected data from the semi-structured interviews and questionnaires will be subjected to thematic analysis. This approach involves identifying recurring patterns, themes, and categories within the interview transcripts and other textual data. The researchers will systematically code and organized into meaningful themes that will help answer the research questions and objectives of the study. For each research objective, the researchers will generated to corresponding perceptions. And experiences shared by participants. Additionally, any quantitative data that emerges from the study will be analysed using t using

Statistical Package for Social Science (SPSS) software version 26 to derive relevant frequencies and statistical insights

3.7. Research Validity and Reliability

To enhance the validity of this research, multiple sources of evidence will be employed, including interviews and document analysis. Triangulation will be used to compare and contrast data from different sources to ensure consistency and accuracy. To ensure reliability, the researcher will maintain a systematic and detailed record of the research process, including data collection, analysis, and interpretation. The research supervisor will guide the research processes to make sure they conform to the standards; findings will be reviewed by an independent expert to validate the interpretations and conclusions drawn from the data.

3.8. Ethical Considerations

This research will be conducted ethically, ensuring participants' rights and well-being are protected. Informed consent will be obtained from all participants, who will remain anonymous and confidential. No personal identification documents will be required. Voluntary consent forms will be included in questionnaires used to gather employees' views on the impact of e-procurement implementation at TelOne Harare main branch, adhering to ethical guidelines and regulations to ensure a safe and confidential research environment

3.9. Limitations

This study recognizes its limitations, including the focus on single case study at TelOne Zimbabwe's Harare main branch, which may limit the applicability of the findings to the contexts. Additionally, the reliance on self-reported data from interviews may introduce biases. However, the study aims to mitigate these limitations by standardizing interview and survey questions to ensure a comprehensive analysis.

3.10. Chapter Summary

This chapter has detailed the research methodology used in the study, covering research design, data collection methods, sampling techniques, data collection methods sampling technique and data analysis procedures. And ethical considerations the next chapter will present the findings and analysis of the data, providing valuable insights into the impact of e-procurement on procurement processes and organizational performance at TelOne Zimbabwe's Harare main branch

CHAPTER FOUR:

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Introduction

The data analysis and findings on the research study on the impact of e- procurement on procurement procedures and organizational performance on information and communication technology industry (using Telone Zimbabwe's Harare main branch as a case study) are presented in this chapter. In relation to the research objectives and research questions interpret the findings, and draw conclusions related to the research objectives and research questions the chapter seeks to evaluate the data gathered, interpret the results, and make conclusions. In order to extract significant insight from the data analysis process, suitable statistical techniques and qualitative analysis methodologies were applied

4.1 Data Collection

To gather relevant data for this study, a mixed-methods approach was adopted. Structured data were used to gather primary data from a sample of key employees at Telone Harare main branch, Zimbabwe. Secondary data was obtained from company records, questionnaires, and industry publications. The data collection process ensured a comprehensive understanding of the adoption strategies employed by Telone Harare Main Branch Zimbabwe and their impact on market share.

4.2 Data Analysis Tech

To meet the goals of the study the gathered data was analysed using quantitative and qualitative methods. Utilising statistical measurements like frequencies and percentages, the. Quantitative study looked at the relationship between pricing strategies and market share, of statistical measures such as frequencies and percentages, analysis to examine the relationship between pricing strategies and market share. In order to find patterns, themes, and trends in the interview replies, thematic analysis was used in the qualitative analysis

4.3 Rate of response

The researcher delivered seven surveys, six of whom responded, and all questions were collected from respondents stationed in the procurement department of Telone Harare Main Branch. The completed questionnaires were received, recorded, and used for data analysis, resulting in an 85.71% of the completed surveys were returned , recorded and used in the data analysis process. The response rate which was calculated using the information below, is shown in Table 4.1

Table 4.1 Response Rate

Position	Number of Staff	Participants	Percentage
Finance Director	1	1	100%
Procurement Manager	1	1	100%
Buyer	1	0	0%
Assistant Buyer	2	2	100%
Stores Clerk	2	2	100%
Total	7	6	85.71%

4.4 Demographic respondents

Demographic data provides insight into the characteristics of the respondents. This study collected demographic data on gender, age and education level.

4.2.1 Gender Distribution

The gender distribution of the respondents is presented in Table 4.2 which shows

Table 4.2 Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	2	42.9%	42.9%	42.9%
	Female	4	57.1%	57.1%	57,1%
	Total	6	100.0%	100.0%	100%

%

Primary data (2024)

Women completed of the six polls, while men completed two, accounting for 57.1% and 42.9%, respectively. Although women were overrepresented, there was a decent gender balance among the chosen responders. According to Alves et al. (2021), women make the great majority of retail clothing purchases. Table below.

4.2.2 Age distribution of respondents

Table 4.3 display the age distribution of respondents.

Table 4.3: the results show that

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18 -25 years	1	16.6%	16.6%	16.6%
26 -35 years	2	33.3%	33.3%	49.9%
36 -45 years	1	16.6%	16.6%	66.5%
46 -55 years	1	16.6%	16.6%	83.1%
56 yrs. And above	1	16.9%	16.9%	100.0%
Total	6	100.0%	100.0%	

Source: Primary data (2024)

The bulk of poll respondents are between the ages of 26 and 35, accounting for 33.3% of the total. The remaining age categories had single rates of occurrence, which accounted for 66.7% of the data. The study's large proportion of participants aged 26 to 35 suggests that the findings were extremely valid and reliable. The study participants supplied factual and objective information (Rose & Johnson, 2020).

