

BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS

**THE IMPACTS OF ELECTRONIC PROCUREMENT ON SERVICE DELIVERY IN
THE PUBLIC SECTOR – A CASE STUDY OF GOKWE NORTH DISTRICT
HOSPITAL**

BY

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FOR BACHELOR OF COMMERCE HONORS DEGREE IN PURCHASING AND SUPPLY
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RELEASE FORM

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DEDICATION

I dedicate this dissertation to the Almighty for making it possible and giving me the strength writing this dissertation.

I would like to also extend my gratitude and thanksgiving to every individual who has supported me in any way in writing this dissertation

God bless you!

ABSTRACT

The study intended to define the impacts of e-procurement on service delivery in public sector. In the bid to accomplish the objectives of the study, qualitative research approach was implemented for the acquisition of knowledge about electronic procurement and how it affects service delivery as well explaining how organizations are affected if e-procurement is not employed. The researcher adopted the descriptive research design. A targeted population of 50 employees from six departments was used in the study research. A sample of 42 questionnaires were collected from employees at Gokwe North District Hospital. The data was collected through the use of interviews and questionnaires and the responses were represented in the form of tables, graphs and pie charts. Findings from the study generally reveal that e-procurement implementation in to the organizational processes convert into efficient service delivery. The research findings also reflected that e-procurement tools such as e-sourcing and e-tendering pose positive impacts on service delivery. The study recommends government intervention in funding the acquirement of software and hardware, staff training programs and research and development programs to accomplish improved service delivery.

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Table of Contents	
RELEASE FORM.....	ii
APPROVAL FORM	Error! Bookmark not defined.
DEDICATION.....	iv
ABSTRACT.....	v
ACKNOWLEDGEMENTS.....	vi
TABLE OF CONTENTS.....	vii
CHAPTER ONE	11
INTRODUCTION	11
1.1 Introduction.....	11
1.2 Background of the study	11
1.2.1 E-procurement in the Global market.....	11
1.2.2 E-procurement in Zimbabwe	12
1.3 Statement of the problem.....	14
1.4 Objectives of the study.....	14
1.5 Research questions.....	14
1.6 Significance of the study.....	15
1.6.1 To the researcher.....	15
1.6.2 To the Organization.	15
1.6.3 To Bindura University	15
1.6.4 The Community	15
1.7 Assumptions of the study.....	15
1.8 Delimitations of the study.....	15
1.9 Limitations of the study	16
1.10 Definition of terms.....	16
1.11 Structure of the dissertation	16
1.12 Summary	17

CHAPTER TWO	18
LITERATURE REVIEW	18
2.0 Introduction.....	18
2.1 Theoretical review 2.1.1 The e-procurement model	18
2.1.2 Service Quality model.....	19
2.1.3 Electronic commerce theory	19
2.1.4 Role of stakeholders in e-procurement	20
2.1.5 Importance of e-procurement.....	21
2.2 Empirical literature	21
2.3. Research Gap	24
2.4 Conceptual Framework.....	25
2.4 Summary	25
CHAPTER THREE	26
RESERCH METHODOLOGY	26
3.0 INTRODUCTION	26
3.1 Research approach	26
3.2 Research design	26
3.3 Case study	27
3.4 Population	27
3.5 Sample size	27
3.6 Sampling technique.....	28
3.7 Sources of data.....	28
3.7.1 Primary data	28
3.7 Data collection methods.....	28
3.7.1 Interviews.....	29
3.7.2 Questionnaires.....	29
3.8 Reliability of Research Instruments	30

3.9 Validity of Research Instruments.....	30
3.10 Method of data analysis	30
3.11 Ethical considerations	30
3.12 Summary	31
CHAPTER FOUR.....	32
DATA PRESENTATION, ANALYSIS AND DISCUSSION.....	32
4.1 INTRODUCTION	32
4.2 DEMOGRAPHIC DATA PRESENTATION AND ANALYSIS	32
4.2.1 Questionnaire response rate	32
4.1.2 Gender of respondents	33
4.1.3 Age groups of respondents.....	34
4.1.4 Position of respondents	34
4.1.4 Qualifications of respondents	35
4.1.5 Distribution of respondents by work experience	36
4.2 Research findings on the impact of e-procurement on service delivery	37
4.2.1 Determining the mode of procurement mainly used.....	37
4.2.2 Rating the efficiency and effectiveness of different procurement methods used.	37
4.2.3 Assessing the impact of e-sourcing on improving efficiency and effectiveness in service delivery	38
4.2.4 Impact of e-tendering on service delivery.	39
4.3 Research results from interviews	40
4.4 What are the impacts of e-procurement tools on service delivery	41
4.5 Challenges in implementing e-procurement that undermines effective service delivery at your organization?	41
4.5.1 Suggest ways that can make e-procurement enhance efficient service delivery?	41
4.6 Summary	42
CHAPTER FIVE	43
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	43

5.1 Introduction.....	43
5.2 Summary of findings.....	43
5.3 Conclusions.....	44
5.4 Recommendations.....	44
5.5 Recommendation's for further study.	45
REFERENCES	46
APPENDIX A: Introductory letter.....	45
APPENDIX B: Measurement instruments.....	46

LIST OF TABLES

Table 3.1 Population and sampling.....	27
Table 4.2.1 Questionnaire response rate.....	32

LIST OF FIGURES

2.3.1 Figure 1 Conceptual frame work.....	
4.1.1 Figure 2 Distribution of respondents by gender.....	33
4.1.2 Figure 3 Distribution of respondents by age.....	34
4.1.3 Figure 4 Distribution of respondents by position.....	35
4.1.4 Figure 5 Distribution of respondents by qualifications.....	35
4.1.5 Figure 6 Distribution of respondents by years of work experience.....	36
4.2.1 Figure 7 The rate at which procurement method is used.....	37
4.2.2 Figure 8 Procurement method which is more efficient and effective on service delivery.....	38
4.2.3 Figure 9 The rate of e-sourcing efficiency and effectiveness on service delivery.....	39
4.2.4 Figure 10 Impact of e-tendering on service delivery.....	40

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter delves into the correlation between the implementation of electronic procurement in public sector and service delivery. This chapter of the dissertation focuses on outlining the study's background and presenting the problem statement. Additionally, the chapter details the study's objectives, significance, research questions, limitations, delimitations, assumptions, recommendations, and summarizes the study.

1.2 Background of the study

1.2.1 E-procurement in the Global market

Globally E-procurement has turn out to be topical as a mechanism to construct and preserve public systems. E-procurement is the usage of facts and verbal exchange era thru digital strategies to enhance both internal and external purchasing and supply management methods Lyson (2006). The adoption of e-procurement has been developing hastily worldwide, gaining recognition amongst customers and providers consequently it's something that desires to be acknowledged and accepted since it is considered one of the major reforms within the public sector. Due to the exercise of procurement systems, the procurement of products and services from distinct elements of the sector has turn out to be a lot easier. With the pinch of the exponential charge of evolving digitalization with excessive velocity, form and device affects this has driven many nations throughout the globe to modernize their public procurement systems in order to achieve the advantages delivered through technology within the control of organizations. E-procurement is turning into an increasing number of benefits for both customers and sellers, remodeling the worldwide marketplace landscape.

Developed international countries have extensively embraced e-procurement practices because of the availability of necessary resources for its implementation. One of the critical motives at the back of the adoption of digital procurement is to decorate performance and effectiveness, transparency and responsibility in public procurement. The United Kingdom which accommodates of England, Scotland and Wales made e-procurement obligatory for all authorities' purchases since April 2017 and E-Systems which includes e-tenders had been practical within the United Kingdom so one can

decorate effectiveness of the public procurement (Hobson, 2019). On that note international countries like Spain have mandatories that awarding public sector contracts ought to be carried out through E-Systems. In addition, Malaysia in some unspecified time the authorities have referred also that all its purchases need to be achieved thru e-procurement. The reform of e-procurement in advanced international countries complements transparency.

Over the past year's public institutions have been using the conventional technique of procurement. Traditional procurement describes the careful techniques used within the industry, such as handling the functions by hand, relying largely on paper work, calling people for updates and the usage of tangible techniques to make sure that items and services arrive at their vacation spot inside a predetermined window of time. All of the acquisition forms might be processed manually through paperwork system. Due to the want for manual labor and written documentation, this dragged down the whole procurement process.

Internet is now considered to be very famous in masses of worldwide places. More than half of businesses with ten or more employees have their very personal websites, and over 75% of businesses in 38 worldwide places have internet access (OECD 2007). Even with the information of internet clients at their disposal, public institutions hold to war with properly timed fabric acquisition, which negatively impacts company delivery. In Africa, e-procurement is slowly becoming more famous, especially with in public sector. Most of the developing worldwide places are failing to adopt to e-procurement irrespective of all the advantages that can be located out following the implementation and use of e-procurement. However, most of these African countries which consist of Tanzania, and Kenya governments made it compulsory for procurement of all public goods, works and services to be executed through online platforms.

Electronic resources appearance had emerged as an option, resources such as websites, online databases in diverse virtual forms, emails and Electronic Data Interchange. In addition, pc programs additionally emerge as an option and as a result the advent of PROMUN device which became evolved in 1996. This software program bundle became later changed via means of Pestel Evolution in 2018. Pestel Evolution captures all of the facts at the receipt objects, troubles and diverse objects. Receipt items consist of all items that have been introduced and obtained via means of the commercial enterprise whilst issues items are the ones that might had been dispatched to their users.

1.2.2 E-procurement in Zimbabwe

The advent of presidency procurement has made the authorities of Zimbabwe to layout a brand new software that stimulates the modernization of its public procurement and decrease corrupt practices

within the tendering processes. The Zimbabwean authorities has advanced a legal framework so as to guide public procurement and additionally deal with the deficiencies with inside the procurement system. The Procurement Regulatory Authority of Zimbabwe (PRAZ), formally the State Procurement Board was created through the Act of Parliament, Public Procurement and Disposal of Public Assets Act which repealed the Act through Statutory Instrument S.L. 5 of 2018 was enforced in January. A possibility is created for Zimbabwe to apply its restricted resources, if a green procurement system is introduced.

