FACTORS AFFECTING IMPLEMENTATION OF E-PROCUREMENT IN THE RETAIL SECTOR IN KENYA: A CASE STUDY OF EASTMATT SUPERMARKET KITENGLA BRANCH

PHILIP LEMAYIAN MURIAT

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA

JULY 2025

DECLARATION

This project is my original work and has not been presented for a degree in any other University

Signature..... Date .....…

Philip Lemayian Muriat

BML/34/01272/1/23

This project has been submitted for examination with my approval as University Supervisor

Signature..... Date .....…

GLADYS NAFULA MABONGA

The Management University of Africa

DEDICATION

I am grateful to my family for always believing in me which has made this project a lot easier. Their belief in what I want to achieve encouraged me to focus on my studies and finish this program.

ACKNOWLEDGMENT

My supervisor, Gladys Nafula Mabonga, was an incredible asset to this project; I am very grateful to her for all of the helpful suggestions, support, and feedback she provided. Thanks to the guidance and support of my professors at the Management University of Africa, I was able to succeed academically. The other students and faculty at the Management University of Africa were important in my being able to complete this project.

ABSTRACT

Using Eastmatt Supermarket Kitengela as a case study, the research sought to identify the factors that influence online purchasing in Kenya's retail sector. Evaluation of legislation, supplier participation in e-procurement setup, technological effect, and financial role were among the aims. A descriptive research approach was used to conduct the study. Included in the sample were 58 individuals from various levels of the business, including upper-level managers, middle managers, and procurement workers, among others. All members of the target population were participated in the research since a census sampling approach was utilized. In order to collect data for the study, a well specified questionnaire was used. Researchers used trained assistants to ask participants questions on questionnaires throughout the investigation. Six people took part in a pilot research to ensure the reliability and validity of the instrument. Excel was used to evaluate all of the data, which was then processed using descriptive statistics like percentages and frequencies. To facilitate understanding, the data was presented in a variety of visual formats, including tables, bar graphs, and pie charts. Based on the data collected, it seems that 73% of shoppers think the supermarket's internet connection is good for e-procurement. Still, 46% of those who took the survey cited difficulties with system integration with other company sections. Just 58% of those who took the survey thought that grocery stores' e-procurement budget was enough. The majority of respondents believed that, with the exception of those who supported procurement norms and regulations, supermarkets complied with e-procurement legislation. The promised digital solution was not ready to be used by about half of the vendors. Even though 71% of the employees said e-procurement was straightforward to use, 48% wanted more tasks automated and greater returns from the process. Despite Eastmatt Supermarket's impressive e-procurement achievements, the investigation revealed that a multitude of issues persisted. While the necessary technology was created, it was not yet fully integrated with the rest of the company's systems. Due to budget constraints, further investments in training and system upgrades were required. While the regulatory framework was mostly in place, it was lacking in a few key areas. Finally, e-procurement did not go off without a hitch since some vendors were not prepared to adopt digital procedures. It was suggested that Eastmatt Supermarket use cutting-edge tech to streamline its operations. In addition, it stressed the need of not cutting maintenance funding and enhancing the e-procurement budget. As an added bonus, it promoted better supplier collaboration, helped suppliers adjust to digital tools, and raised employee awareness of e-procurement systems. Additionally, it was recommended that the rules be reviewed often to ensure they remain consistent with industry norms, which would enhance compliance and performance. The study concluded with recommendations for future studies focusing on supplier participation and staff attitudes towards e-procurement implementation.

TABLE OF CONTENTS

DECLARATION ii
DEDICATION iii
ACKNOWLEDGMENT iv
ABSTRACT v
TABLE OF CONTENTS vi
LIST OF TABLES viii
LIST OF FIGURES ix
ACRONYMS AND ABBREVIATIONS x
OPERATIONAL DEFINITION OF TERMS xi
CHAPTER ONE 1
INTRODUCTION 1
1.0 Introduction 1
1.1 Background of the Study 1
1.2 Statement of the Problem 2
1.3 Objectives of the Study 3
1.4 Research questions 3
1.5 Significance of the Study 3
1.6 Scope of the Study 4
1.7 Chapter Summary 4
CHAPTER TWO 5
LITERATURE REVIEW 5
2.0 Introduction 5
2.1 Theoretical Literature Review 5
2.2 Empirical Literature Review 8
2.3 Summary and Research Gaps 14
2.4 Conceptual Framework 17
2.5 Operationalization of Variables 18
2.6 Chapter Summary 19
CHAPTER THREE 20
RESEARCH METHODOLOGY 20
3.0 Introduction 20

3.1 Research Design 20
3.2 Target Population 20
3.3 Sample and Sampling 21
3.4 Instruments 22
3.5 Pilot Study 22
3.6 Data Collection Procedure 23
3.7 Data Analysis and Presentation 24
3.7 Ethical Considerations 24
3.9 Chapter Summary 25
CHAPTER FOUR 26
PRESENTATION, ANALYSIS AND INTERPRETATIONS OF FINDINGS 26
4.0 Introduction 26
4.1 Presentation of Research Findings 26
4.2 Limitations of the Study 63
4.3 Chapter Summary 63
CHAPTER FIVE 64
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 64
5.0 Introduction 64
5.1 Summary of Findings 64
5.2 Conclusion 66
5.3 Recommendations 67
5.4 Suggestions for Further Study 68
REFERENCES 69
APPENDIX I
QUESTIONNAIRE COVER LETTER
APPENDIX II
QUESTIONNAIRE
PLAGIARISM REPORT

LIST OF TABLES

Table 1: Summary and Research Gaps 15
Table 2: Operationalization of Variables 18
Table 3: Target Population 21
Table 4: Response Rate 26
Table 5: Gender Distribution of the Respondents 28
Table 6: Age range of the Respondents 29
Table 7: Highest level of education completed 30
Table 8: Designation in the Organization 31
Table 9: Reliable internet connection that supports e-procurement activities 32
Table 10: The procurement system integrates with other business systems 34
Table 11: Supermarket utilizes cloud-based procurement solutions for transactions 35
Table 12: Adequate cybersecurity measures are in place to protect procurement data 36
Table 13: Sufficient IT infrastructure investments to support e-procurement 37
Table 14: Adequate budget allocation for implementing e-procurement systems 39
Table 15: Cost of implementing e-procurement systems is manageable 40
Table 16: Employees receive sufficient training on e-procurement systems 41
Table 17: Access to financial resources needed to maintain e-procurement systems 43
Table 18: Positive return on investment from adopting e-procurement systems 44
Table 19: Supermarket complies with legal requirements related to e-procurement 45
Table 20: Existing procurement policies support e-procurement implementation 46
Table 21: Government regulations facilitate the smooth adoption of e-procurement 48
Table 22: Adherence to industry standards when implementing e-procurement 49
Table 23: Regular audit ensure accountability in e-procurement processes 50
Table 24: The supermarket engages in real-time data sharing with suppliers 51
Table 25: There is strong collaboration between the supermarket and suppliers 53
Table 26: Real-time tracking to monitor procurement transactions 54
Table 27: The supermarket has adopted e-invoicing for efficient transactions 55
Table 28: Most suppliers are ready to integrate with e-procurement system 56
Table 29: The e-procurement system is easy to use for employees 57
Table 30: There is a high level of process automation in procurement activities 58
Table 31: Transaction efficiency has improved since the adoption of e-procurement 59
Table 32: E-procurement has led to a reduction in procurement costs 60
Table 33: High user adoption rate of e-procurement systems among employees 62