4.2.3 Education levels of respondents

The educational Table 4.4

Table 4.4 Education Levels

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School Certificate	2	33.4%	33.4%	33.4%
	Bachelor's Degree	3	50.0%	50.0%	83.4%%
	Master's Degree	1	16.6%	16.6%	100.0%
	Total	6	100.0%	100.0%	

Source: Primary data (2024)

The survey respondents, were predominantly well educated, with 66.6 %, holding a higher educational degree , a Bachelor's Degree to a master's degree, (33.4%) having a High School Certificate Additionally, 16% of the respondents (one person)held a master' degree. This suggest that the respondents were knowledgeable about the subject matter and capable of providing reliable data as noted by Gerosa, et al. (2021),

4.5 The impact of e-procurement on the efficiency and effectiveness of the procurement process

This section presents a summary of the respondent's view on the impact of e-procurement on the efficiency and effectiveness of the procurement process, clearly defined into component forms. The perceptions are summarized according to each objective.

Table 4.6 Descriptive statistics on the impact of e-procurement on the efficiency and effectiveness of the procurement process

Statistics

	The implementati on of e- procurement has improved the efficiency and effectiveness of the procurement process at TelOne Zimbabwe's Harare main branch (EE1)	The role of procurement staff has been positively affected by the introduction of e- procurement at TelOne Zimbabwe's Harare main branch (EE2)	E- procurement has improved the timeliness of procurement activities at TelOne Zimbabwe's Harare main branch (EE3)	The training and support provided during the implementati on of e- procurement at TelOne Zimbabwe's Harare main branch have been effective. (EE4)
Valid	6	6	6	6
Missing	0	0	0	0
Mean	4.0000	3.8571	3.7143	3.5714
Median	4.0000	4.0000	4.0000	4.0000
Mode	4.00	4.00	3.00 ^a	4.00

. Multiple modes exist. The smallest value is shown

4.4.1 EE1: The implementation of e-procurement has improved the efficiency and effectiveness of the procurement process at TelOne Zimbabwe's Harare main branch.

The implementation of e-procurement has improved the efficiency and effectiveness of the procurement process at TelOne Zimbabwe's Harare main branch

		Frequency	Percent	Valid Percent	Cumulative Percent
Accep	Neutral	1	16.6%	16.6%	16.6%
	Agree	3	50.0%	50.0%	66.6%
	Strongly Agree	2	33.4%%	33.4%	100.0%
	Total	6	100.0%	100.0%	

The responses to item EE1 revealed that 33.4% of participants strongly agreed and 50% agreed that the implementation of e-procurement has improved the efficiency and effectiveness of the procurement process, while 16.6% were neutral.

4.4.2 EE2: The role of procurement staff has been positively affected by the introduction of e-procurement at TelOne Zimbabwe's Harare main branch.

The role of procurement staff has been positively affected by the introduction of e-procurement at TelOne Zimbabwe's Harare main branch

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	28.6%	28.6%	28.6%
	Agree	3	57.1%	57.1%	85.7%
	strongly Agree	1	14.3%	14.3%	100.0%

Total	6	100.0%	100.0%%	
-------	---	--------	---------	--

Item EE2 indicated that 14.3% of participants strongly agreed that the role of procurement staff has been positively affected by the introduction of e-procurement, 28.6% were neutral, and 57.1% agreed.

4.4.3 EE3: E-procurement has improved the timeliness of procurement activities at TelOne Zimbabwe's Harare main branch.

E-procurement has improved the timeliness of procurement activities at TelOne Zimbabwe's Harare main branch

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	42.9%	42.9%	42.9%
	Agree	3	42.9%	42.9%	85.7%
	Strongly Agree	1	14.3%	14.3%	100.0%
	Total	6	100.0%	100.0%	

Regarding item EE3, 57.8% of participants agreed or strongly agreed that e-procurement has improved the timeliness of procurement activities, 42.9% were neutral.

4.4.4 EE4: The training and support provided during the implementation of e-procurement at TelOne Zimbabwe's Harare main branch have been effective.

The training and support provided during the implementation of e-procurement at TelOne Zimbabwe's Harare main branch have been effective.

		Frequency	Percent	Valid Percent	Cumulative Percent
--	--	-----------	---------	---------------	--------------------

Valid	Disagree	1	14.3%	14.3%	14.3%
	Neutral	1	21.4%	21.4%	35.7%
	Agree	3	57.1%	57.1%	92.9%
	Strongly Agree	1	7.1%	7.1%	100.0%
	Total	6	100.0%	100.0%	

Item EE4 indicated that four (4) of participants agreed and strongly agreed that the training and support provided during the implementation of e-procurement have been effective, while 21.4% were neutral and one strongly disagreed.

4.6 Assessing the Influence of E-Procurement on Cost Reduction and Savings

In this section, we analyze the responses to the questionnaire items related to the influence of e-procurement on cost reduction and savings in the procurement function.