The goal of the act is to reveal the procurement procedures, to make certain transparency, fairness, honesty, cost-effectiveness, performance and accountability. Despite the brand new regulation and statutory, the general public procurement in Zimbabwe nonetheless affords leakages, interior buying and selling and corruption which undermine the effectiveness of the regulation Ali (2019). Political pressures, manipulation grand misappropriation of resources, mistaken tendering process, inflation of tendering expenses and contracting tactics envisage foremost debacles which usually beset the Zimbabwean procurement structures. However, the implementation of e-procurement structures might turn out to be a sport changer for the authorities in improving compliance and performance within the public sector.

Recently, the Procurement Regulatory Authority of Zimbabwe (PRAZ) has released electronic government procurement system (e-government procurement) intended to decorate the country procurement technique, in addition to plug loopholes and cast off corruption within the counties public procurement system. The advent of e-government procurement system is supposed to bolster the public monetary management, meaning that actual time expenditure and progressed service delivery is attained. In addition, e-government procurement system introductions aim to lessen the bureaucratic procedures, unwarranted delays and inefficiencies which in the end become an opening for out of control corruption and different poor procurement practices. On that note, the introduction of Public Assets Disposal Act obligatory complements transparency and accountability within the public procurement activities.

Numerous public entities are experiencing numerous benefits by incorporating computer systems into their procurement procedures. E-procurement system facilitates electronic process consisting of tracking and verification, taking into account the submission of reports and procurement plans online. This web-based technique hurries up the reporting process. Electronic procurement gives organizational benefits, consisting of Electronic Data Interchange which streamlines buying transactions among consumers and sellers. This system aids managers in verifying fees and

maximizing preceding agreements, ensuring the procurement of cost-effective products. E-procurement additionally performs an important function in setting up a dependable supply chain for well-timed service delivery.

This study seeks to reply the query of the way to enhance service delivery within the public sector via e-procurement with the aid of using assessment elements that need to be taken into consideration for a successful implementation of e-procurement within the public sector, and the benefits which can be found out if e-procurement is employed, possibilities that may be found out and demanding situations also are taken into consideration. Recommendations to vital fulfillment of the implementation of e-procurement within the public sector so as to deliver first-rate services are realized in this chapter.

1.3 Statement of the problem

Public entities prioritize procurement procedures that aim to ensure accountability, transparency, and high-quality service delivery. These practices have been influenced by local and global developments, with efforts made to adopt electronic procurement methods for improved service quality. The Zimbabwean government has introduced new laws to promote effective procurement practices. Despite these initiatives and multiple benefits, rural hospitals like Gokwe North District still struggle to fully engaged in e-procurement so as to enhance their service delivery. This has resulted in grand misappropriation of resources, flawed tendering processes and corrupt practices. This study seeks to address these issues by realizing the impacts of electronic procurement on service delivery.

1.4 Objectives of the study

The research aims

- i. To determine how e-procurement affects service delivery at Gokwe North District Hospital.
- ii. To determine the impacts of e-sourcing on efficient service delivery at Gokwe North District Hospital
- iii. To propose policy recommendations on electronic procurement at Gokwe North District Hospital.

1.5 Research questions

- i. What are the effects of e-procurement on service delivery?
- ii. Is e-sourcing efficient and effective on service delivery?
- iii. What recommendations can be asserted on service delivery improvement?

1.6 Significance of the study

1.6.1 To the researcher

The research was undertaken in fulfillment of the Bachelor of Commerce Honors Degree in Purchasing and Supply offered by Bindura University of Science Education. This research was undertaken also in pursuit of acquiring important knowledge to use in the future working environment.

1.6.2 To the Organization.

The findings from the study will reach higher levels in providing different organizations with exclusive ideas on how it can improve its efficiency, transparency and accountability in the public procurement sector. The literature reviewed also provides insights into the available software packages and electronic means of procurement that has to be adopted.

1.6.3 To Bindura University

The research provided the members of staff and students with information for future researches that might be conducted.

1.6.4 The Community

The study will give insights to the community on how e-procurement can improve service provision.

1.7 Assumptions of the study

This research was carried out at the assumption that:

- i. The researcher would utilize necessary resources and account for relevant environmental factors during the research process.
- ii. The participants are expected to provide truthful and timely information to facilitate the completion of the study.
- iii. The study aims to present potential resolutions to the issues being investigated

1.8 Delimitations of the study

The research took into consideration employees from different departments at Gokwe North District Hospital that included procurement, stores, finance, ICT, logistics and Pharmaceutical department. The study focuses on the impacts of electronic procurement on service delivery in public hospitals. The research also covered the technological practices of procurement used at the hospital in the procurement department to expose its consequences, shortfalls and benefits.

1.9 Limitations of the study

Confidentiality: Most of the employees were reluctant to disclose important facts or news relevant to the study due to their insecurities about their identities being exposed but however the researcher managed to convince them that their identities were not going to be revealed in the research.

Response time: The researcher's time with the employees was limited due to the fact that Covid-19 was still a point of focus to fight against, however the researcher made efforts to research even during the holidays and also using online measures.

1.10 Definition of terms

Electronic procurement

Lysons (2006) postulates that electronic procurement is centralized management of inner and external purchasing and supply through the use of electronic platforms.

Public sector

This is a state sector of the economy that comprises of the government and government-controlled enterprises.

Service delivery

Helm sing (1995) define service delivery as the obligated decision to deliver goods and services to the recipients.

1.11 Structure of the dissertation

Chapter 2: Literature review: This chapter explores the studies made previously about e-procurement reviewing the research gap that was left behind the studies made. This chapter consist of two main focus areas thus the theoretical framework and the empirical framework.

Chapter 3: Research methodology: The purpose of this chapter is to discuss the research methodology used in this study to collect data regarding this study. It covers aspects such as research design, sampling procedures, research instruments, data collection methods, ethical considerations and summary.

Chapter 4: Data Presentation, Analysis and Discussion: This chapter represent the research data in form of tables and diagrams also explaining right under the diagrams the results represented in the diagrams. Interviews and questionnaire's answered in this charter and represented.

Chapter 5: Summary, Conclusions and Recommendations: This chapter provide the research summary, conclusions and recommendations to the topic in query.

1.12 Summary

This chapter managed to introduce an overview of the main study. It has looked at the introduction and highlighted on what the study is all about, its importance, background, delimitations and limitations of the study. After identifying current challenges and relevant possible areas in which challenges have developed from, it stands that there is greater need to consider a related literature in the bid to come up with people's findings in relation to the same situation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Using a comprehensive theoretical and empirical review this chapter provides the literature to the study aiming mainly on the e-procurement impacts on service delivery in the public sector. This chapter provides the past researches that has been made in the past about e-procurement.

2.1 Theoretical review

2.1.1 The e-procurement model

E-Procurement model is a model that leverages technology to streamline the procurement procedure and enhance performance within the purchasing of goods and services. This model includes the usage of digital platforms and system to automate and digitize numerous procurement activities which includes sourcing, tendering, invoicing and payments. (Corsi 2006) described e-procurement as the usage of digital strategies over the internet to conduct procurement purposes thus identification of conditions, tendering procedure, payment and contract management. The reason behind the adoption of the e-procurement model is to heighten performance and effectiveness, transparency and responsibility in public procurement. Monczka et al. (2015) purports that corporations that applied e-procurement structures experience significance upgrades in procedure efficient, leading to cost saving and elevated productivity. The idea of e-procurement is followed through actually all industries and all types of organizations. Specifically, within the public sector, e-procurement is pushed through social, cultural and political elements (Garran 2005). Implementation of e-procurement in public procurement calls for resources and specialized skills. In addition, the system calls for a well-coordinated alternate control structures and schooling program (Garran, 2005). It is likewise crucial to place into vicinity practices, methods and structures for the implementation of e-procurement (Vaidya, Sajeev and Callender, 2006). Other elements which can be vital in implementation of e-procurement encompass proper governance and ability developments. This model is of significance to the study in line for the fact that it provides a thin line of the meaning of e-procurement on the services that will be furnished in the health institutions within Zimbabwe. Meanwhile the rationale of e-procurement is to deliver effectiveness and efficiency in the public procurement services therefore concentrating on lowering the costs although providing quality

services, this acts as a clear clue of what this research is all about which supports the idea of the impacts of e-procurement on service delivery

2.1.2 Service Quality model

This model seeks to clear the space among real overall performance and predicted overall performance with the aid of developing a suitable term to name the gap that is service quality while bearing in mind quality dimension (Bovaird, 2006). (Parasuraman et al., 1988) evolved the Servqual model which points out the five dimensions of service quality thus tangibility, reliability, responsiveness, assurance, and empathy which are used to recognize customer expectations. Customers have their expectancies with regards to facility provision and while the service supplied fails to satisfy those expectations then routinely the supplier exceptional is rendered poor (Erridge et al, 2007). Quality has emerged as one of the essential hobby of researchers all through the previous years because of its outcomes at the overall performance of business enterprise thus cost reduction, customer satisfaction, market share of enterprises, customer loyalty, and profitability of organizations. Quality within the service surroundings relies upon at the principal location of activity within the surroundings and is primarily based totally on special parameters including industry, customer needs, organizational culture and time (Sunder 2016). Service Quality is a crucial size device for agencies to apprehend customer needs and desires. Although there may be no popular settlement concerning the particular model used as a degree of perceptions of service quality, researchers consider that service quality is multidimensional. The popular public and consumer branch's expectancies are going to be taken into consideration in opposition to the belief of the procurement group of workers on the general public and consumer branch expectancies (department expectations).