LIST OF FIGURES

Figure 1: Conceptual Framework 18
Figure 2: Response Rate 27
Figure 3: Gender Distribution of the Respondents 28
Figure 4: Age range of the Respondents 29
Figure 5: Highest level of education completed 30
Figure 6: Designation in the Organization 31
Figure 7: Reliable internet connection that supports e-procurement activities 33
Figure 8: The procurement system integrates with other business systems 34
Figure 9: Supermarket utilizes cloud-based procurement solutions for transactions 35
Figure 10: Adequate cybersecurity measures are in place to protect procurement data .. 36
Figure 11: Sufficient IT infrastructure investments to support e-procurement 38
Figure 12: Adequate budget allocation for implementing e-procurement systems 39
Figure 13: Cost of implementing e-procurement systems is manageable 40
Figure 14: Employees receive sufficient training on e-procurement systems 42
Figure 15: Access to financial resources needed to maintain e-procurement systems 43
Figure 16: Positive return on investment from adopting e-procurement systems 44
Figure 17: Supermarket complies with legal requirements related to e-procurement 46
Figure 18: Existing procurement policies support e-procurement implementation 47
Figure 19: Government regulations facilitate the smooth adoption of e-procurement 48
Figure 20: Adherence to industry standards when implementing e-procurement 49
Figure 21: Regular audit ensure accountability in e-procurement processes 50
Figure 22: The supermarket engages in real-time data sharing with suppliers 52
Figure 23: There is strong collaboration between the supermarket and suppliers 53
Figure 24: Real-time tracking to monitor procurement transactions 54
Figure 25: The supermarket has adopted e-invoicing for efficient transactions 55
Figure 26: Most suppliers are ready to integrate with e-procurement system 56
Figure 27: The e-procurement system is easy to use for employees 58
Figure 28: There is a high level of process automation in procurement activities 59
Figure 29: Transaction efficiency has improved since the adoption of e-procurement ... 60
Figure 30: E-procurement has led to a reduction in procurement costs 61
Figure 31: High user adoption rate of e-procurement systems among employees 62

ACRONYMS AND ABBREVIATIONS

ERP	**:**	Enterprise Resource Planning
ICT	**:**	Information and Communication Technology
IT	**:**	Information Technology
KRA	**:**	Kenya Revenue Authority
MOU	**:**	Memorandum of Understanding
PMS	**:**	Procurement Management System
SMEs	**:**	Small and Medium Enterprises

OPERATIONAL DEFINITION OF TERMS

E-Procurement: Purchasing products and services online streamlines procurement processes by eliminating paperwork.

Financial Resources: The financial resources and budget planning for the effective use and running of e-procurement systems.

Regulatory Framework: The collection of rules and rules designed for e-procurement operation and implementation in a particular part of the world.

Supplier Integration: Incorporating new suppliers into the business's e-procurement processes so there is no obstacle to easy communication, data exchanges and smooth transactions.

Technological Infrastructure: The necessary hardware, software programs, networks and other technological systems that are important for e-procurement in an organization.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter covers the study and gives crucial background knowledge about e-procurement. This statement describes the main obstacles Eastmatt Supermarket faces when trying to use e-procurement. Objectives, questions, their significance and the scope are described in the study, enabling the research to progress.

1.1 Background of the Study

The literature confirms that e-procurement struggles are caused by limited technology, lack of funds, strict rules and a reluctance among people to use new technology. According to Yevu (2022), these factors are the main obstacles to using e-procurement in developing countries. In a similar fashion, Amemba et al. pointed out that employees may resist change, leaders may not fully back e-procurement and technology is frequently out of date which obstructs its implementation.

worldwide, many have concluded that e-procurement is important for improving the way procurement is done. Even so, there are some difficulties in putting this program into place. It was shown by Mdluli (2023) that the introduction of public e-procurement often fails due to inadequate technology, not having qualified staff and a reluctance to accept change. A similar study by Mdluli and Mthembu (2023) also pointed out that although e-procurement has much to offer, it is still prevented by important issues such as restricted funds and complicated rules, among others.

Using e-procurement has proven to strengthen how efficiently and transparently procurement is done in Africa. Still, introducing e-procurement in the public sector is faced with several problems. A research paper by Addo (2019) stated that setting up e-procurement in Ghana is limited by a lack of proper technology, reluctance among workers and insufficient training for employees. Adebayo and Evans (2015) stated that the use of e-procurement in Sub-Saharan Africa is limited by the lack of expert workers and other issues that influence procurement management which leads to inefficiency and corrupt practices.

Many consider that e-procurement in Kenya has greatly increased the effectiveness and transparency of purchasing goods and services. Another point to note is that introducing e-procurement carries several challenges. According to Muriuki et al. (2023), setbacks such as inadequate technology, shortage of experienced staff and resistance to modern solutions stop county governments in Kenya from making good use of e-procurement. Mumo's research emphasized that institutions in Kenya face trouble using e-procurement because employees lack the skills, there is not enough leadership involved and there are still concerns about securing business data in such processes.

1.2 Statement of the Problem

Using e-procurement in Kenya's retail sector, mainly at Eastmatt Supermarket Kitengela, is being held back by many challenges. The obstacles are often poor technology, unwillingness by workers to change and a shortage of training. A Muriuki et al. (2023) pointed out that the main problems for county governments in Kenya adopting e-procurement are insufficient technology, not enough qualified staff and stubborn opposition to adapting new procedures. In a similar manner, Mumo (2023) pointed out that scarce expertise among Kenyan workers, insufficient managers and data security problems are major hindrances to adopting e-procurement.

These issues lead to ineffectiveness in retail, higher operating expenses and less chance of competing for retailers including Eastmatt Supermarket. The shortage of capable professionals and insufficient technological tools results in delayed orders, errors while processing orders and problems with handling relationships with vendors. The study done by Muriuki et al. (2023) suggests that Kenya's county governments encounter delays in procurement as they don't have the proper technology or suitable personnel. Similar to Breithaupt and Bahrami (2012), Mumo (2023) observes that issues related to e-procurement business transaction safety tend to discourage companies from adopting the system, eventually affecting efficiency and raising operating expenses.

Our research examined what affects the use of e-procurement at Eastmatt Supermarket in Kitengela so that we could figure out its challenges and suggest ways to deal with them.

The goal of exploring these issues was to help Eastmatt Supermarket function more effectively, reduce its costs and get an advantage over others in the Kenyan retail sector.

1.3 Objectives of the Study

The general objective of this study was to investigate the factors affecting implementation of e-procurement in the retail sector in Kenya. A case study of Eastmatt Supermarket Kitengla.

1.3.1 Specific Objectives

i. To investigate the effect of technological infrastructure on the implementation of e-procurement in the retail sector in Kenya.
ii. To assess the effect of financial resources on the implementation of e-procurement in the retail sector in Kenya.
iii. To evaluate the effect of the regulatory framework on the implementation of e-procurement in the retail sector in Kenya.
iv. To examine the effect of supplier integration on the implementation of e-procurement in the retail sector in Kenya.

1.4 Research questions

i. What is the effect of technological infrastructure on the implementation of e-procurement in the retail sector in Kenya?
ii. How do financial resources influence the implementation of e-procurement in the retail sector in Kenya?
iii. What impact does the regulatory framework have on the implementation of e-procurement in the retail sector in Kenya?
iv. How does supplier integration affect the implementation of e-procurement in the retail sector in Kenya?

1.5 Significance of the Study

The insights from the study will show Eastmatt Supermarket the bothers and possible benefits of shifting to e-procurement. It makes completing orders more successful, helps cut expenses and raises the efficiency of operations. If the supermarket identifies the

problems, it can put solutions in place to get better at e-procurement, giving it an advantage over competitors in retail.

The results will provide useful details that can guide the creation of policies helping the retail sector accept e-procurement more easily. Based on the study results, policymakers can build regulations that tackle the problems related to technology, finances and infrastructure which will ease the use of digital systems for purchasing in the retail industry.

The findings will add to what is already known about e-procurement in the African and Kenyan contexts. Researchers can take the previous findings to study the impact of culture, training and communication with all stakeholders in setting up e-procurement. The analysis can be used in future research about changing procurement practices in retail and public sectors.