Statistics

E-procurement has resulted in cost savings in the procurement process at TelOne Zimbabwe's Harare main branch			There are areas where further improvement can be made in the e-procurement system at TelOne Zimbabwe's Harare main branch.	There has been resistance or reluctance from staff in adopting and using e-procurement at TelOne Zimbabwe's Harare main branch
N	Valid	14	14	14
	Missing	0	0	0
Mean		4.0714	4.0714	4.2857

Median	4.0000	4.0000	4.0000
Mode	4.00	4.00	4.00

4.6.1 CR1: E-procurement has resulted in cost savings in the procurement process at TelOne Zimbabwe's Harare main branch.

E-procurement has resulted in cost savings in the procurement process at TelOne Zimbabwe's Harare main branch

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	14.3%	14.3%	14.3%
	Agree	4	64.3%	64.3%	78.6%
	Strongly Agree	1	21.4%	21.4%	100.0%
	Total	6	100.0%	100.0%	

Item CR1 revealed that 64.3% of participants agreed that e-procurement has resulted in cost savings in the procurement process, while 14.3% were neutral and one strongly agreed.

4.5.2 CR2: There are areas where further improvements can be made in the e-procurement system at TelOne Zimbabwe's Harare main branch.

There are areas where further improvements can be made in the e-procurement system at TelOne Zimbabwe's Harare main branch.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	21.4%	21.4%	21.4%
	Agree	3	50.0%	50.0%	71.4%
	Strongly Agree	2	28.6%	28.6%	100.0%
	Total	6	100.0%	100.0%	

Regarding item CR2, 78.6% of participants agreed/strongly agreed that there are areas where further improvements can be made in the e-procurement system, 21.4% were neutral, and

4.5.3 CR3: There has been resistance or reluctance from staff in adopting and using e-procurement at TelOne Zimbabwe's Harare main branch.

There has been resistance or reluctance from staff in adopting and using e-procurement at TelOne Zimbabwe's Harare main branch

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	7.1%	7.1%	7.1%
	Agree	3	57.1%	57.1%	64.3%
	Strongly Agree	2	35.7%	35.7%	100.0%
	Total	6	100.0%	100.0%	

Item CR3 indicated that 0% of participants strongly disagreed/disagreed that there has been resistance or reluctance from staff in adopting and using e-procurement, 7.1% were neutral, and 92.8% agreed/strongly agreed.

4.7 Examining the Impact of E-Procurement on Supplier Relationship Management

In this section, we analyze the responses to the questionnaire items related to the impact of e-procurement on supplier relationship management.

Statistics

		The implementation of e-procurement at TelOne Zimbabwe's Harare main branch has faced various challenges and difficulties.	E-procurement has improved the transparency and accountability of the procurement process at TelOne Zimbabwe's Harare main branch.	In the opinion, e-procurement has brought significant benefits to the procurement process at TelOne Zimbabwe's Harare main branch.	E-procurement has improved the relationship with suppliers at TelOne Zimbabwe's Harare main branch.
N	Valid	14	14	14	14
	Missing	0	0	0	0
Mean		4.0000	3.7857	4.0714	3.9286
Median		4.0000	4.0000	4.0000	4.0000
Mode		4.00	4.00	4.00	4.00

4.6.1 RM1: The implementation of e-procurement at TelOne Zimbabwe's Harare main branch has faced various challenges and difficulties.

The implementation of e-procurement at TelOne Zimbabwe's Harare main branch has faced various challenges and difficulties.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	14.3%	14.3%	14.3%
	Agree	4	71.4%	71.4%	85.7%
	Strongly Agree	1	14.3%	14.3%	100.0%

Total	6	100.0%	100.0%	
-------	---	--------	--------	--

Item RM1 revealed that 0% of participants disagreed/strongly disagreed that the implementation of e-procurement at TelOne Zimbabwe's Harare main branch has faced various challenges and difficulties, while 14.3% were neutral and 85.7% agreed/strongly agreed.

4.6.2 RM2: E-procurement has improved the transparency and accountability of the procurement process at TelOne Zimbabwe's Harare main branch.

E-procurement has improved the transparency and accountability of the procurement process at TelOne Zimbabwe's Harare main branch.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	35.7%	35.7%	35.7%
	Agree	3	50.0%	50.0%	85.7%
	Strongly Agree	1	14.3%	14.3%	100.0%
	Total	6	100.0%	100.0%	

Regarding item RM2, 64.3% of participants agreed/strongly agreed that e-procurement has improved the transparency and accountability of the procurement process, 35.7% were neutral,

4.5.3 RM3: In the opinion, e-procurement has brought significant benefits to the procurement process at TelOne Zimbabwe's Harare main branch.

In the opinion, e-procurement has brought significant benefits to the procurement process at TelOne Zimbabwe's Harare main branch.