2.1.3 Electronic commerce theory

Electronic commerce is relatively new concept that crept into the business vocabulary during the 1970s. E-commerce was invented in 1979 by entrepreneur Michael Aldrich in the United States. The entrepreneur was able to connect a modified television in to a real-time multiuser transaction processing computer via television line. The system was marketed in the 1980s and was offered as business to business system that were then sold in Uk, Ireland and Spain. Electronic commerce is a modern business methodology that addresses the need to cut cost while improving the quality of goods and services and growing the speed of service delivery to organizations, merchants and consumers (Kalakota and Whinstone, 1996), it is frequently linked with the buying and selling of

information products and services by means of computer networks (supply chain networks). Laudon and Travel (2006) also demarcated electronic commerce as the consumption of internet and web to discharge business. E-commerce depend on the technological and digital platforms including websites, mobile apps, electronic data interchange, e-mail, electronic fund transfers, electronic publishing, image processing, electronic bulletin boards, shared databases and magnetic/optical data capture. E-commerce shows a vital role in procurement since it provides a wider range and market approachability, cost effective operation and enhanced customer engagement,

2.1.4 Role of stakeholders in e-procurement

Stakeholders may be recognized as a collection of people who are at once concerned in an enterprise who're trusted by the company to fulfil their personal goals. Stakeholders may be internal and external an example of external stakeholders encompass the government, investors, the media and local government at the same time internal stakeholders encompass directors, managers, shareholders, and employees. (Bello, 2013) asserts that the most important inner stakeholders in procurement are the senior managers, procurement managers and other workers of different departments. A right engagement of the important stakeholders within the e-procurement process consists of proper plans that stimulates the opportunity to supply effectively and efficiently. Stakeholders performs an important position in e-procurement that encompass price and pricing decisions, approval and purchasing capabilities and service specifications within the services required. In public procurement the primary stakeholders are the authorities, the suppliers and the customers. As stakeholders of an organization their function is to decorate high quality and offer the best service to the customers. The following are key stake holders in public procurement and their roles:

The authorities have interest in buying goods and services which can be price powerful (cost effective) and meet its needs. The authorities additionally desire to decrease potential conflicts of interest between itself and the supplier. The seller is the primary actor in public procurement. The seller desires to win contracts from the authorities, and it desires to obtain payment for its goods and services. In order to win contracts from the authorities, the suppliers have to fulfill numerous requirements, which include having an awesome reputation, being capable of meeting deadlines, and having dependable transport systems. The buyer is the very last stakeholder in public procurement. The client desires to obtain top notch items and services at an honest price. In order to obtain high quality items and services at an honest price, the client have to be capable of evaluate costs among providers. Therefore, these work together in public procurement processes so as to attain satisfaction from the services being offered and they offer.

2.1.5 Importance of e-procurement

One of the important benefits of digital procurement is its ability to enhance performance and decrease expenses within the procurement system. By automating the procurement technique, agencies can lessen the time and limit outside spending. According to the Aberdeen Group, agencies which have carried out e-procurement can store as much as 20% on their procurement cost (Smith, 2019).

The implementation of e-procurement systems in public procurement ended in widespread time savings and decreased processing cost Smith et al. (2019). E-Procurement can save businesses time by automating the procurement process and eliminating the need to contact multiple vendors. E-procurement additionally lowers the expenses associated with mistakes, rework, and paperwork (Dutta, 2008). This now not only speedup the procurement technique however additionally reduces the dangers of mistakes and delays. This expanded performance permits agencies to reply more quickly to converting marketplace situations and purchaser demands.

Furthermore, e-procurement additionally enhances transparency and visibility into the procurement method. E-Procurement tools can track and monitor purchase data so that you can better manage costs and optimize your procurement strategy. This enables to cube the troubles of fraud and corruption, as it guarantees compliance with policies and regulations in procurement processes. In addition, this transparency additionally complements corporations' recognition with stakeholders (Brown, 2020). By means of making all procurement activities electronic, businesses can expand communication between diverse departments and lessen time misused on terminated tasks. Moreover, e-Procurement tools can help reduce misinterpretations and coordination issues by providing reliable documentation through departments. By using e-Procurement, businesses also diminish the risk of possible scams or fraud via confirming that products and services meet detailed requirements. It reduces the likelihood of exorbitant mistakes or problems down the road.

2.2 Empirical literature

Tsara and Mashaiwa (2023) looked on Zimbabwe's use of digital public procurement. Utilizing a qualitative desk research approach, study evaluated whether or not e-procurement technology is probably applied in Zimbabwe's public sector. The purpose of the study was to decide how visible the public sectors adoption of an e-procurement system became. The researches conclusions confirmed that the general public sector in Zimbabwe may efficiently use e-procurement systems due to some of the advantages that work collectively to enhance public sector control and make effective use of the available resources. According to the report, the benefits that make e-procurement

deployment in Zimbabwe's public quarter feasible consist of openness and the disclosure of records and purchases associated with public procurement. In Zimbabwe, an e-procurement system might make sure that all fascinated parties may possibly monitor and oversee public procurement activities thru concurrent publishing and information access through digital catalogues (Hassan, 2016). Thus, a good way to upgrade Zimbabwe's procurement frameworks in keeping with countrywide developmental goals just like the National Development Strategy (NDS) 1 of 2021–2025. E-Systems is essential. However, the reform power to modernize the general public procurement system can be dragged back because of lack of political will and the general public sector's incapacity to combine and successfully use E-Systems, which poses massive debacles. The study makes numerous pointers for the significant authorities to consider to efficiently enforce e-procurement system within the nation. These encompass allocating extra budget from the annual national budget to this motive and requiring political will and dedication from the nation's pinnacle leaders to assure that the system is positioned into place.

Rasto (2017) carried out studies at the impact of digital procurement practices on organizational overall performance in public hospitals in Kenya. The study employed a descriptive survey of five hospitals. The sample size was 367 respondents. Questionnaires had been the principle kinds of records series tools. The study used both quantitative and qualitative records. Data was then offered in tables of frequencies and percentages. On e-tendering, the researcher observed that there's extended competitiveness within the tendering bid for the hospital. On e-invoicing, the study observed that the adoption of e-bill is ready to point out expenses from customers to suppliers. Concerning e-payment, the study observed that e-payment makes it reasonably-priced to directly pay suppliers on supply delivery because of fewer expenses incurred upon sending cash thru e-banking systems. The study recommends that infirmaries ought to use a joint coverage within the establishment of comparable systems of choosing and issuing tenders as a well-known procedure to make certain excessive ranges of overall performance. All hospitals ought to automate the exercise of invoicing as a way to uphold transparency and document control seeing that it is going to be less difficult to track records or pick out payments to be made to suppliers.

Vaidya, Sajeev and Callender (2006) performed a study on Critical Factors that Influence e-procurement Implementation Success within the Public Sector. The study used surveys to look at the literature for some of e-procurement projects so as to analyze whether or not a widespread set of vital fulfillment elements for e-procurement existed. The study assessed 8 primary e-procurement initiatives and 5 unique literatures on e-procurement. The awareness of the study was to apply the

practitioners' substances particularly authorities' reports which will apprehension the practitioners' perceptions of the procurement practices. They discovered that irrespective of the efforts positioned thru the governments via reforms concerning adoption of e-procurement, still remains a major venture for lots of procurement functions. Furthermore, enticing suppliers within the process particularly smaller businesses is likewise proving to be hard given the extent of funding predicted in terms of imparting catalogue data to buyers, and marketplaces diverse technologies, platforms and commercial enterprise languages (OGC, 2002). The findings similarly discovered that a hit implementation of e-procurement recognized systems and feedback mechanism. The observe how ever supplied diverse propositions in an effort to curb the problems that could prevent the fulfillment of the implementation of e-procurement. They related e-procurement with stepped forward procurement performance. While diverse governments are encouraging public zone groups to undertake e-Procurement.

Abarden Group (2001) discovered that e-procurement answers result in progressed fulfilment of purchaser demands, progressed settlement compliance, enriched supply chain capacity, decreased stock charges and progressed stock management. The institution diagnosed the keys to e-procurement success. They mentioned that e-procurement must not be treated as a strategy, the organization should recognize what's spent on, what's the employer's plan, the implementation of e-procurement starts off evolved with the aid of using benchmarking, the implementation of e-procurement should be led from the top, the implementation of e-procurement should be supported with the aid of using different practical areas.

Berlin (2006) in his examine on The Impact of E-Procurement at the Number of Suppliers. The study mentioned that plenty of empirical literature already exists confirming that e-procurement ends in extended range of suppliers. This examine additionally discovered that exceptional businesses undertake exceptional on line techniques for his or her procurement functions. The researcher's findings indicated that that the usage of digital procurement has enabled United States authorities to test the maximum latest expenses of various suppliers. This additionally enabled it to reserve resources on time. The study recommends United States authorities to emphasize corporation useful resource making plans at each procurement cycle so that you can have higher procurement performance.

Nyakabi, Biraori and Wacera (2023) performed studies on digital tendering and organizations overall performance of parastatals in Nakura country. The predominant goal of the research was to

investigate the incorporation of e-tendering and its influence on the organizational performance of parastatals in Nakuru County. The study hired a descriptive study technique wherein five parastatals have been decided on due to the fact they were the only agencies that performed supply chain management function. The study concluded that parastatals were capable to save costs and enhance their performance by means of integrating e-tendering constituents of supplier management their procurement processes. For e-tendering to function as an e-supplier screening, digital supplier registration, automated assessment and selection must to be interested. The study also mentioned that parastatals couldn't robotically pick and examine suppliers due to the fact they did not have the capability for the Electronic Decision Support System (e-Dss) important for standards choice and assessment. This confirmed that e-tendering was still an era where not much integration was performed and maximum of the parastatals still performed manual tendering. The study recommended parastatals to leverage technology that allows the concept of supplier management to be incorporated into an e-tendering aspect of e-procurement.

Lewis (2004) looked at the Essentials of e-Sourcing, A Practical Guide for Managing the RFX Process in an “E” Environment. The study found out that e-sourcing may be used as a device to lessen process time, generate sourcing financial savings and to pressurize incremental revenues. The study additional found out that implementation of e-sourcing begins with choice of an e-tool to counterpart an organizational strength, accompanied through change administration and schooling of the group of workers and different stakeholders where possible. Similarly, Vaidya and Callender (2006) carried out a study on the essential elements that impact a success implementation of e-procurement within the public sector and diagnosed end user uptake and training, supplier adoption, system integration, safety and authentication, re-engineering technique, overall performance measurement, pinnacle management performance, change control software and communication systems as the essential elements that decide the achievement of implementation of e-procurement.