1.6 Scope of the Study

This study looked into what influences the use of e-procurement in retail, especially at Eastmatt Supermarket in Kitengela. I looked into technological infrastructure, financial assets, the rules in place and the way suppliers join the process. The research process was carried out between February 2025 and May 2025. To find out more, I analyzed the options at the Kitengela branch of Eastmatt Supermarket. People from different ranks, including top management, middle managers and staff from procurement, took part in the study.

1.7 Chapter Summary

The chapter summarized the study by presenting the details of e-procurement. The problems noted in the statement show difficulties faced by Eastmatt Supermarket in trying e-procurement. The objectives, important questions, the significance of the study and the scope were set out which formed the beginning of the study.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

In this chapter, literature is reviewed and key theories and other sources explored. The results show the main gaps in the research. The conceptual framework shows how variables relate and operationalization tells researchers which indicators they need to measure for the variables.

2.1 Theoretical Literature Review

Torraco (2016) explains that a theoretical literature review studies various theories and models connected to a research topic to highlight their similarities, differences and any missing information. Snyder (2019) points out that using literature reviews, we can discover areas where research is available as well as those where further studies are required. It made use of three frameworks called The Technology Acceptance Model (TAM), Institutional Theory and The Resource-Based View (RBV) Theory.

2.1.1 The Technology Acceptance Model (TAM)

Fred Davis introduced the Technology Acceptance Model (TAM) in 1985 and two years later, he published it in 1989. This theory is set up to describe and estimate how people will accept information technology, using the main ideas of PU and PEOU. PU means the extent to which a person thinks using the system will increase their job performance and PEOU means how much a person thinks using the system will be easy. TAM believes that people's perceptions of technology encourage them to have a positive attitude which in turn leads to more intention and action.

According to TAM, e-procurement implementation attempts to gauge how technical support affects the adoption of a new method. A research paper by Karanja and Ngugi (2020) looked at using TAM to assess whether e-procurement systems were adopted by Kenyan SMEs and it confirmed that PU and PEOU influence intent to use such systems. When work systems are seen as strong and simple to work with, workers are more willing to use e-procurement systems. Researchers Wambugu and Njeru (2019) discovered that

ease of use and utility played a key role in using e-procurement systems by Kenyan public universities.

Getting financial help is important for companies to use e-procurement efficiently. As explained by Mutisya and Wanjohi (2019), installing and servicing electronic procurement systems is expensive which can influence the perception a company may have about using them. Businesses that have enough finances can make sure to invest in strong systems and training which in turn increases user acceptance. According to Mugo and Ngugi (2020), financial constraints made the e-procurement process seem less helpful to Kenyan manufacturing firms which meant they adopted the tool less enthusiastically.

Getting suppliers on board is an important influence on how well e-procurement systems work. TAM believes that relevant external issues such as how prepared suppliers are, can impact PU and PEOU. Mwangi and Kihara (2021) proved that better integration of suppliers benefits the use of e-procurement systems, as it raises the overall efficiency of the process. Njihia and Mwirigi (2020) discovered that, when suppliers were integrated into the process, Kenyan retail firms had an easier time with e-procurement and used the systems more than others.

In brief, this study relied on TAM to show how infrastructure, budgets and connectedness with vendors tie in with accepting e-procurement. The knowledge of these relationships leads organizations to form plans for wider and more effective use of e-procurement technologies.

2.1.2 Institutional Theory

Based on research conducted in the late 1970s, Institutional Theory looks at the effects of external institutional environments on organizations. The theory states that if organizations stick to the norms, rules and laws, they receive legitimacy and survive within their environment. E-procurement regulations influence how companies approach and carry out the usage of e-procurement tools.

Various views have been shared by scholars on how regulation affects the use of e-procurement. Mugo and Ngugi (2020) found that strong rules for business transactions can be useful or difficult for e-procurement, all depending on the way they are applied and understood by companies. Alternatively, Wambugu and Njeru (2019) claimed that a reliable regulatory framework ensures all parties involved in e-procurement share the same rules which encourages others to join the system. All these points show how difficult it is to specify how regulations impact the use of e-procurement within organizations.

Institutional Theory believes that organizations are affected by different types of pressures from their institution relationships. Organizations are affected by coercive pressure which results from having to follow the formal regulations and laws required by law. The framework for e-procurement is backed up by rules that make using certain practices and principles obligatory. For instance, the introduction of Public Procurement Regulatory Framework in Kenya has caused organizations to switch to e-procurement ways that follow the national procurement rules (Muriuki et al., 2023). When this happens, organizations in the public sector are guaranteed to follow rules and be deemed legitimate.

All in all, Institutional Theory offered a detailed view of how regulations affect e-procurement usage. Because of complicated regulations, firms are motivated by different pressures to introduce e-procurement systems for the sake of being legitimate, following the rules and running their operations efficiently.

2.1.3 The Resource-Based View (RBV) Theory

The Resource-Based View theory, mainly discussed by Jay Barney in 1991, believes that something that makes an organization sustain its advantage is its possession of resources that are valuable, scarce, difficult to copy and unique. Such resources consist of tangible and intangible features, abilities and skills present within the firm. The framework argues that a business should concentrate on finding and making use of its special resources to remain competitive.

The implementation of e-procurement requires attention to the internal resources like technology and employees that a business possesses. The authors found in their research

that companies with effective technology are more likely to succeed when adopting and using e-procurement systems. The study pointed out that companies with better IT tools and talented employees had no trouble switching to using digital procurement methods and became more efficient.

Successful use of e-procurement systems often depends on how much money is available. Mutisya and Wanjohi (2019) believe that companies with strong finances can purchase advanced e-procurement solutions and offer employee training which helps with smooth implementation. They found out that investing enough resources in e-procurement enabled firms to design the systems to meet how they work, getting the most from the system.

All in all, the Resource-Based View theory gives a complete explanation of how an organization's resources influence the use of e-procurement. When a business focuses on important, rare, unique and irreplaceable resources, it can firmly stand out in its procurement processes.

2.2 Empirical Literature Review

During an empirical literature review, studies are carefully reviewed and their results are combined to highlight findings relevant to a certain topic andhow they found them. By utilizing this method in research, patterns, missing information and errors in other studies are discerned and future studies and theories can be improved. Snyder (2019) states that surveys allow experts to uncover new openings for investigation and assess the current state of research. In the same way, Torraco (2016) states that empirical studies play a key role in integrative literature reviews which help produce new insights by analyzing, assessing and combining various studies on the same subject.

2.2.1 Technological Infrastructure and E-Procurement Implementation in the Retail Sector

Salifu et al. (2023) performed a study to investigate what is standing in the way of implementing electronic procurement in Ghana's public sector. To complete their research, the researchers spread out questionnaires that had a structured format for procurement experts within various public institutions. According to the study, some obstacles getting

in the way of using e-procurement are insufficient infrastructure, not enough qualified staff and unclear rules. The research explained a lot about the public sector but ignored the retail sector, showing that there is not enough understanding of the e-procurement system in Ghana's retail industry.

In Nigeria, according to Lawrence and Mupa (2024), there is a connection between efficiency in organizations and applying lean supply management during the purchasing process. The analysts selected cases of firms that effectively dealt with cultural limitations and problems with infrastructure. It stresses that the use of AI and data analytics is crucial to optimize how procurement is done. Still, studies did not pay much attention to the technological infrastructure supporting e-procurement in retail which means extra research in this area is important.

A team led by Walutsachi and Keitany (2020) looked into what influences the use of e-procurement in Bungoma County. The researchers conducted a descriptive survey using employees who take part in procurement in the county government as the main participants. Risks were assessed by carrying out a questionnaire study and were then analyzed with descriptive statistics, regression models and Pearson's correlation. The results showed that technology played a key part in supporting the setup of e-procurement. In this case, having quick internet and advanced computers made it possible for businesses to use e-procurement systems. Nevertheless, since the study centered only on the public sector, it left unexplained how e-procurement is affected by technology in the retail sector in Bungoma County.