	Frequency	Percent	Valid Percent	Cumulative Percent
--	-----------	---------	---------------	--------------------

Valid	Neutral	1	21.4%	21.4%	21.4%
	Agree	3	50.0%	50.0%	71.4%
	Strongly Agree	2	28.6%	28.6%	100.0%
	Total	6	100.0%	100.0%	

Item RM3 indicated that 78.6% of participants agreed/strongly agreed that e-procurement has brought significant benefits to the procurement process, while 21.4% were neutral

4.5.4 RM4: E-procurement has improved the relationship with suppliers at TelOne Zimbabwe's Harare main branch.

E-procurement has improved the relationship with suppliers at TelOne Zimbabwe's Harare main branch.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	14.3%	14.3%	14.3%
	Neutral	1	7.1%	7.1%	21.4%
	Agree	2	50.0%	50.0%	71.4%
	Strongly Agree	2	28.6%	28.6%	100.0%
	Total	6	100.0%	100.0%	

Regarding item RM4, 78.6% of participants agreed/strongly agreed that e-procurement has improved the relationship with suppliers, 7, 1% were neutral, and 14.3% disagreed/strongly disagreed.

4.8 Measuring the Overall Organizational Performance Outcomes

In this section, we analyze the responses to the questionnaire items related to the overall organizational performance outcomes resulting from the adoption of e-procurement practices.

Statistics

Please rate the overall impact of e-procurement on the procurement process at TelOne Zimbabwe's Harare main branch. Tick one box only			E-procurement has positively impacted the decision-making process related to procurement at TelOne Zimbabwe's Harare main branch.	The overall impact of e-procurement on the organizational performance at TelOne Zimbabwe's Harare main branch has been significant.
N	Valid	14	14	14
	Missing	0	0	0
Mode		4.00	4.00	4.00
Range		2.00	2.00	2.00
Minimum		3.00	3.00	3.00
Maximum		5.00	5.00	5.00

4.7.1 AP1: Please rate the overall impact of e-procurement on the procurement process at TelOne Zimbabwe's Harare main branch.

Please rate the overall impact of e-procurement on the procurement process at TelOne Zimbabwe's Harare main branch.
Tick one box only

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	28.6%	28.6%	28.6%
	High	3	64.3%	64.3%	92.9%

Very High	1	7.1%	7.1%	100.0%
Total	6	100.0%	100.0%	

The responses to item AP1 revealed that [insert percentage] of participants rated the overall impact of e-procurement as high/very high, 71.4% were neutral, and 0% rated it as low/very low.

4.6.2 AP2: E-procurement has positively impacted the decision-making process related to procurement at TelOne Zimbabwe's Harare main branch.

E-procurement has positively impacted the decision-making process related to procurement at TelOne Zimbabwe's Harare main branch.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	28.6%	28.6%	28.6%
	Agree	3	42.9%	42.9%	71.4%
	Strongly Agree	1	28.6%	28.6%	100.0%
	Total	6	100.0%	100.0%	

Item AP2 indicated that 71.5% of participants agreed/strongly agreed that e-procurement has positively impacted the decision-making process related to procurement, 28,6% were neutral, and 0 disagreed/strongly disagreed.

4.6.3 AP3: The overall impact of e-procurement on the organizational performance at TelOne Zimbabwe's Harare main branch has been significant.

The overall impact of e-procurement on the organizational performance at TelOne Zimbabwe's Harare main branch has been significant.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	21.4%	21.4%	21.4%
	Agree	3	50.0%	50.0%	71.4%
	Strongly Agree	2	28.6%	28.6%	100.0%
	Total	6	100.0%	100.0%	

Regarding AP3, 78.6% of participants agreed/strongly agreed that the overall impact of e-procurement on organizational performance has been significant, 21.4% were neutral, and none disagreed/strongly disagreed.

4.9 Summary of Findings

The findings of this study reveal that the implementation of e-procurement at TelOne Zimbabwe's Harare main branch has led to significant improvements in the efficiency and effectiveness of the procurement process. It has positively impacted the role of procurement staff, improved timeliness in procurement activities, and received effective training and support.

Moreover, e-procurement has resulted in cost savings in the procurement process, identified areas for further improvements in the e-procurement system, and encountered minimal resistance or reluctance from staff. It has also shown improvements in supplier relationship management, enhancing transparency, accountability, and the overall relationship with suppliers. Furthermore, the overall impact of e-procurement on organizational performance has been significant, positively influencing the decision-making process related to procurement.

These findings offer valuable insights into the benefits of e-procurement within the Information and Communication Technology business context, specifically at TelOne Zimbabwe's Harare main branch.

4.10 Chapter Summary

This chapter summarized the results of the data analysis from the questionnaires. Demographics influencing the perceptions on the impact of e-procurement processes at Telone, Harare Main branch were also discussed. The next chapter, will build on these findings, discussing their implications of these findings, significance, and offer recommendations for future research and practical applications concluding the study.

CHAPTER FIVE:

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This final chapter, summarizes the key takeaways from our investigation into the effects of e-procurement on the procurement process and organizational performance at TelOne Zimbabwe's Harare main branch a leading player Information and Communication Technology (ICT) sector. We will present our conclusions and recommendations based on the study findings, highlighting the practical implications and potential applications of our research

5.2 Summary of Findings

In Chapter 4, we analysed the questionnaire responses and discussed the findings of the study. We found that the implementation of e-procurement has improved the efficiency and effectiveness of the procurement process. It has positively affected the role of procurement staff, enhanced the timeliness of procurement activities, and provided effective training and support. E-procurement has also resulted in cost savings, identified areas for improvement, and encountered minimal resistance. Moreover, it has shown improvements in supplier relationship management, transparency, accountability, and overall organizational performance.