2.3. Research Gap

Tsara and Mashaiwa (2023) conducted a research on the Zimbabwe's use of digital public procurement. The study concluded that Zimbabwean E-Systems are dragged down by the lack of political will and public sector capacity. However, the study failed to realize the significance of e-procurement where it is applied in other public institutions.

Lewis 2004 also conducted a research on the essentials for implementation of e-sourcing in the e-environment. The study concluded that a successful implementation of e-sourcing come along with many benefit that include increased time savings, wider range of suppliers and cost savings. The

study though botched to state the impact of these benefits on the overall performance of organizations.

Although different types of e-procurement benefits have been pointed out, the existing literature does not explain the implication of those benefits on service delivery. The framework developed in this research project is intended to address these gaps in the literature by linking benefits of e-procurement tools (e-sourcing, e-tendering and e-ordering) with the improvement of service delivery in public entities.

2.4 Conceptual Framework

Charles work (2022) postulates that conceptual framework is an avenue plan supposed to visualize the studies and clearly discover the variables of the study. The study shows a conceptual framework consisting of impartial variables and based variables. In this study e-procurement was conceptualized as the independent variable and service delivery as the dependent variable.



Figure 1-Conceptual framework

2.4 Summary

This chapter has looked at the theoretical and empirical literature on e-procurement and service delivery reflecting different sides of electronic procurement. The next chapter will explore the methodology of the research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter gives the methodology and materials used during the research. It provides research approach, as well as justification to the approach, research design and sampling procedures are also outlined. The data collection instrument used is also explained and justified; types of questions, exclusion and inclusion criteria, validity and reliability are also explained. Ethical considerations are highlighted and lastly the methods of data analysis and presentation are explained.

3.1 Research approach

A research approach refers to the systematic and methodical techniques and strategies that researchers utilize to conduct a study Bryman, (2015). It encompasses the overall framework and methodology employed to collect, analyze, and interpret data in order to address a research problem. The study falls under inductive approach which enables the researcher to use a qualitative approach based on exploratory inquiry. Qualitative research is a well-planned enquiry which is based on experience as researchers try to understand how other people make sense of their experience in their natural settings (Ryan et. al, 2000). The qualitative method therefore helped to understand the meaning and phenomena related to electronic procurement. It also helped in gathering information relevant on the experiences, challenges of managers in e-procurement and gather in-depth knowledge about e-procurement. Explorative inquiry was also used in the study to explore a new topic or learn more about an issue which is little known (Neuman, 1997). In this study it was used to excavate more about the impact of e-procurement on service delivery in local government institution. Creswell & Plano (2007) noted that a case study makes qualitative research in the investigation of a given entity bounded by a given time, period and activity. The researcher used a case study of Gokwe North District Hospital.

3.2 Research design

A descriptive research design was used in this study which is cross sectional type that means it combines qualitative and quantitative approach. Bong and Creswell noted that a research design refers to the modus operandi used by researchers to explore relationships between variables, to form subjects into groups, administer measures, apply the treatment conditions and analyses the data. The researcher used a descriptive survey research design as it provides an accurate and valid

representation of the factors or variables that pertain to the research question (Kerlinger and Lee, 2000). The use of descriptive design allowed the researcher to acquire considerable insights into the benefits of e-procurement. Furthermore, descriptive research also assisted this researcher to give a comprehensive explanation on the impact of e-procurement on service delivery efficiency on local government institutions. However, descriptive research design has its major drawback which is it is always open to interrogations because of different interpretations.

3.3 Case study

A case study is a detailed examination of a specific subject, such as a person, group, place, event, organization, or phenomenon. According to Stake (1995) a case study is an in-depth investigation into an individual's life and is used to reconstruct the major aspects of that case. The researcher used a case study to gain in-depth knowledge about real-world situations and to explore the performance of people and the processes that influence them within their context that is, respondents experience in e-procurement. Respondents from Gokwe North District Hospital were used to gather information about the challenges of e-procurement being experienced.

3.4 Population

Population is the overall figure of cases that the research expects to use in the study. The researcher targeted a total population of 50 respondents from six different departments. This research had drawn its population fundamentals from the staff at Gokwe North District Hospital which are from different departments that include procurement, stores, finance, ICT, logistics, pharmaceutical department. A sample frame is of significant to the study so as to guarantee that all members are adequately covered.

3.5 Sample size

A sample size is a subset of the population which reflect the respondents' views in the study. Berry (2011) defined a sample size as a portion of population used to carry out research. A sample size should represent the characteristics and main features of a population. Saunder (2005) stated that a sample size should be large enough so as to obtain better quality of results. A stratified random sample of 42 out of 50 participants was drawn from the six departments at the hospital which represented a sample intensity of 84% of the total population. The information about the population size, sample size and sample percentages are represented in the table below:

Table 3.1 Population and sampling

Sample elements	Population size	Sample size	Sample percentage
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Procurement	9	9	100%
Stores	5	5	100%
ICT	11	9	81%
Finance	6	6	100%
Logistics	7	6	86%
Pharmaceutical	12	7	58%
Grant total	50	42	84%

Table 1- Population and sampling

3.6 Sampling technique

The researcher used a purposive sampling method to sample the respondents. In the purposive sampling technique, the researcher uses their knowledge to choose a sample that will be most helpful to the research's objectives. This sort of sampling is also known as selective or judgment sampling. It is frequently employed when the researcher prefers to learn in-depth information on a particular occurrence versus drawing general conclusions from statistics. Purposive sampling clusters participants according to preselected criteria relevant to a particular research question Denzin and Lincoln (2002). In some of the departments such as pharmaceutical department where the population size is higher, the sample size percentages are small that means that a large number of participants in this departments are less knowledgeable about e-procurement hence no valid responses can be drawn. However, departments such as the procurement department are of greater purpose since they provide relevant important information valid for the research.

3.7 Sources of data

3.7.1 Primary data

Primary data was collected through the use of questionnaires and interviews. Primary data was collected so as to enable the researcher to attain accurate information on electronic procurement.

3.7 Data collection methods

The population of the study will be Gokwe North District Hospital staff. In this research two data collection method were used that is the use of interviews and questionnaires. Interviews and questionnaires allow for detailed exploration providing in-depth knowledge and standardization to

the research. The use of these methods ensures reliability through the triangular principal which seeks evidence from a wide range of sources and comparing the findings from the different sources. These methods were used to gain information from specific groups of people as mentioned below.

3.7.1 Interviews

An interview is a structured, meticulous interaction between an interviewer and interviewee with the goal of gathering information and confirming the accuracy of the information shared. The study involved conducting interviews with upper management personnel from various departments, including the finance manager, procurement manager, pharmacist, and other department managers. Due to their ability to access first-hand information Gokwe North District Hospital, careful examination of senior managers was conducted during their selection. Traditional in-person interviews as well as video interviews were conducted due to the unavailability of other managers. Interviews were chosen by the researcher because they allow for the easy identification of participant facial expressions, participant differentiation, and participant action. The researcher selected interviews because they are a quick and efficient technique to get information from the candidates and because it is easy to read participant facial expressions and distinguish across participants. Interviews can be biased, though, as respondents may give information to appease the interviewer or the interviewer may conduct in a way that compels the respondent to divulge information by asking a leading question. However, the researcher managed to over this by advising the respondents to present factual information and conduct themselves professionally during the interview in order to address the issues raised in the interview.

3.7.2 Questionnaires

A questionnaire is a survey tool made up of a list of inquiries intended to elicit information from respondents regarding a study or research project. It acts as a systematic method of gathering information on a certain subject from a large number of participants. Because they are practical and allow respondents to complete them at their own pace, questionnaires were utilized in this study. The staff received the questionnaires via email in order to facilitate prompt responses. For individuals without personal devices, permission was given by management to use the ICT department computers within the organization. Additionally, WIFI was used to facilitate the receipt and return of responses. Since respondents may express themselves, surveys are thought to be the greatest tool. The use of questionnaires is considered the best instrument since respondents are able to express themselves and also have time to do answer at their own time. In addition, because of their simplicity they provide specific answers that are useful for the research.

3.8 Reliability of Research Instruments

Data collecting consistency is a prerequisite for reliability. Using Cronbach's alpha, the questionnaire's reliability was evaluated. A metric for internal consistency or dependability is Cronbach's alpha. On a scale of 0 to 1, internal consistency is the degree to which every item in an instrument measure the same notion or construct (Tavakol & Dennick, 2011). Low alpha values may be the result of heterogeneous constructs, a small number of questions, or weak item interrelatedness. The questionnaire was found to be reliable if it measured the intended thing at the intended time and location. In some instances, the researcher can be a threat to reliability by asking leading questions or differences in delivering the same survey to different people (Snyman, 2014). To minimize this bias, the researcher carried out the interview and every effort was made to keep the interviews standard and asking questions in a manner that preserves consistency.

3.9 Validity of Research Instruments

The term "validity" describes how well a research instrument measures what it is intended to measure. Thus, there are two categories of validity: internal validity and external validity. According to Richards (2005), in order to assess validity, a researcher must consider what data, questions, and design strategies to incorporate into the questionnaire. Second, according to Seaba (2005), the typical danger to internal research is when participants tell the researcher what they believe the researcher wants to hear in the hopes of receiving some kind of support, particularly monetary gain. The researcher made it very evident that the study's goal was purely academic in order to allay this concern. The extent to which the results can be extrapolated from the current study is known as external validity. According to Noble and Smith (2015), making observations in experimental setups poses the biggest risk to external validity. Observations were conducted in the real world, in the original setting, to allay this fear and guarantee that respondents would not alter their behavior, which could have an impact on their responses.