Mandala, Renson and Kipketer (2024) looked at how technology adoption influences the way public procurement works in different counties in Western Kenya. The research included surveys and also conducted interviews involving procurement officers and other public sector officials. Using e-procurement systems and other technology solutions improved how efficiently and openly procurement was carried out. It was found that not having modern technology and staff not knowing enough about computers limits successful implementation. Although the study gives useful knowledge about the public sector, it does

not focus on retail enterprises which reveals a need for more research on technology's effect on e-procurement in the retail industry of East Asia.

2.2.2 Financial Resources and E-Procurement Implementation in the Retail Sector

The study by Elbeltagi et al. (2020) in Egypt looked at what factors affect small and medium enterprises in retail from adopting e-procurement. To obtain data from 150 retail SMEs in Cairo and Alexandria, the researchers mixed quantitative methods in surveys with qualitative methods in interviews. Research showed that financial reasons, mostly the high upfront costs of setting up an e-procurement system, stopped most organizations from starting e-procurement. Moreover, not having enough money limited the chances of SMEs to update their technological capacities. Still, the impact of leadership gender balance on e-procurement money decisions was not thoroughly investigated in this study.

In Morocco, a report by Berrada et al. (2021) assessed if businesses in the retail sector are ready for e-procurement by looking at money and technology matters. The researchers carried out a study with structured questionnaires on 200 retail firms in Casablanca to look at different readiness factors. It was found that bigger companies could use e-procurement systems with their funds, whereas small retailers experienced major difficulties due to financial reasons. The research points out that helping small businesses with funding would make it easier for them to manage these issues. This research, like the Egyptian one, lacked study of gender representation in leadership and financial support for e-procurement, indicating a possible future study can be done.

James and Osoro (2023) carried out a study to see how using e-procurement affects the functioning of county governments in Turkana County, Kenya. The researchers used a survey method that describes the data for 41 participants from the county government. Interviews and self-administered questionnaires were used to gather the data, analyzed by means of statistics. According to the findings, making use of e-sourcing and e-payment processes had a positive impact on the success of procurement. Still, the study didn't particularly look at the retail sector, leaving a gap in seeing the role of financial resources in adopting e-procurement in retail in Turkana County.

Barasa and colleagues (2017) in Marsabit County examined the effects e-procurement has on how well county governments purchase goods and services. The team applied a descriptive research design and gathered information using questionnaires surveyed from the procurement staff. The survey showed that money problems prevented organizations from making full use of e-procurement. Even though the study gave meaningful insights about the public sector, the retail sector was not explored, meaning information about financial resources and e-procurement in the retail industry of Marsabit County was left uncovered.

2.2.3 Regulatory Frameworks and E-Procurement Implementation in the Retail Sector

Tchokogue and Wamba (2020) looked at the contribution of laws on the use of e-procurement by retail businesses in Yaoundé. In gathering data from 120 retail businesses, researchers used both surveys and interviews as their methods of data collection. The study showed that the rules for transparency and efficiency created by the government were seen by retailers as complicated and troublesome. Due to the complexity, many people did not follow the rules and stopped using e-procurement systems. It was found that there is a major lack of regulations made especially for retail and that such regulations could encourage a more effective usage of technology.

Mbemba and Muteba (2021) investigated in the DRC how people in the retail sector view the rules governing e-procurement in Kinshasa. The researchers studied 30 retail businesses by interviewing the owners and managers in detail. According to the findings, the lack of clear rules in the sector caused retailers to hesitate and doubt e-procurement. Those involved in the discussion were worried about data security, insufficient laws to help them and less support from the government. It was found that proper regulations that take into account the difficulties in retail are needed to make e-procurement more popular.

The authors, Githinji and Were (2018), looked into the issues surrounding e-procurement in the Ministry of Transport, Infrastructure, Housing and Urban Development in Nairobi, Kenya. They used a mixed descriptive design to collect information from 142 e-procurement users in several departments of the ministry. Structured questionnaires were

applied to obtain data which was then analyzed using statistics. The study pointed out a number of issues which were insufficient knowledge among employees, incomplete regulations, weak technology systems and lack of data security. The report pointed out that current regulations play a big role in e-procurement use, so better and stronger legal rules are needed to encourage proper adoption. Still, this study looked at a ministry in the public sector, meaning it does not explain how regulations are used in the retail field in Nairobi.

The authors, Oketch and Moronge, focused on what influences e-procurement implementation in Kenyan ministy entities governed by the Ministry of Finance. Employee abilities and the rules set by law were considered the two main elements studied. The researchers relied on a descriptive research design to study all 16 corporations supervised by the Ministry of Finance. Surveys made up the main way to collect data and this data was gathered by using questionnaires. With the use of SPSS, it was seen that not having strong regulations was a big obstacle to e-procurement. The study advised that legal recognition should be given to electronic procurement transactions, as this will help the government implement the system faster. In a way similar to the earlier study, this research examined only public institutions, so it leaves unclear how regulations may affect retail in terms of e-procurement.

2.2.4 Supplier Integration and E-Procurement Implementation in the Retail Sector

Madzimure et al. (2020) performed a study to understand the impact of using e-procurement, supplier integration and supply chain performance in South African retail SMEs. A sample size of 283 owners and managers from Gauteng were selected and information was gathered using a set of questionnaires. Five components were studied in the research: e-sourcing, e-negotiation, e-informing, e-design and e-evaluation. The data were studied by applying structural equation modeling. It was found that electronic design and negotiation played an important positive role in improving supply chain integration. Furthermore, the level of integration with suppliers displayed a positive and significant increase in both the tangible and intangible sides of how well the supply chain performed. The study failed to look into the particular problems SMEs deal with when it comes to using e-procurement with suppliers, so this is an area that could be further investigated.

Moswetsi (2007) in Botswana looked into what makes e-commerce useful for procurement by the BDF. The study was created to find out the factors that promote or hinder the use of e-commerce in organizational procurement. Grounded theory was applied in a qualitative research manner when collecting the views of procurement officers, IT officers and senior BDF officers. Levels of e-commerce adoption were affected by cultural habits within the organization, equipment setup and what employees deemed as the benefits. While it offered information on e-commerce in defense, the study did not look at how suppliers are integrated in the retail sector's adoption of e-procurement, showing a need for further research.

In Nairobi County, Kenya, Muchai undertook a study in 2021 to see the effect of automated procurement on organizational performance in the retail field. The objective of the study was to see how both e-tendering and e-ordering influenced the outcomes of organizations. The research was based on describing the situation and conducted interviews with 81 people from different supermarkets in Nairobi. A set of questionnaires was used to gather data which were then analyzed based on numbers. From the data, it was shown that using automated procurement systems with e-procurement led to better performance of the organization, mainly through greater efficiency and less money spent on operations. Even so, the study left out details on the challenges suppliers and retailers face when joining the e-procurement framework, hinting at a subject for further research.

Kasaine's study in 2016 focused on figuring out the influences on adopting e-procurement by supermarkets in Nairobi, Kenya. The objective of the study was to determine how the use of suppliers influences the implementation of e-procurement. Descriptive research was chosen, with the respondents being procurement managers from Nairobi supermarkets. The authors gathered the data by sending out questionnaires and applied descriptive statistics to analyze them. Research showed that having suppliers involved in the process greatly aids the implementation of e-procurement systems. If a supermarket built strong linkages via the internet with its suppliers, its purchasing operations improved. Yet, the research mainly analyzed big supermarkets, so smaller retail businesses' integrated experiences with e-procurement systems are not fully known.

2.3 Summary and Research Gaps

Information obtained from the present empirical reviews highlighted the influences of e-procurement on retail sectors in several parts of the world. Nevertheless, even with these important results, there were still some gaps, meaning more investigation was necessary.