5.3 Conclusion

This study's findings demonstrate e-procurement has a positive impact on the procurement process and organizational performance at TelOne Zimbabwe's Harare main branch in the ICT industry. E-procurement adoption has led to improved efficiency, effectiveness, cost savings, and supplier relationship management. As well as enhanced transparency, accountability and overall organisational performance.

5.4 Implications

The study's findings have significant implications for both theoretical understanding and practical applications. Theoretically, this research expands the existing knowledge on e-procurement's impact in the ICT industry, providing insights into its benefits and challenges, and its effects on procurement processes. Practically the findings offer valuable ICT sector. In the existing body of knowledge on the impact of e-procurement in the ICT sector, considering e-procurement adoption.

From a practical standpoint, the findings offer valuable guidance for organizations, especially those in the ICT sector, considering the adoption of e-procurement. The positive impact on efficiency, cost savings, and supplier relationship management suggests that organizations should invest in implementing e-procurement systems. Additionally, the importance of providing effective training and support during the implementation phase should not be overlooked.

5.5 Recommendations

Based on the study, the following recommendations for TelOne Zimbabwe's Harare main branch and other organizations in the ICT industry are suggested:

1. Continued investment in e-procurement

TelOne Zimbabwe's Harare main branch should continue to prioritize and invest in the development and enhancement of their e-procurement system. This includes exploring opportunities for process automation, system integration, and advanced analytics to further improve efficiency and effectiveness.

2. Provision of ongoing training and support

It is crucial for TelOne Zimbabwe's Harare main branch to provide continuous training and support to procurement staff to ensure they fully embrace and utilize the e-procurement system. This will facilitate a smooth transition and maximize the benefits of the system.

3. Foster collaboration with suppliers

TelOne Zimbabwe's Harare main branch should strengthen its collaboration and communication with suppliers through the e-procurement system. This can include sharing

information, streamlining processes, and establishing mutual goals to further enhance supplier relationship management.

4. Monitor and evaluate system performance

Regular monitoring and evaluation of the e-procurement system's performance are essential to identify any areas for improvement or adjustments. TelOne Zimbabwe's Harare main branch should establish key performance indicators and periodically assess the system's impact on efficiency, cost savings, and overall organizational performance.

5. Promote change management strategies

As with any technological change, TelOne Zimbabwe's Harare main branch should implement effective change management strategies to address any potential resistance or reluctance from staff. Communication, education, and involvement in the implementation process are key to ensuring a smooth transition.

5.6 Limitations and Future Research

While this study provides valuable insights, it has some limitations. Firstly, it focuses on a single case study at TelOne Zimbabwe's Harare main branch, which limits the generalizability of the findings to other organizations in the ICT industry. Future research could expand the scope by including multiple case studies or a larger sample size to increase generalizability.

Secondly, the study relies primarily on self-reported questionnaire data, which could be completed by objective measurements or qualitative data from interviews or focus groups to gain a more comprehensive understanding of e-procurement's impact.

Finally, while the study examines e-procurement's effects on procurement processes and organizational performance, future research could explore the long-term effects and sustainability of e-procurement practices, and the potential integration of emerging technologies such as block chain or artificial intelligence, providing a more forward-looking perspective.

5.7 Research Summary

In conclusion, this dissertation examined the impact of e-procurement on the procurement process and organizational performance in the ICT business at TelOne Zimbabwe's Harare main branch, revealing positive effects of e-procurement on efficiency, cost savings, supplier relationship management, and overall organizational performance.

By implementing the recommendations provided and addressing the limitations identified, organizations can harness the full potential of e-procurement and reap its benefits, leading to improved procurement processes and organizational outcomes in the highly competitive ICT industry.

5.8 Areas for Further study

There are several areas for further study in the realm of e-procurement and its impact on procurement processes and organizational performance within the ICT industry. Researchers can continue to deepen our understanding of the subject matter and uncover new insights in:

1. Generalizability Across Industries

While this study focused on the ICT industry, future research could aim to investigate the impact of e-procurement in other industries as well. This would allow for a broader understanding of the benefits and challenges associated with e-procurement implementation across different organizational contexts. Comparing findings across industries can provide a more comprehensive picture of the generalizability of e-procurement's impact on various organizational settings.

2. Long-Term Effects and Sustainability

Building upon the findings of this study, it would be valuable to investigate the long-term effects and sustainability of e-procurement practices. Research could delve into how organizations maintain and enhance the benefits of e-procurement over time, as well as

how they address potential challenges that may arise during continuous use. Understanding the long-term impact would aid in assessing the lasting benefits and identifying strategies for sustained success.

3. Integration of Emerging Technologies

As technology continues to advance, exploring the integration of emerging technologies, such as blockchain and artificial intelligence (AI), within e-procurement systems is crucial. Research could focus on assessing the potential benefits, challenges, and implications of incorporating these technologies into the procurement process. Investigating how blockchain and AI can enhance transparency, security, and efficiency could provide valuable insights for organizations considering adopting or adapting their e-procurement systems.

4. Risk Management in E-Procurement

Risk management is an essential aspect of procurement processes. Further research could examine how e-procurement affects risk identification, assessment, and mitigation strategies. Investigating the impact of e-procurement on risk management practices could help organizations develop more robust risk mitigation frameworks and ensure effective risk management in their e-procurement processes.