3.10 Method of data analysis

The data was examined using descriptive statistics. When the questions allowed for open-ended responses, the data was organized based on the answers provided to cluster similar responses together. The findings were displayed using bar graphs, pie charts, and tables.

3.11 Ethical considerations

In social research, obtaining informed consent is crucial from an ethical standpoint. This involves individuals providing information willingly, knowingly, and intelligently. (Marianna, 2011).

Therefore, all participants in the study willingly agreed to take part, without any form of coercion or undue influence. This was done by clearly outlining the research's objectives and having participants sign a consent form. Privacy was also maintained by keeping the participants' identities confidential and not disclosing their names.

3.12 Summary

This section reviewed various aspects of research including design, population, sample size, data sources, reliability, validity of research tools, and ethical considerations. The subsequent chapter will cover data presentation and analysis.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

Presentation of the data begins with demographic information and then goes to the analysis of the impact of e- procurement and relative explanatory variables to service delivery This chapter delves more on data presentation, analysis, interpretation and discussion. The data collected through questionnaires and interviews will be represented and interpreted in this chapter. Presentation of data will be done through the use of diagrams such as pie charts, tables and bar graphs.

4.2 DEMOGRAPHIC DATA PRESENTATION AND ANALYSIS

4.2.1 Questionnaire response rate

Table 4.2.1 Questionnaire response rate.

Respondents by departments	Questionnaires administered	Questionnaires returned	Response rate
Procurement	15	15	100%
Finance	10	9	90%
Stores	8	7	88%
Logistics	9	6	67%
ICT	5	3	60%
Pharmaceutical	4	2	50%
Total	50	42	82%

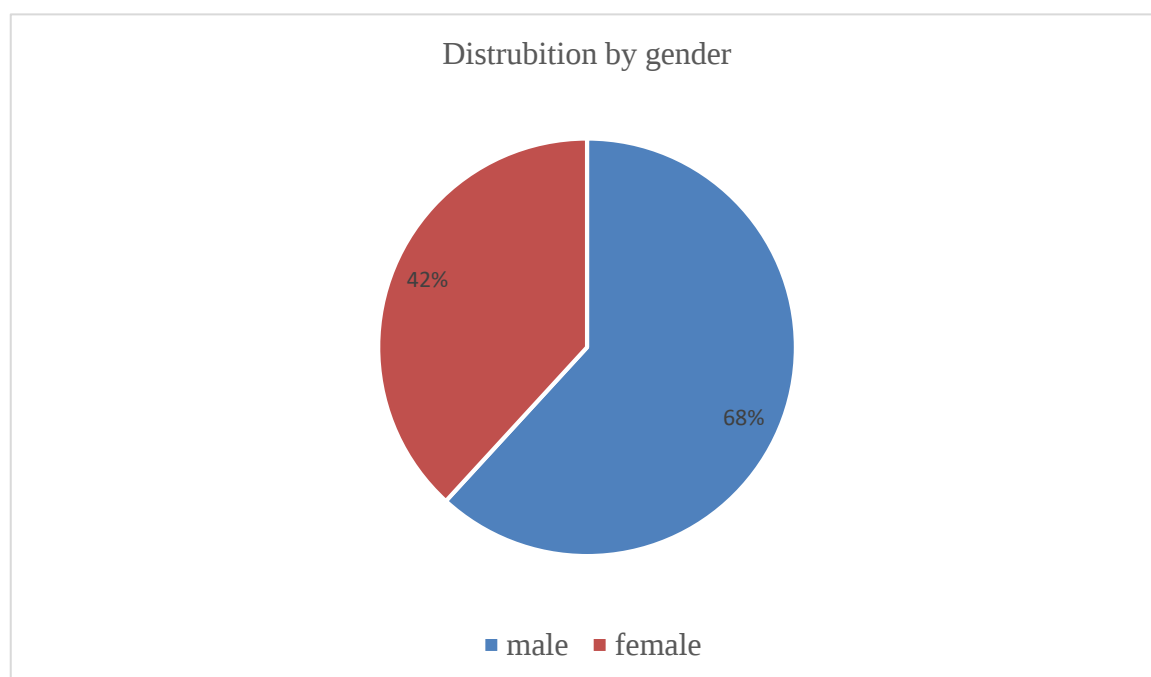
Source: Primary data

Table 1- questionnaire response rate

The table above shows the results on the response rate of the questionnaires that were distributed to the six departments of the hospital. A total of 50 questionnaires were distributed to the departments and 42 questionnaires were successfully completed and returned on time. The response rate that was obtained from all the six departments was 82% which makes the value valid since it is above 50%. In support of the above, Ray (2012) argues that a response rate of 75% and above is relevant enough since most researchers get lower responses. Despite the challenges that were uncounted during the research the researcher managed to attain a higher response rate because the questionnaires were answered online. In addition, the other responses that were unsuccessfully were biased and incomplete due to network problems. Skype interviews with the 6 heads of departments were all successfully conducted.

4.1.2 Gender of respondents

Figure 4.1.2 Distribution of respondents by gender



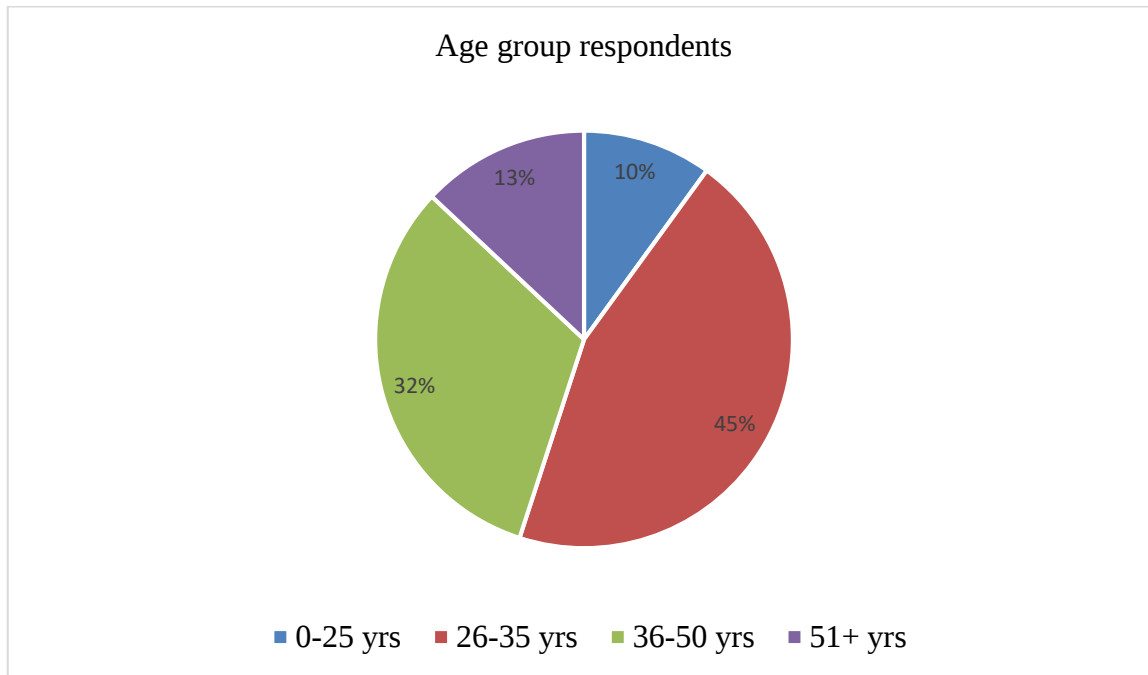
Source: Primary Data

Figure 2- distribution of respondents by gender

The above findings indicated that the work environment at Gokwe North District Hospital is dominated by male than women, especially those involved in procurement is dominated by male (72%). However, 42% for women is an improvement to their involvement o in procurement as compared to the previous years revealed.

4.1.3 Age groups of respondents

Figure 4.1.3 Distribution of respondents by age groups



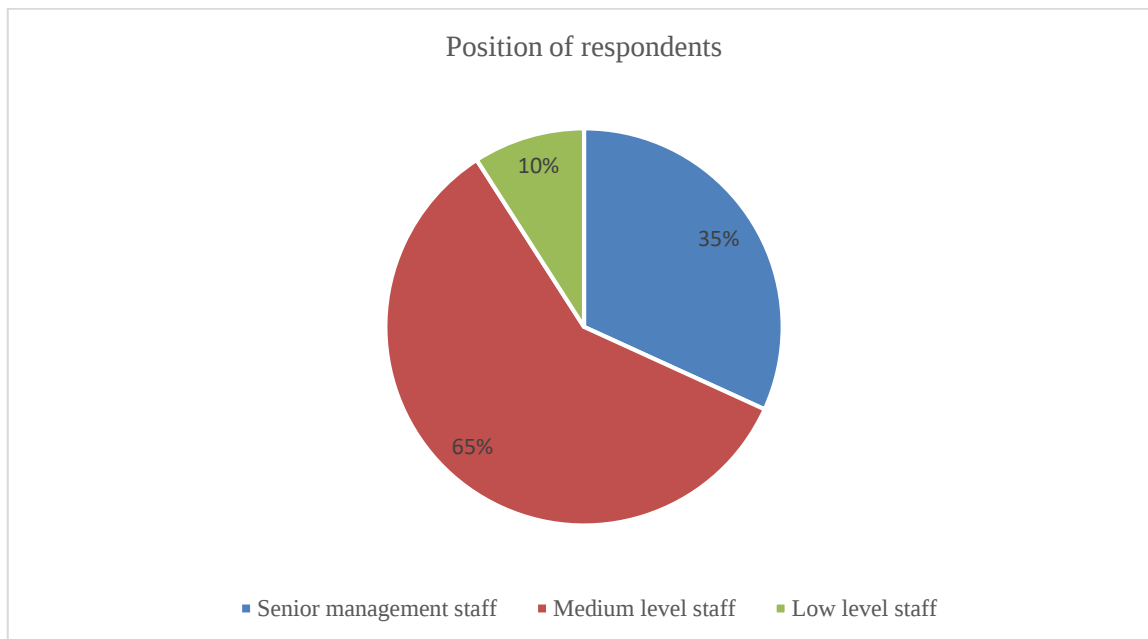
Source: Primary Data

Figure 3- Distribution of respondents by age groups

The findings from the research reflected that among the workers a greater number fall under the economically active age groups that include people under the age of 26-50 years. However, a limited number of workers above the age of 50 years due to their retirement and also a small portion of workers under the age of 25years.