Research results from Ghana, Nigeria and Kenya show that problems with IT infrastructure, poor connectivity and missing staff training make it difficult to use e-procurement. Nevertheless, most of these studies focused on government work, so the impact of technology on the retail sector was left unexplained. The studies in Kenya only took place in two counties: Bungoma and Turkana which makes it difficult to apply the findings to the whole retail sector, including supermarkets such as Eastmatt Supermarket in Kitengela.

In Northern Africa (specifically in Egypt and Morocco), the studies found that difficulties with finances were a major reason why SMEs did not adopt e-procurement. But, these studies missed looking at how gender in leadership can impact financial choices related to e-procurement investments. Just like in other countries, Kenyan research in places such as Turkana and Marsabit usually studied the public sector, making it unclear how e-procurement affects financial issues of retailers.

Research pointed out that local legislation and institutions are put in place to help e-procurement, but most businesses consider them to be complex and hard to implement. Nevertheless, research was mostly done in government and state-owned firms, so it is hard to know how the rules affect supermarkets in the private sector.

Overall, the Southern African and Kenyan studies point out that having electronic ties between companies and their suppliers helps ensure efficient procurement. Nevertheless, the majority of these studies centered on large stores or public organizations and did not pay attention to smaller ones.

Table 1: Summary and Research Gaps

Author of the Study	Focus of the Study	Summary of Findings	Knowledge Gaps	Focus of the Current Study
Salifu et al. (2023) – Ghana	Adoption challenges in e-procurement in the public sector.	Financial constraints and lack of staff training hindered e-procurement adoption.	Focused on the public sector, leaving out the retail sector.	Examining e-procurement adoption in the retail sector, specifically supermarkets.
Lawrence & Mupa (2024) – Nigeria	Relationship between strategic procurement and efficiency in retail.	Highlighted the role of AI and analytics in procurement.	Did not focus specifically on technological infrastructure in retail e-procurement.	Assessing how technological infrastructure influences e-procurement in retail supermarkets.
Walutsachi & Keitany (2020) – Bungoma County, Kenya	Implementation challenges of e-procurement in county governments.	Found technological limitations to be a major hindrance.	Focused on county governments rather than retail businesses.	Investigating e-procurement challenges in private supermarkets.
Mandala et al. (2024) – Western Kenya	Role of technology adoption in procurement efficiency.	Found that e-procurement improved transparency but was limited by infrastructure issues.	Studied public procurement; no retail sector analysis.	Focusing on retail supermarket chains and their technological needs.
Elbeltagi et al. (2020) – Egypt	E-procurement adoption among SMEs in retail.	Financial constraints were a major barrier to adoption.	Did not explore gender representation in financial decision-making.	Investigating how financial resources, including gender representation in leadership, influence e-procurement.
Berrada et al. (2021) – Morocco	Readiness for e-procurement in Moroccan retail businesses.	Found that large firms were more financially prepared than small ones.	Did not address gender-based financial decision-making in retail.	Evaluating gender influence on financial resource allocation for e-procurement.

Author of the Study	Focus of the Study	Summary of Findings	Knowledge Gaps	Focus of the Current Study
James & Osoro (2023) – Turkana, Kenya	Effect of e-procurement on operational performance in county governments.	E-sourcing and e-payment improved procurement processes.	Focused on public sector rather than retail.	Examining e-procurement implementation in a private supermarket setting.
Barasa et al. (2017) – Marsabit, Kenya	E-procurement impact on county procurement performance.	Found that financial constraints hindered e-procurement.	Focused on public procurement, not retail businesses.	Investigating financial constraints in retail e-procurement.
Tchokogue & Wamba (2020) – Cameroon	Impact of regulatory frameworks on e-procurement in retail.	Found regulatory complexity hindered e-procurement adoption.	Did not propose specific regulatory reforms for retail businesses.	Analyzing how regulations affect e-procurement in supermarkets.
Mbemba & Muteba (2021) – DRC	Retail sector perceptions of e-procurement regulations.	Found lack of clear regulations created uncertainty for adoption.	Did not examine how businesses can navigate regulatory challenges.	Identifying best practices for regulatory compliance in supermarket e-procurement.
Githinji & Were (2018) – Nairobi, Kenya	E-procurement challenges in a government ministry.	Found inadequate employee skills and weak regulations as barriers.	Studied the public sector rather than the retail industry.	Investigating regulatory barriers in supermarket e-procurement.
Oketch & Moronge (2016) – Kenyan State Corporations	E-procurement implementation in state agencies.	Legal frameworks were insufficient for effective implementation.	Focused on state corporations, not private retail businesses.	Assessing legal challenges in private supermarket e-procurement.
Madzimure et al. (2020) – South Africa	Supplier integration and supply chain performance in retail SMEs.	Supplier integration improved procurement efficiency.	Did not assess challenges of supplier integration in retail.	Examining supplier integration barriers in supermarket procurement.
Moswetsi (2007) – Botswana	E-commerce adoption in	Found that organizational culture influenced	Focused on defense procurement, not	Investigating supplier integration in

Author of the Study	Focus of the Study	Summary of Findings	Knowledge Gaps	Focus of the Current Study
	procurement processes.	e-procurement adoption.	retail supermarkets.	supermarket procurement.
Muchai (2021) – Nairobi, Kenya	Automated procurement systems in retail.	Found automation improved efficiency in procurement.	Did not analyze supplier integration barriers.	Assessing supplier integration challenges in supermarket e-procurement.
Kasaine (2016) – Nairobi, Kenya	Factors affecting e-procurement implementation in supermarkets.	Found supplier integration improved procurement efficiency.	Focused only on large supermarkets, excluding smaller retailers.	Examining supplier integration across different sizes of supermarkets.

2.4 Conceptual Framework

To achieve its purpose, a research project uses a conceptual framework to arrange and organize ideas. It helps data be collected and analyzed systematically, so the study does not lose its clarity and structure. The way research ideas are arranged to address a study's purpose is what Shields and Rangarajan (2013) point to in describing this concept. Ravitch and Riggan (2012) state that a conceptual framework brings order to the research, showing the way the study's goals are related to its methodology. Setting out the connections between variables and concepts makes the study more reliable and helps reveal details about the research problem.

Independent Variable **Dependent Variable**

Technological Infrastructure

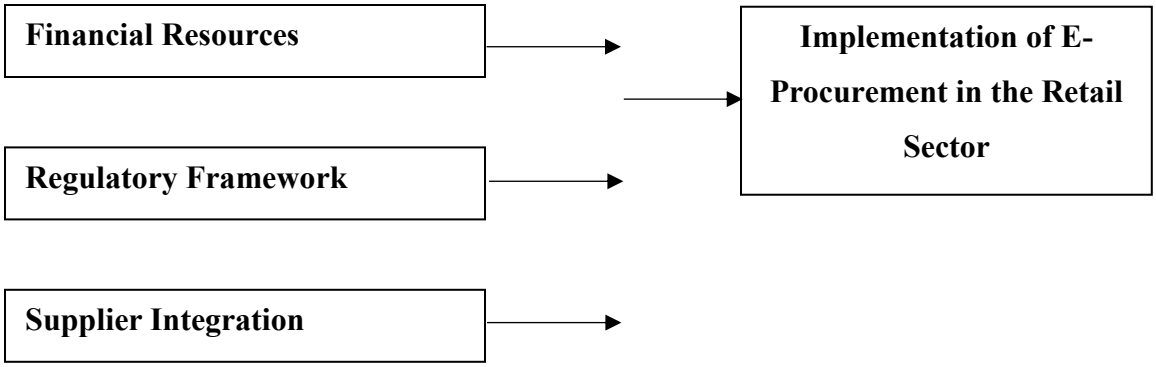

Figure 1: Conceptual Framework

2.5 Operationalization of Variables

Stevens (2019) highlights that operational definitions specify the procedures and expected outcomes necessary to establish empirical meaning for theoretical terms. By clearly delineating how variables are measured, operationalization enhances the validity and reliability of research outcomes, allowing for consistent data collection and meaningful interpretation of results.