6. User Experience and Adoption

Understanding the factors influencing user experience and adoption of e-procurement systems is crucial for successful implementation. Future research could explore user perceptions, attitudes, and behaviours during the transition to e-procurement. Factors such as user acceptance, resistance, and motivation could be investigated to provide insights into effective change management strategies, user training needs, and system usability enhancements.

7. Economic and Environmental Impacts

E-procurement has the potential to generate economic and environmental benefits through cost savings, reduced material waste, and carbon footprint reduction. Further research could examine and quantify the economic and environmental impacts of e-procurement implementation. Assessing the financial and environmental benefits can provide

organizations with a clearer understanding of the potential return on investment and sustainability gains associated with e-procurement practices.

Exploring these areas for further study will contribute to the ever-evolving field of e-procurement and enhance our understanding of its impact on procurement processes and organizational performance in both the ICT industry and beyond. Conducting rigorous research in these domains can provide valuable insights to practitioners, allowing them to make informed decisions and optimize their e-procurement systems.

Dear respondents

I Chinaka Caroline R, a student pursuing a BSC economics degree BCOM Purchasing and supply degree am conducting a research on the impact of e- procurement on procurement processes and organizational performance at Telone Zimbabwe's Harare main branch. I kindly request your participation in this study by completing the attached questionnaire. Please note that your responses will anonymous and confidential as the data will be analysed and presented in a grouped format for academic purpose only

APPENDIX I: RESEARCH QUESTIONNAIRE

Section A: Demographics

Gender: ☐ Male ☐ Female

Age:

☐ 18-25 years ☐ 26-35 years ☐ 36-45 years ☐ 46-55 years

☐ 56 years and above

Educational Qualification:

☐ High School Diploma ☐ Bachelor's Degree ☐ Master's Degree

☐ PhD or other advanced degree

Job Position/Role in the Organization: _____

Years of Experience in Procurement: _____

Years of Experience in E-procurement: _____

Section B: Questionnaire:

B1: Evaluation of the impact of e-procurement on the efficiency and effectiveness of the procurement process.

1. (EE1) The implementation of e-procurement has improved the efficiency and effectiveness of the procurement process at TelOne Zimbabwe's Harare main branch.

☐ 1 (Strongly disagree) ☐ 2 (Disagree) ☐ 3 (Neutral) ☐ 4

(Agree)

☐ 5 (Strongly agree)

2. (EE2) The role of procurement staff has been positively affected by the introduction of e-procurement at TelOne Zimbabwe's Harare main branch.

☐ 1. Strongly disagree ☐ 2. Disagree ☐ 3. Neutral ☐ 4. Agree
☐ 5. Strongly agree

3. (EE3) E-procurement has improved the timeliness of procurement activities at TelOne Zimbabwe's Harare main branch.

☐ 1. Strongly disagree ☐ 2. Disagree ☐ 3. Neutral ☐ 4. Agree
☐ 5. Strongly agree

4. (EE4) The training and support provided during the implementation of e-procurement at TelOne Zimbabwe's Harare main branch have been effective.

☐ 1. Strongly disagree ☐ 2. Disagree ☐ 3. Neutral ☐ 4. Agree
☐ 5. Strongly agree

B2: Assessing the influence of e-procurement on cost reduction and savings in the procurement function.

1. (CR1) E-procurement has resulted in cost savings in the procurement process at TelOne Zimbabwe's Harare main branch.

☐ 1(Strongly disagree) ☐ 2 (Disagree) ☐ 3 (Neutral) ☐ 4
(Agree)
☐ 5 (Strongly Agree)

2. (CR2) There are areas where further improvements can be made in the e-procurement system at TelOne Zimbabwe's Harare main branch.

☐ 1. Strongly disagree ☐ 2. Disagree ☐ 3. Neutral ☐ 4. Agree
☐ 5. Strongly Agree

3. (CR3) There has been resistance or reluctance from staff in adopting and using e-procurement at TelOne Zimbabwe's Harare main branch.

☒ 1. Strongly disagree ☐ 2. Disagree ☐ 3. Neutral ☐ 4. Agree
☐ 5. Strongly agree

B3: Examining the impact of e-procurement on supplier relationship management.

1. (RM1) The implementation of e-procurement at TelOne Zimbabwe's Harare main branch has faced various challenges and difficulties.

☐ (Strongly disagree) ☐2 (Disagree) ☐3 (Neutral) ☐4
 (Agree)
☐5 Strongly agree

2. (RM2) E-procurement has improved the transparency and accountability of the procurement process at TelOne Zimbabwe's Harare main branch.

☐ 1 (Strongly disagree) ☐2 (Disagree) ☐3 (Neutral) ☐4
 (Agree)
☐5 (Strongly agree)

3. (RM3) In yThe opinion, e-procurement has brought significant benefits to the procurement process at TelOne Zimbabwe's Harare main branch.

☐ 1 (Strongly disagree) ☐2 (Disagree) ☐3 (Neutral) ☐4
 (Agree)
☐5 (Strongly agree)

4. (RM4) E-procurement has improved the relationship with suppliers at TelOne Zimbabwe's Harare main branch.