4.1.4 Position of respondents

Figure 4.1.4 Distribution of respondents by position



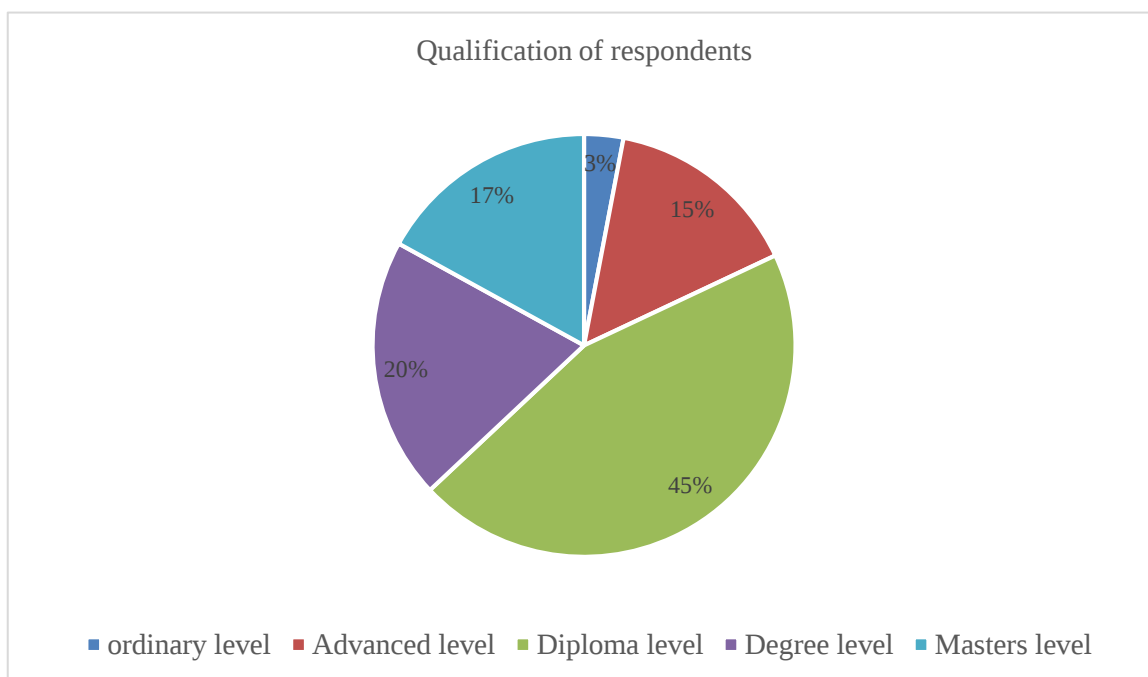
Source: Primary data

Figure 4-distribution of respondents by position

The above data shows the respondents of employees according to their position at the organization. The diagram represents the responses that were effective enough on e-procurement that was attained from the senior (35%) and medium level staff (65%) since they have higher percentages.

4.1.4 Qualifications of respondents

Figure 4.1.4 Distribution of respondents by level of qualification



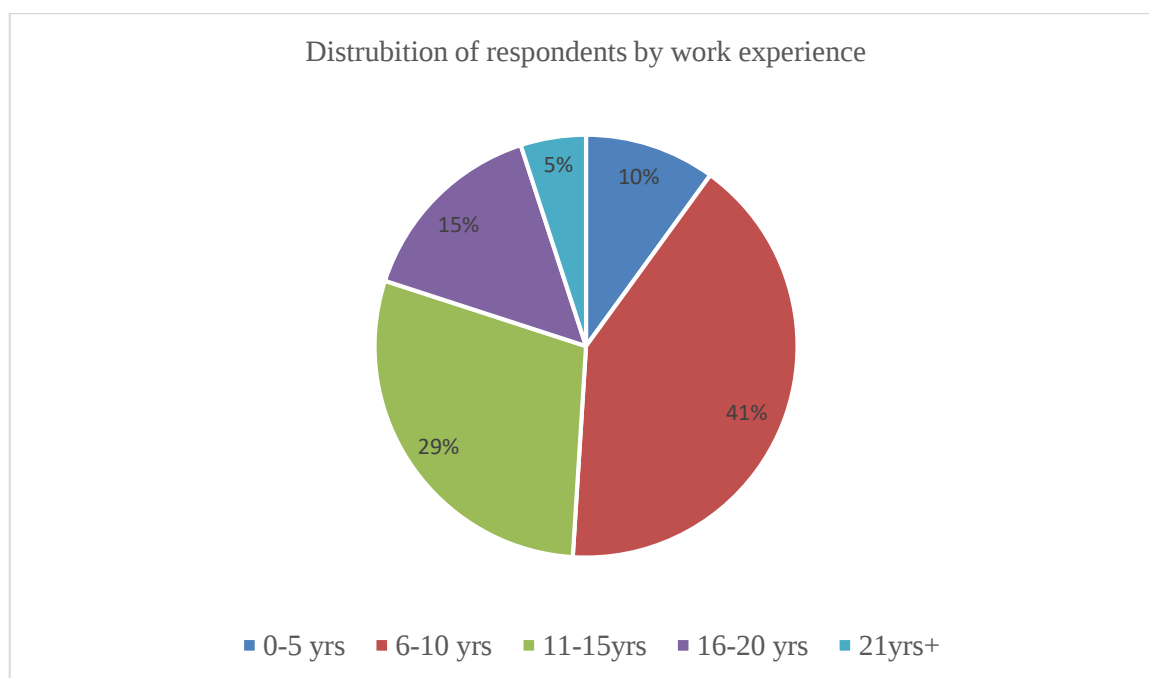
Source: Primary data

Figure 5-Distribution of respondents by qualification

The data presented above conclusively shows that most of the workforce possesses tertiary institution qualifications and skills making it appropriate for the adoption of e-procurement. In addition, this shows high level of literacy in Zimbabwe which also enabled the researcher to collect the data from the employees with limited challenges of not understating the questions making the answers provided to become more reliable.

4.1.5 Distribution of respondents by work experience

Figure. 4.1.5 Distribution of respondents by work experience directly or indirectly in procurement.



Source: Primary data

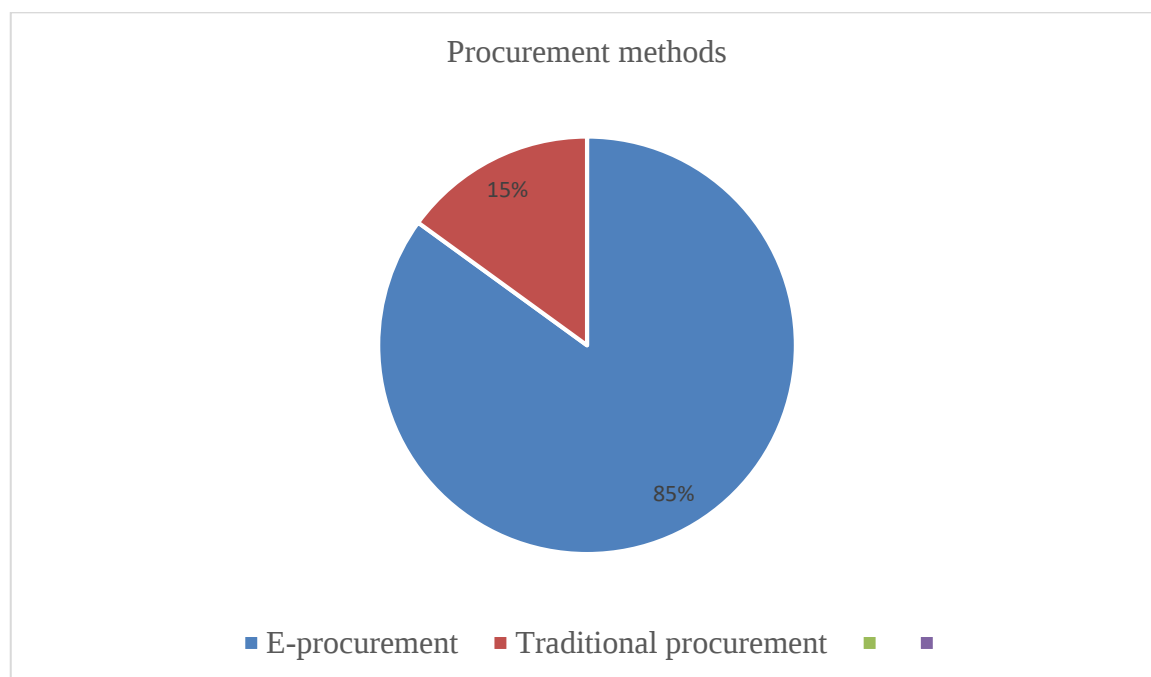
Figure 6- distribution of respondents by years of work experience

The data above represent the distribution of employee's responses depending on their years of work experience thus the years they have been employed at Gokwe North District Hospital either directly or indirectly involved in the procurement process. The study concluded that above 5 years of work experience have a greater percentage of 41%. Due to this the responses that were provided are prompt to be more valid and informative about e-procurement.