Table 2: Operationalization of Variables

Objective of the Study	Indicators	Measurement Scale	Analysis Tool
Technological Infrastructure	➢ Internet connectivity ➢ System integration ➢ Cloud-based solutions ➢ Cybersecurity measures ➢ IT infrastructure investment	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Financial Resources	➢ Budget allocation ➢ Cost of implementation ➢ Training expenditure ➢ Financial accessibility ➢ Return on investment	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Regulatory Framework	➢ Legal compliance ➢ Procurement policies ➢ Government regulations ➢ Industry standards ➢ Audit mechanisms	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables

Objective of the Study	Indicators	Measurement Scale	Analysis Tool
Supplier Integration	➢ Data sharing ➢ Supplier collaboration ➢ Real-time tracking ➢ E-invoicing adoption ➢ Supplier digital readiness	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Implementation of E-Procurement in the Retail Sector	➢ System usability ➢ Process automation ➢ Transaction efficiency ➢ Cost reduction ➢ User adoption rate	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables

2.6 Chapter Summary

This chapter looked into relevant research, including different theories and findings and pointed out research gaps that were considered for this research. It was shown in the conceptual framework that variables were linked, but their measurement through indicators was done when variables were operationalized.

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

The chapter explains how the research was carried out for the study. It explains how the research will be designed which group will be studied, what sampling methods will be used, the tools for collecting data, the pilot study process, its validity and reliability, the way data will be gathered, data analysis and ethical guidelines. Thanks to these aspects, the study can be carried out using proper methods and provides consistent results.

3.1 Research Design

The design used for this study was descriptive to understand the reasons for delays in e-procurement at Eastmatt Supermarket in Kitengela. This design did not need to change any variables which resulted in an accurate portrayal of e-procurement implementation status. Both quantitative and qualitative data were effectively gathered by descriptive research which made it possible to detect patterns and trends in a group or situation (Qualtrics, 2020). Moreover, this method is both affordable and fast, so it offers a convenient choice for exploring this subject (Enago Academy, 2021). Thus, the study collected in-depth details about technological systems, finances, rules and how suppliers are involved which are needed to understand why and how e-procurement functions in the retail sector.

3.2 Target Population

Researchers choose a target population to study and from which they hope to make conclusions. That is what Willie (2024) brings out: the number of individuals, elements or groups examined in the study. Likewise, Enago Academy (2023) indicates that the research population stands for the group with certain characteristics that researchers are interested in.

In this study, the team collected data from 58 workers from Eastmatt Supermarket's Kitengela branch which included top managers, middle managers and staff in the procurement department. This group was targeted to give detailed perspectives on the reasons for the implementation of e-procurement in the organization. Considering these

staff members in the study introduced differences across the organization and resulted in better insight into the obstacles and opportunities of adopting e-procurement.

Table 3: Target Population

Category	Frequency	Percentage
Top Management	13	22.41
Middle Level Management	36	62.07
Procurement Staff	9	15.52
Total	**58**	**100**

3.3 Sample and Sampling

These authors explain a sample consists of a limited number of people or things picked from a bigger population to reflect its traits. Because of this method, researchers don't have to research every person to understand the whole population. According to Kothari (2014), to sample, you need to choose a specific subset by using certain techniques to ensure the sample accurately represents the population's different qualities.

A census technique was used in this survey, including the opinions of all 58 employees at the Kitengela branch of Eastmatt Supermarket which consists of top managers, middle managers and purchasing staff. This approach allowed every person to be counted, removing any chances of bias and improving how accurate the results were.

According to Mugenda and Mugenda (2003), for a small population, involving all participants gives a more reliable result. Just like the other scholars, Kothari (2014) suggests using a census because it gives a reliable and accurate measure when the number of people is small enough. Having all 58 employees involved allowed the study to gather a wide variety of thoughts on e-procurement which made its findings more useful.

3.4 Instruments

This study's data was obtained by asking respondents to complete questionnaires containing a 5-point Likert scale. This scale helped the respondents reveal their opinions about different statements, making it easier to count their choices. Kothari (2014) noted that questionnaires are used a lot in research as they can reach a wide group of people and are low-cost. Mugenda and Mugenda (2003) state that questionnaires are perfect for asking for attitudes, opinions and perceptions which supports this study's objectives. The questions in the questionnaire were in closed-ended format to help us collect data swiftly, have attention given to each answer and conduct quantitative research.

3.5 Pilot Study

Carrying out a pilot study helps you find out how feasible, quick, economical and complex the main research project will be. In the view of Kothari (2014), testing the main study's instruments on a pilot group allows researchers to be sure the results are trustworthy and accurate. For example, Mugenda and Mugenda (2003) say that doing a pilot study allows researchers to improve the tools and procedures they use for research.

For this study, a pilot test was carried out with six respondents which represents almost 10% of the entire target population. They were chosen to show the range of people in Eastmatt Supermarket's Kitengela branch, but they did not join the main research so as not to influence it. To ensure the research was accurate, researchers studied a small group first which allowed fixing data forms and tasks and resulted in better quality data.

3.5.1 Validity

In Kothari's (2014) view, validity shows if an instrument really measures the things it claims to measure. In the same fashion, Mugenda and Mugenda (2019) underscore that validity refers to the truth and significance of conclusions drawn from research results. Validity was established here by interviewing a small part of the target group to pinpoint and clear up any possible problems with the questionnaire. Also, feedback from experts was obtained to review the questionnaire and see if it meets the research objectives properly. In this way, the findings of the research accurately showed what was affecting e-procurement at Eastmatt Supermarket's Kitengela branch.

3.5.2 Reliability

Kothari (2014) noted that a reliable instrument always gives the same results when applied again. In a similar way, Mugenda and Mugenda (2019) explain that reliability refers to how much an assessment tool delivers dependable and constant results when similar circumstances are used. In this investigation, the group filled out the same questionnaire on two separate occasions and their results were compared to make sure they were reliable. Cronbach's alpha coefficient was also determined to test if the items in each section of the questionnaire helped measure the same construct with a similar level of reliability. As mentioned by Kothari (2014) and Mugenda and Mugenda (2019), these techniques are recommended to judge if research instruments are reliable.

3.6 Data Collection Procedure

A structured technique was used to gather the data to guarantee its efficiency, accuracy and ethicalness. Before gathering data, the researcher was given permission by the Management University of Africa to carry out the study through an authorization letter. It gave the necessary permission to study the management practices of Eastmatt Supermarket, Kitengela branch. The researcher expressed their purpose for the study and how the study findings could serve the organization to Eastmatt Supermarket's Kitengela branch management and requested permission.

Research assistants with training helped oversee the collection and administration of the questionnaires. They informed me about ethics, the importance of keeping information confidential and the right way to handle research tools. 58 people were targeted and given printed structured questionnaires, among them were members of top management, middle-level management and the staff responsible for procurement. Research assistants gave help where needed and confirmed that everyone knew the instructions. All respondents were given the chance to complete the surveys within one week, when it was best for them. After a week had passed, the researchers and their team went to the supermarket to gather the completed questionnaires. At this stage, any answers or clarifications that were missing were taken care of.

3.7 Data Analysis and Presentation

The results were organized by counting the instances and calculating percentages. The analysis was done in Microsoft Excel since it is easy to use for constructing graphs and calculating various kinds of statistics.

All the results were shown in tables to make the numbers easy to see and read. Bar graphs and pie charts were used to help clearly show the main results so it was easy to notice how the responses fit into various patterns. This way of showing data made it clear and concise, thus simplifying the process of analyzing the findings.