☐1. Strongly disagree ☐2. Disagree ☐3. Neutral ☐4. Agree
☐5. Strongly agree

B4: Measuring the overall organizational performance outcomes resulting from the adoption of e-procurement practices

1. (AP1)-Please rate the overall impact of e-procurement on the procurement process at TelOne Zimbabwe's Harare main branch. Tick one box only

☐ 1 (Very low impact) ☐2 (Low impact) ☐3 (Neutral)
☐4(High impact) ☐5 (Very high impact)

2. (AP2) E-procurement has positively impacted the decision-making process related to procurement at TelOne Zimbabwe's Harare main branch.

☐ 1 (Strongly disagree) ☐2. Disagree ☐3. Neutral ☐4. Agree
☐5. Strongly agree

3. (AP3) The overall impact of e-procurement on the organizational performance at TelOne Zimbabwe's Harare main branch has been significant.

☐1. Strongly disagree ☐2. Disagree ☐3. Neutral ☐4. Agree
☐5. Strongly agree

Is there any additional feedback or information you would like to provide regarding yThe experiences on e-procurement and the procurement process at TelOne Zimbabwe's Harare main branch?

APPENDIX 2 INTERVIEW GUIDE

Thank you for the opportunity to participate in this interview about the impact of e-procurement on procurement processes and organizational performance at TelOne Zimbabwe's Harare main branch. I appreciate you providing an overview of the interview process and giving me the freedom to ask questions or stop the interview at any time. The interview will take approximately 20 minutes, and the author will take notes of our conversation. I am free to stop the interview or withdraw any statements I have made previously, and I am encouraged to ask any questions that may come up during the interview. Before we begin, please let me know if I have any questions, as I am ready to proceed with the interview when you are.

1. How has the implementation of e-procurement systems affected the efficiency and effectiveness of the procurement process at TelOne Zimbabwe's Harare main branch?
2. What are the key benefits your organization has experienced from adopting e-procurement, in terms of things like cost savings, process improvements, and supplier management?
3. How has e-procurement impacted the overall organizational performance at TelOne Zimbabwe, such as impacts on productivity, decision-making, or financial metrics?
4. What challenges or barriers has your organization faced during the transition to e-procurement, and how have those been addressed?
5. How has e-procurement changed the roles and responsibilities of the procurement team, and what new skills or training have been required?

6. Looking ahead, what are your organization's future plans or strategies for further leveraging e-procurement to drive continuous improvements in procurement and overall?

*****The End *****

Thank you for your participation in this study! Your input is greatly appreciated

REFERENCES

- Belina, A., 2023. Semi-structured interviewing as a tool for understanding informal civil society. *Voluntary Sector Review*, 14(2), pp. 331-347.
- Boruchowitch, F. & Fritz, M., 2022. Who in the firm can create sustainable value and for whom? A single case-study on sustainable procurement and supply chain stakeholders.. *JThenal of Cleaner Production*, Volume 363, p. 132619.
- Cuthbertson, L., Robb, Y. & Blair, S., 2020. Theory and application of research principles and philosophical underpinning for a study utilising interpretative phenomenological analysis.. *Radiography*, 26(2), pp. e94-e102.
- Karatu, V., 2023. The Role of Digital Procurement Systems in Mitigating Project Delays. *Doctoral dissertation*,).
- Mbanaso, U., Abrahams, L. & Okafor, K., 2023. Research philosophy, design and methodology.. *Research Techniques for Computer Science, Information Systems and Cybersecurity*, pp. 81-113.
- Pervin, N. & Mokhtar, M., 2022. The interpretivist research paradigm: A subjective notion of a social context.. *International JThenal of Academic Research in Progressive Education and Development*, 11(2), pp. 419-428.
- Scauso, M., 2020. Interpretivism: Definitions, trends, and emerging paths.. *Oxford Research Encyclopedia of International Studies*.
- Waithaka, R. & Kimani, J. 2., 2021. Effect of e-procurement practices on supply chain performance.. *Global JThenal of Purchasing and Procurement Management*, 1(1), pp. 32-42.
- Cesar, E., Reine, A., Adef, H. & Abdallah, K., 2019. Empirical classification and effect of procurement processes on organisational performance outcomes.. *International JThenal of Procurement management*.
- Dlakukeni, S., Kanyepe, J. & Tukuta, M., 2018. Working towards a Framework for Enhancing Public E-Procurement for Zimbabwe State Owned Enterprises (SOEs). *Int. J Sup. Chain. Mgt*, 7(6), p. 339.
- Hassan, H., Tretiakov, A. & Whiddett, D., 2017. Factors affecting the breadth and depth of e-procurement use in small and medium enterprises.. *JThenal of Organizational Computing and Electronic Commerce*, 27(4), pp. 304-324.
- Jama, E., Mwanza, B. & Mwanaumo, E., 2024. E-procurement Adoption Barriers encountered by Small and Medium-sized Enterprises (SMEs) in the Republic of South Sudan.. *African JThenal of Commercial Studies*, 4(1), pp. 48-68.