4.2 Research findings on the impact of e-procurement on service delivery

4.2.1 Determining the mode of procurement mainly used.

Figure. 4.2.1 The rate at which the procurement method is used



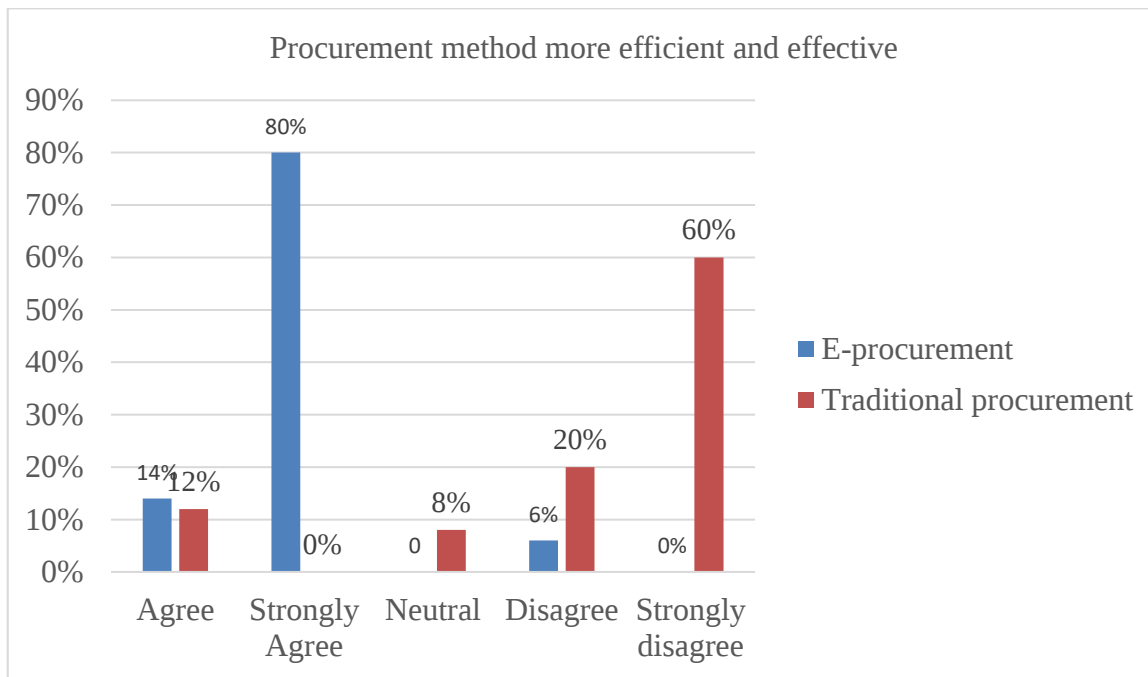
Source: Primary data

Figure 7-The rate at which procurement method is used

The research findings that are graphically represented revealed that e-procurement initiatives are the mainly executed initiatives in the procurement of goods and services at Gokwe North District Hospital than traditional procurement showing drastic shift from the traditional mode than the previous years. It revealed that 85% of the procurement activities are undertaken through e-procurement.

4.2.2 Rating the efficiency and effectiveness of different procurement methods used.

Figure 4.2.2 Procurement method which is more efficient and effective on service delivery.



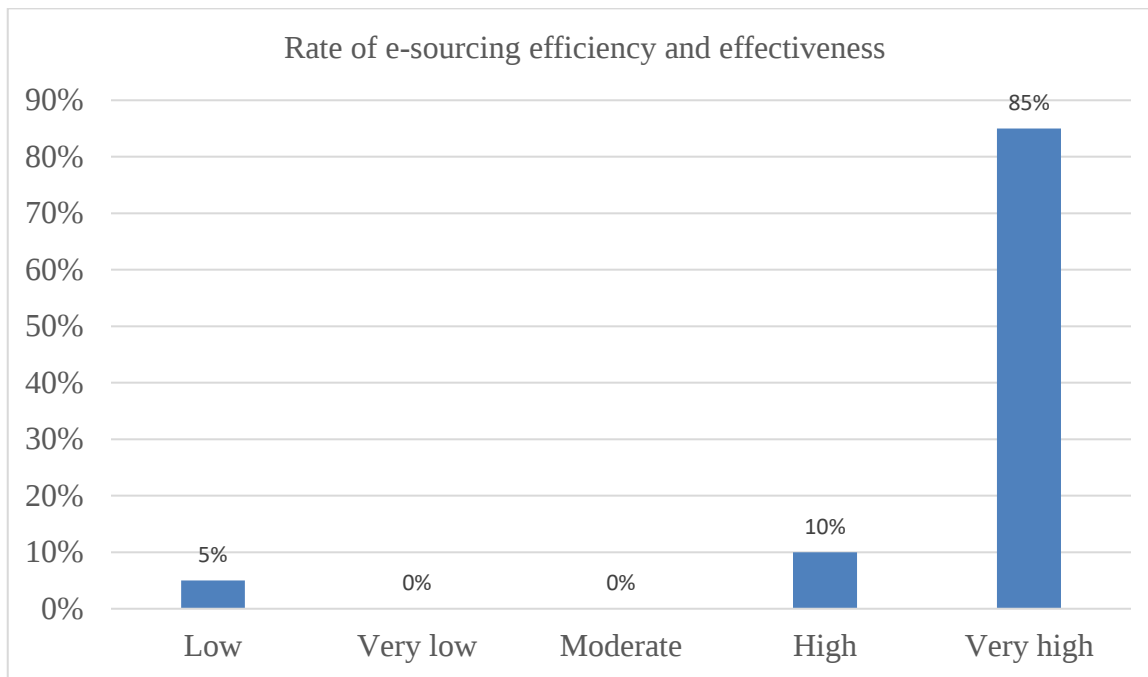
Source: Primary data

Figure 8- Procurement method more efficient and effective on service delivery

The research findings indicate that the majority of the respondents strongly agree that e-procurement is more effective and efficient with 80% than traditional procurement. However, the respondents also strongly disagree with 60% that traditional procurement provides notifiable results on the service delivered. The research findings conclude that e-procurement is more efficient and effective on service delivery. Responses from the senior management interviews strongly agree that e-procurement is the most efficient and effective method that enhances service delivery due to their experiences of realizing numerous benefits from the use of e-procurement. In support of the above Tsara and Mashaiwa (2023) also noted that successful use of e-procurement come with a number of benefits that all work together to improve the efficiency and effectiveness of the available resources.

4.2.3 Assessing the impact of e-sourcing on improving efficiency and effectiveness in service delivery

Figure. 4.2.3 The rate of e-sourcing efficiency and effectiveness on service delivery



Source: Primary source

Figure 9- Rate of e-sourcing efficiency and effectiveness

The research findings from the responses concluded that e-sourcing has very high influence on service delivery. In the diagram above, 85% of the majority responses supported the realization of e-sourcing impacts on service delivery. The diagram above also shows the act of e-sourcing on improving the effectiveness and efficiency on services delivery which is very high than the previous years as suggested by other researches. Lewis (2004) looked at the Essentials of e-Sourcing, A Practical Guide for Managing the RFX Process in an “E” Environment. The researcher’s findings realized some of the impacts of e-sourcing such as reduced cost and saved time thus effectiveness and efficiency there by enhancing the service delivery. This acted in support of the above results which concluded that a very high rate of e-sourcing impacts on services are being identified.

4.2.4 Impact of e-tendering on service delivery.

Figure. 4.2.4 Impact of e-tendering on service delivery

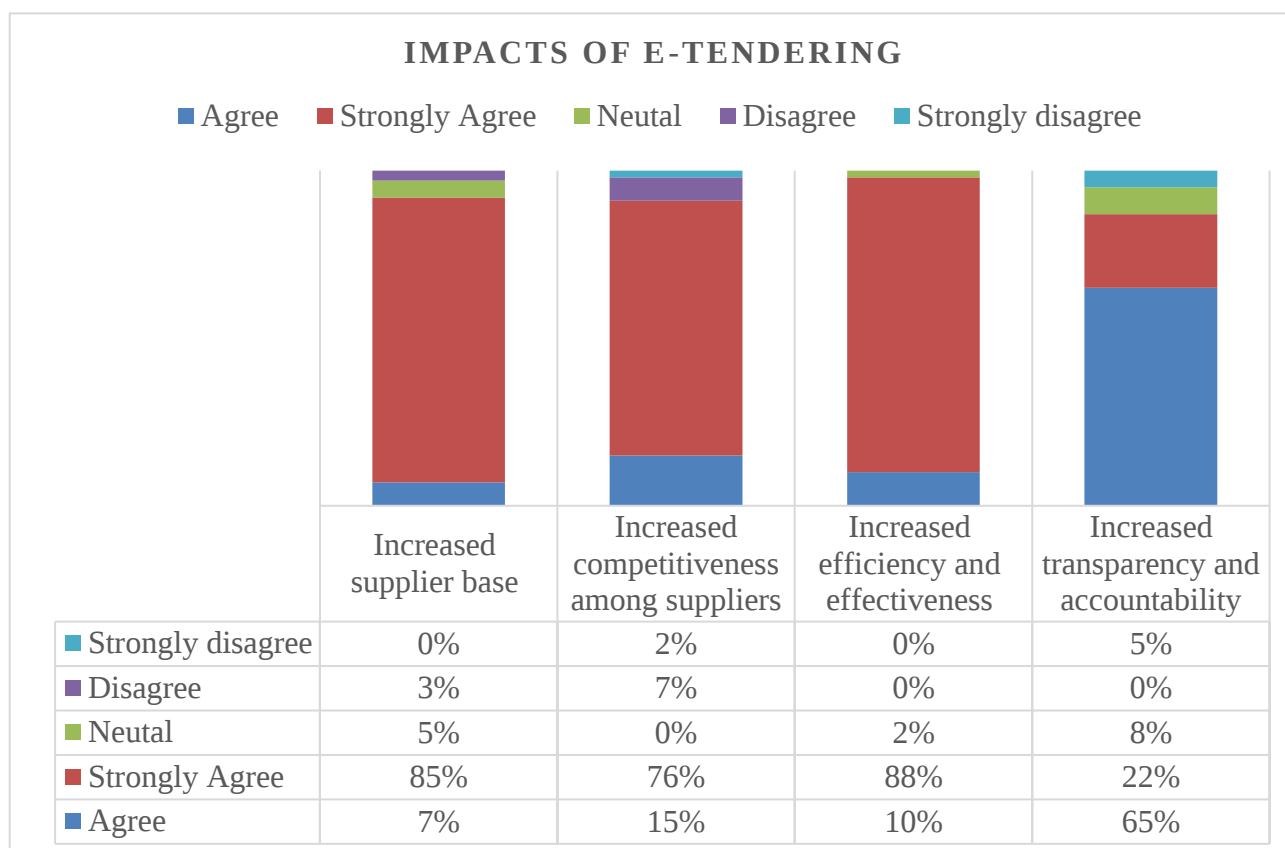


Figure 10- Impacts of e-tendering

The study finding above shows that above 80% of the responses strongly agree that e-tendering comes with an increase in supplier base, communication with suppliers, efficiency and effectiveness, and increased transparency and accountability. The general view derived from findings indicates that the benefit of e-tendering goes a long way in translating to improved service delivery. This concurred with Rasto (2017) conducted a study on the impacts of digital procurement practices on organizational overall performance in public hospitals in Kenya. On e-tendering, the researcher identified extended competitiveness within the tendering bid for the hospital. In addition to the above Nyakabi, Biraori and Wacera (2023) conducted a study on digital tendering and organizations overall performance of parastatals in Nakuru country. The goal of the research to investigate the incorporation of e-tendering and its influence on the organizational performance of parastatals in Nakuru County. The study determined that parastatals are capable to save costs and enhance their performance by means of integrating e-tendering constituents of supplier management in their procurement processes which act in support of the above data.