3.7 Ethical Considerations

The principles and guidelines in research ethics are put in place to make certain researchers treat participants right, conduct research ethically and preserve the accuracy of the results (Bhandari, 2021).

3.8.1 Informed Consent

All participants were given sufficient information about the study's purpose, procedures, risks and what benefits they might get. A written agreement was given to them to show they willingly agreed to join the study. This is in agreement with the recommendations in Mugenda and Mugenda (2019) which stated that respecting participants' autonomy requires them to give written informed consent.

3.8.2 Voluntary Participation

Since there was no force or coercion involved, people could participate in the study as they wished. The participants were allowed to drop out of the study whenever they wanted with no bad outcomes. Kothari (2014) points out that ensuring people volunteer freely for research is a key part of being ethical.

3.8.3 Confidentiality

Confidentiality was used to protect all information obtained from participants. All personal details were taken out to keep the identities of the participants safe. Results from the study were only reported in groups to make sure that individual participants couldn't be

identified. According to Creswell (2013), being serious about confidentiality is essential for research to gain and maintain trustworthiness.

3.8.4 Privacy

Participants were assured their privacy by setting guidelines so that information about them was not taken without their consent. People were told exactly what information was being taken and how it would be used to keep everything transparent and protect their privacy. This style agrees with the ethical points made in the work of Mugenda and Mugenda (2019).

3.8.5 Anonymity

Personal identifiers were left out when analyzing and preparing the data. By deploying this method, it was possible to keep people's identities safe and follow the set standards for research involving human subjects. According to Kothari (2014), making sure participants' identity is hidden encourages them to answer honestly.

3.9 Chapter Summary

This chapter provided a detailed discussion of the research methodology used in the study. It explained the research design, sampling techniques, data collection process, pilot testing, validity, reliability, and ethical considerations. These methodological approaches ensured that the study was conducted in a systematic, ethical, and reliable manner.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATIONS OF FINDINGS

4.0 Introduction

In this chapter, the findings about the factors impacting e-procurement at Eastmatt Supermarket Kitengela branch are presented and understood. In the analysis, one considers technology, finances, rules for operations and relationships with suppliers. It also mentions the main limitations found in this study.

4.1 Presentation of Research Findings

To explain the analysis for every objective, the author uses tables, graphs and pie charts to present the findings. Each discovery comes with a well-detailed explanation that examines them based on the plan's four main goals. Such results help form the conclusions that will be drawn from the study.

4.1.1 Response Rate

52 out of the 58 people who received the questionnaire finished it, resulting in a response rate of 89.7%. Because the response rate was high, we can depend on the data to understand what affects e-procurement implementation in Eastmatt Supermarket. Since only 10.3% did not take part in the survey, the results are considered credible.

Table 4: Response Rate

Category	Frequency	Percentage
Response	52	89.66
Non-Response	6	10.34
Total	**58**	**100**

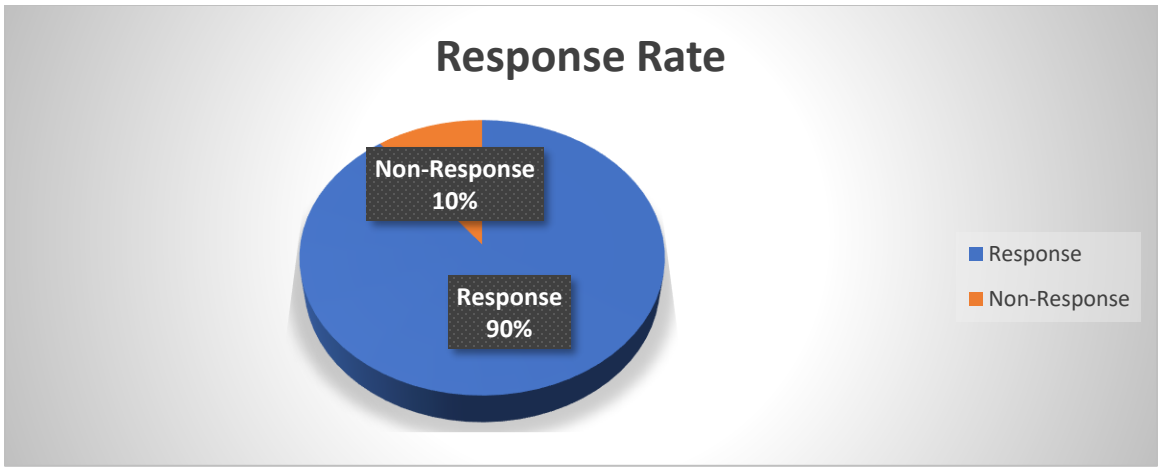

Figure 2: Response Rate

The amount of completed questionnaires amounted to 52, out of 58 that were distributed. Many people responding to the survey shows that they are interested in what is being examined. With only 10.3% not responding, the data collected can be well trusted in terms of its reliability and validity. Sampling becomes more accurate and less biased if it has a high response rate. Mugenda and Mugenda (2003) consider a response rate of 70% or more satisfactory for analysis and reporting, proving that this study's data is correct.

4.1.2 Background Information

Information on general characteristics was gathered to define the respondents and guarantee that men and women, people of different ages, education backgrounds and positions in the organization were represented. Because of this diversity, the analysis could look more closely at the impact of survey respondents' demographic and work-related backgrounds on their views. Securing such information makes the research more meaningful and detailed. As Creswell and Creswell (2018) suggest, viewing demographic information helps researchers compare several groups so they can notice trends more clearly.

4.1.2.1 Gender Distribution of the Respondents

The study tried to find information about the gender distribution among those interviewed. By doing this, we found out whether there are differences in how men and women see e-procurement in retail which may affect their involvement with technology.

Table 5: Gender Distribution of the Respondents

Category	Frequency	Percentage
Male	30	57.69
Female	22	42.31
Total	**52**	**100**

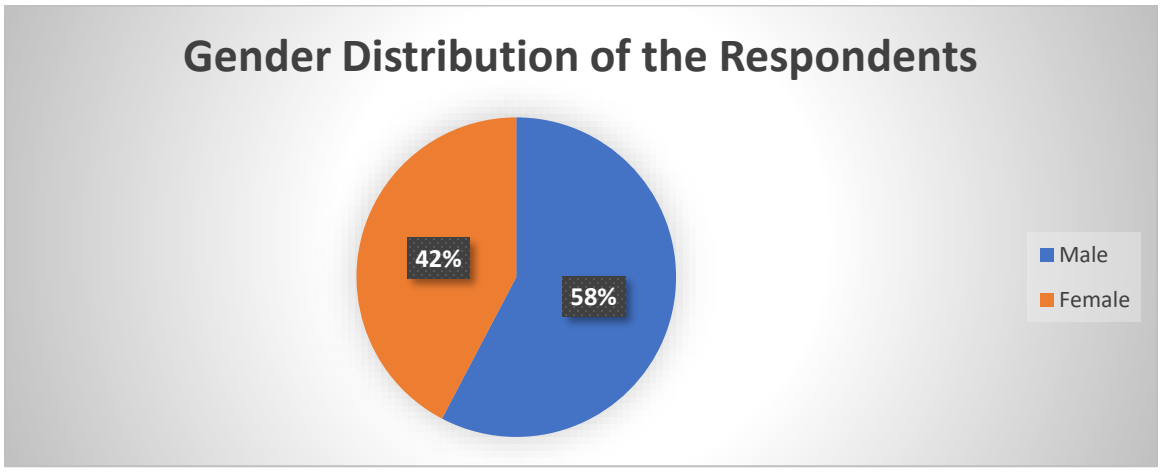

Figure 3: Gender Distribution of the Respondents

A majority of the respondents were male (30) and slightly more than half, 42.3%, were female (22). Because male and female perspectives were both present, the findings on e-procurement implementation were more inclusive. A mix of genders in the research team helps to gather many insights and lessens the possibility of gender bias in the results. In the view of Mugenda and Mugenda (2019), including gender in the demographic representation helps to reflect the characteristics of the target group in the study's results.