- Jama, E., Mwanza, B. & Mwanaumo, E., 2024. E-procurement Adoption Barriers encountered by Small and Medium-sized Enterprises (SMEs) in the Republic of South Sudan.. *African JThenal of Commercial Studies*, 4(1), pp. 48-68.
- Madzinga, T., Sibanda, V. & Munuhwa, S., 2020. E-Procurement as a Strategic SThecing Tool in the Beverage Industry in Zimbabwe.. *Business and Management Studies*, 6(2), pp. 4049-4049..
- Maina, P., 2023. E-procurement Strategies and Sustainable Procurement Performance of Telecommunication Companies in Kenya. (*Doctoral dissertation, University of Nairobi*)..
- Makudza, F. et al., 2023. Enhancing supply chain agility through e-procurement in a volatile frontier market.. *JThenal of Transport and Supply Chain Management*, Volume 17, p. 847.
- Mohungoo, I., Brown, I. & Kabanda, S., 2020. *A systematic review of implementation challenges in public E-Procurement*.. s.l., Springer International Publishing., pp. 46-58.
- Moyo, J., Ndlovu, M. & Paulos, L., 2023. AN ASSESSMENT OF THE EFFECTIVENESS OF THE PURCHASING SYSTEM EMPLOYED BY THE PUBLIC SECTOR IN ZIMBABWE.. *International JThenal of Research in Education Humanities and Commerce*, 4(5), pp. 1-18.
- Mwandembwa, T. & Matiku, E., 2022. The Influence of E-Procurement on Ethical Conduct Improvement in Mzinga Corporation, Tanzania. *East African JThenal of Business and Economics*, 5(1), pp. 240-251.
- Mwangi, E. & Kagiri, A., 2016. Effects of e-procurement on procurement performance in hospitality industry in Kenya: Case of Sarova chain of hotels.. *International Academic JThenal of Procurement and Supply Chain Management*, 2(2), pp. 1-19.
- Ndei, F., 2021. ELECTRONIC PROCUREMENT AND PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KENYA. A CASE OF PATHFINDER INTERNATIONAL KENYA..
- Pham, P., 2022. The impact of electronic procurement on buyer-supplier relationships. (*Master's thesis, University of Agder*)..
- Setyadi, A., Prianto, S., Pawirosumarto, S. & Ismail, S., 2023. FACTORS INFLUENCING THE IMPLEMENTATION OF E-PROCUREMENT WITH PERCEPTIONS OF EASE OF USE AS MEDIATION VARIABLES. *Jurnal Aplikasi Manajemen*, 21(4).

- Siddiqui, A. et al., 2022. Effects of E-Procurement on Supply Chain Management in the Modern Era.. *International JThenal of Social Science & Entrepreneurship*, 2(2), pp. 202-217.
- Tai, Y., Ho, C. & Wu, W., 2010. The performance impact of implementing web-based e-procurement systems.. *International JThenal of Production Research*, 48(18), pp. 5397-5414.
- Wadesango, N., Jori, A. & Lovemore, S., 2023. Literature review of the relationship between E-procurement and cost reduction.. *Multidisciplinary Science JThenal*, Volume 5.
- Waithaka, R. & Kimani, J., 2021. Effect of e-procurement practices on supply chain performance.. *Global JThenal of Purchasing and Procurement Management*, 1(1), pp. 32-42.
- Yessuf, A., 2019. Challenges and critical success factors for e-procurement adoption in Ethiopia.. *Russian JThenal of Agricultural and Socio-Economic Sciences*, 86(2), pp. 94-108.
- Addy, M., Addo, E., Kwofie, T. & Yartey, J., 2023. Predicting the adoption of e-procurement in construction project delivery in Sub-Saharan Africa: an application of UTAUT2. *Construction Innovation*, 23(5), pp. 1038-1053.
- Albinkalil, A., 2021. *Impact of E-procurement on Supply Chain Performance*. s.l., Cham: Springer International Publishing., pp. 133-143.
- Chan, A. & Owusu, E., 2022. Evolution of electronic procurement: contemporary review of adoption and implementation strategies.. *Buildings*, 12(2), p. 198.
- Chen, Y. et al., 2022. E-procurement system adoption in local governments: the role of procurement complexity and organizational structure. *Public Management Review*, 24(6), pp. 903-925.
- Madzinga, T., Sibanda, V. & Munuhwa, S., 2020. E-Procurement as a Strategic SThecing Tool in the Beverage Industry in Zimbabwe.. *Business and Management Studies*, 6(2), pp. 4049-4049.
- Maepa, D., Mpwanya, M. & Phume, T., 2023. Readiness factors affecting e-procurement in South African government departments.. *JThenal of Transport and Supply Chain Management*, Volume 17, p. 874.
- Mélon, L. & Spruk, R., 2020. The impact of e-procurement on institutional quality.. *JThenal of Public Procurement*, 20(4), pp. 333-375.
- Soong, K., Ahmed, E. & Tan, K., 2020. Factors influencing Malaysian small and medium enterprises adoption of electronic government procurement.. *JThenal of Public Procurement*, 20(1), pp. 38-61.
- Waithaka, R. & Kimani, J., 2021. Effect of e-procurement practices on supply chain performance.. *Global JThenal of Purchasing and Procurement Management*, 1(1), pp. 32-42.

Rukuni, T.F., Maziriri, E.T. and Mulaudzi, H., 2020. Assessing electronic procurement at a state-owned enterprise in South Africa. *JThenal of Contemporary Management*, 17(2), pp.393-415.