4.3 Research results from interviews

The interview that was conducted guided by the interview guide was done with a sample of 6 departmental heads. The interviews were done online and some were done face to face. The results

from the interviews were transcribed and below are the important points noted by the researcher that relates to the research objectives.

4.4 What are the impacts of e-procurement tools on service delivery?

Out of the 6 head of department interviews that were conducted, they all reflected a strong sense of belief the e-procurement tools pose a positive reflection on service delivery. In addition, over 80% of the employees also showed that they have strong belief that e-procurement positively impact service delivery. Moreover, the respondents added that e-procurement involves the use of electronic means in all its processes these include e-auctioning, e-sourcing, e-tendering and may others that bring in various benefits to services provided by the organization. Use of e-procurement tools can in to the realization of many pointed out benefits that included transparency and accountability, access to global markets, a large pool of supplier base, increased time savings and cost saving, and also quicker responses and increase competition.

4.5 Challenges in implementing e-procurement that undermines effective service delivery at your organization?

Although establishing that e-procurement is the most popular procurement method, the researcher however realized the need to look at the challenges that the organization is facing in its efforts to implement a full e-procurement environment so as to enhance its service deliver. From the respondents view they pointed out a lot of facts that hinders full e-procurement operating environment reducing the service quality being provided. Most of the respondents pointed out the lack of financial support to advance the software packages, limited resources and resistance to change from the existed management and technologies especially departments. In addition, to the mostly pointed out challenges these are the other problems that have been pointed out, political pressures, manipulation grand misappropriation of resources, mistaken tendering process, inflation of tendering expenses and contracting tactics foresee leading disasters which usually affected the service delivery.

4.5.1 Suggest ways that can make e-procurement enhance efficient service delivery?

Suggested ways from the respondents included the use of, green procurement, financial support from the government and also training programs. The following are the other suggested forwarding ways by the respondents to enhance efficient service delivery they include formal recognition backed by legislation of the electronic procurement transactions should be encouraged, combination of the organizations structure and those of the suppliers, demonstration of the progressive effect of the

methods, plus connection of associations among all Governments agencies ought to be stimulated.

4.6 Summary

This chapter focused on data arrangement, clarification and discussion from the research findings. The data was collected through primary sources that is interviews and questionnaires. The research findings were presented in form of tables, graphs and pie charts. The next chapter will present the summary of research findings, conclusions and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS.

5.1 Introduction

This chapter recapitulates the research findings, conclude and provide recommendations for the data presented on the previous chapter. Potential suggestions and conclusions on the subject of the research questions and objectives of the study are analyzed and discussed in this chapter. Recommendations for supplementary researches are also offered in this chapter.

5.2 Summary of findings

The primary subject of the research was the impacts of e-procurement on service delivery in the public sector. The background of the study noted the realization of e procurement in the public sector stating that e-procurement is the mainly used procurement method with a drastic shift from the tradition methods. This shows that e-procurement is more efficient and effective than traditional procurement.

Objective 1: To determine how e-procurement affects service delivery at Gokwe North District Hospital.

The study aimed to investigate the effects of e-procurement on service delivery in the public sector specifically the health sector. Questionnaires were distributed to collect data on the most effective and efficient method of procurement. The responses collected showed that respondents strongly supported that e-procurement is the most effective and efficient method with positive impacts on the organizational performance. Due to these responses, it concluded that e-procurement has more notifiable positive impacts than the traditional procurement. Along with the decisions mentioned above, the study also looked at the e-procurement tools such as e-tendering that comes along with e-procurement. According to the respondent's data it decided that many benefits that enhances service delivery can be realized from implementation of these e-procurement tools in the procurement process.

Objective 2: To determine the impacts of e-sourcing on efficient service delivery at Gokwe North district hospital.

The study aimed to investigate the impact of e-sourcing on efficient service delivery. Researches were conducted rating the efficiency and effectiveness of e-sourcing delivery on service delivery. Responses showed that respondents strongly agree that e-sourcing has positive impact on efficient

service delivery.

Objective 3: To propose policy recommendations on electronic procurement at Gokwe North District Hospital

For the organization to reduce corruption and flawed tendering processes the respondents suggested that legislation of the electronic procurement transactions should be encouraged, demonstration of the progressive effect of the methods, plus connection of associations among all Governments agencies and educational training programs must be enforced. All these factors were mentioned as progressive ways in the adoption of e-procurement

5.3 Conclusions

The representatives from the departments at the hospital including the senior management are aware of how e-procurement affect organizational performance as evidenced by the respondents who agreed on the results that showed the effectiveness of e-procurement modules and metrics of efficient organizational performance which are cost and time savings, quality services.

Objective 1:

Based on the findings from the research, it can be concluded among the two procurement method thus traditional and e-procurement, the mainly used is e-procurement. The implementation e-procurement is an essential aspect and if properly implemented, it can positively impact on service delivery. Implementation of e-procurement in the public procurement enhances the services delivered through the realization of a large pool of suppliers improved competition and increased cost and time savings. Even though many local government authorities are aware of the positive benefits of e-procurement on service delivery, they are still reluctant to make full adoption of e-procurement due to their budget constraints.

Objective 2:

From the research findings, it is concluded that e-sourcing has positive impact on the service delivered on the organization. Efficient service delivery will have obtained from the realized benefits that include improved communication that reduces delays in the procurement processes and also divers range of suppliers bringing in expertise and new skills for innovation.

Objective 3:

Government intervention into the supplementary programs of electronic procurement that support its use are the ones that have be concluded to be the best for the recommended advances to enhance service delivery in the procurement department.

5.4 Recommendations.

Based on the finding mentioned before the following recommendations were made by the researcher

that;

- The government should enforce strict rules and regulations that support the full adoption of e-procurement in all government procurement processes and do follow-ups to make sure that the rules are being followed.
- Local government authorities should provide financial support for campaigning programs and training and guidance of the buyers and suppliers on e-procurement significance.
- The local authorities should transform the procurement processes to advance into fully integrated new processes, software and e-procurement tools that enhance sustainable service delivery at local authorities.
- The government should also consider green procurement practices so as to use the limited resources available effectively and efficiently through ensuring proper funding for the full implementation of Sustainable Procurement Policies (SPP) in local authorities.
- Organizations must also should also consider continuous research development programs so as to adopt quickly to the prevailing technological changes.

5.5 Recommendation's for further study

The researcher recommends further studies to be conducted the best possible ways that can be used by public institutions successfully implement e-procurement in to their procurement processes and also undertake essential measures to catch up with the changes in the e-procurement environment. Moreover, further studies should be done on the challenges that hinders successful implementation of e-procurement within the public sector.

In addition to the above further studies must be done to evaluate research development strategies that promote e-procurement literacy so as to exploit its benefits.

Also, further studies on other ways to improve the service delivery within the government should be conducted.

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Appendix A: Introductory Letter



Bindura University of Science Education

P. Bag 1020 Bindura, Zimbabwe

16 May 2024

Dear Participant

This questionnaire has been directed by Charlene Rashama B1953946, a student from Bindura University of Science and Education. The student requests to do an assessment on the impacts of e-procurement on service delivery in the public sector. The evidence gathered from this research will be exploited exclusively for academic dedications, and your response will be preserved with outmost confidentiality.

Yours sincerely

Charlene Rashama

Contact Numbers: 0774719815/ 0714824912

Email address: charlenerashama@gmail.com

Questionnaire number_____

Date of interview_____ / _____/2024

APPENDIX B: Measurement Instrument

Instruction to the participant's:

- i. Please complete, indicating your response by ticking in the appropriate box or by filling in the spaces provided

SECTION A: Biographical Information

1 Gender

Female	
Male	

2 Age group

0-25 years	
26-35years	
36-50 years	
51year+	

3 Position

Senior management	
Medium level staff	
Low level staff	

4 Qualifications

Ordinary level	
Advanced level	
Diploma	
Degree level	
Masters level	

competitiveness					
10.3 Increased efficiency and effectiveness					
10.4 increased transparency and accountability					

END OF QUESTIONNAIRE

Your corporation and assistance is appreciated.

THANK YOU!

APPENDIX C

INTERVIEW GUIDE

Interview guide on the impacts of e-procurement on service delivery at Gokwe North District Hospital

Questions

- 1 Define e-procurement?
- 2 Which is the mainly used procurement method at Gokwe North District Hospital?
- 3 What are the impacts of e-sourcing on efficient service delivery at Gokwe North District Hospital?
- 4 What are the benefits of e-tendering o service delivery at Gokwe North District Hospital?
- 5 What are the challenges being faced when implementing e-procurement at Gokwe North District Hospital?
- 6 Suggest ways that Gokwe North District Hospital can implement to make e-procurement more beneficial to service delivery?