4.1.2.2. Age range of the Respondents

The study collected data on respondents' age ranges to assess how age influenced familiarity, adaptability, and attitudes toward e-procurement systems. Age demographics could affect technological acceptance and usage within the retail sector

Table 6: Age range of the Respondents

Category	Frequency	Percentage
18–24	6	11.54
25–34	18	34.62
35–44	16	30.77
45–54	9	17.31
55 and above	3	5.77
Total	**52**	**100**

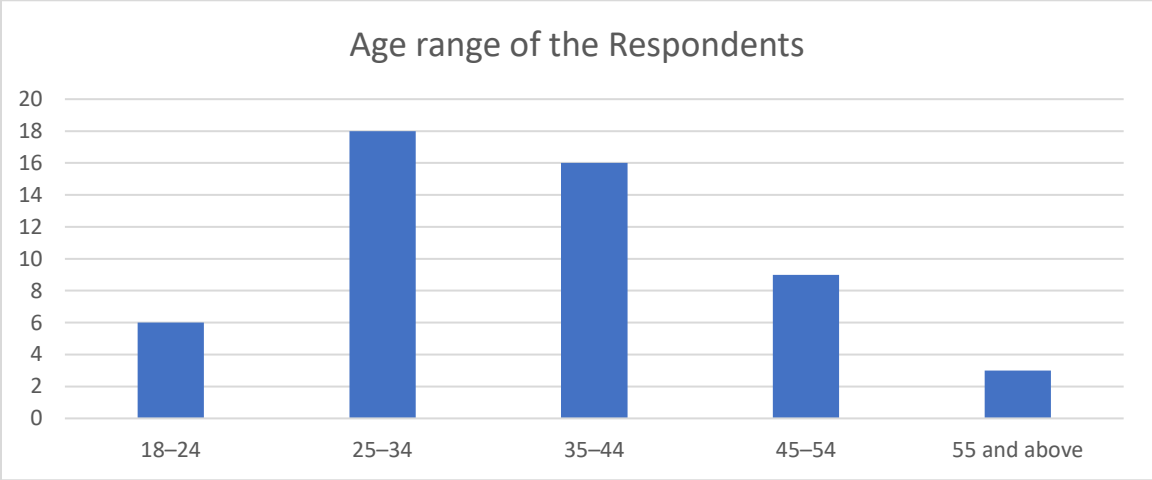

Figure 4: Age range of the Respondents

The age distribution of respondents reveals that the majority were between 25–34 years (34.6%), followed by those in the 35–44 age range (30.8%). Younger respondents (18–24) accounted for 11.5%, while older age groups (45 and above) constituted a smaller proportion. This indicates that the data were largely influenced by individuals in their prime working years who likely possess practical exposure and experience in procurement processes. Such a demographic is crucial in providing relevant and informed insights into the implementation of e-procurement systems. According to Kothari (2020), capturing data from professionally active and experienced individuals enhances the reliability and applicability of research findings.

4.1.2.3. Highest level of education completed

The study examined the highest level of education to evaluate respondents' capacity to understand and utilize e-procurement systems. Educational background could impact technological competence and readiness for implementation in the retail sector.

Table 7: Highest level of education completed

Category	Frequency	Percentage
High school	5	9.62
Diploma	17	32.69
Bachelor's degree	21	40.38
Graduate degree	6	11.54
Post Graduate	3	5.77
Total	**52**	**100**

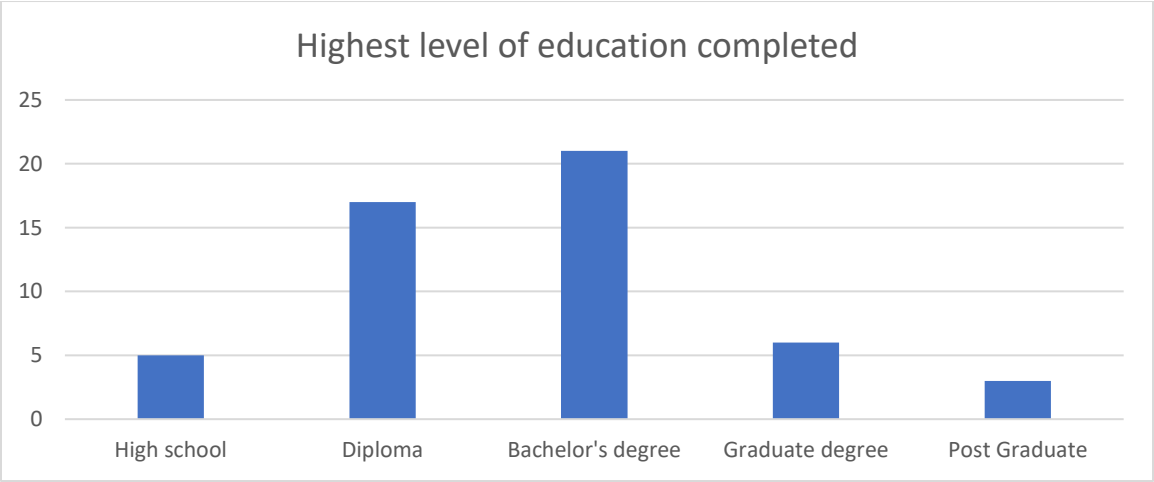

Figure 5: Highest level of education completed

The education level of respondents shows that the majority had a Bachelor's degree (40.4%), followed by those with a Diploma (32.7%). High school graduates accounted for 9.6%, while 11.5% held Graduate or Postgraduate degrees. This distribution indicates that most respondents had a strong academic background, which likely enhanced their ability to comprehend and engage with the e-procurement concepts and processes under

investigation. A well-educated sample improves the quality of data collected, as respondents are more likely to provide informed and reflective responses. As noted by Mugenda and Mugenda (2019), education level plays a key role in determining the quality and depth of responses in research.

4.1.2.4. Designation in the Organization

The study gathered information on respondents' designations to understand their roles and responsibilities in procurement processes. Different positions may have varied influence and perspectives on the implementation of e-procurement systems.

Table 8: Designation in the Organization

Category	Frequency	Percentage
Top Management	8	15.38
Middle Level Management	18	34.62
Procurement Staff	26	50.00
Total	**52**	**100**

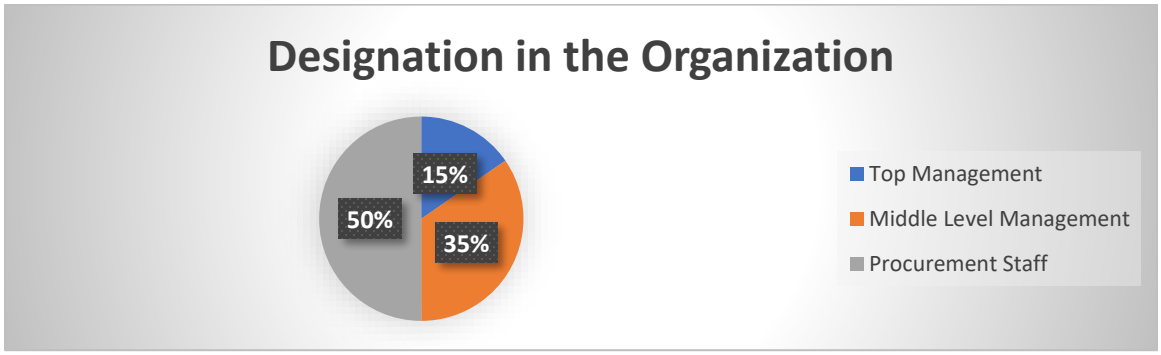

Figure 6: Designation in the Organization

The designation distribution reveals that most respondents were procurement staff (50%), followed by middle-level management (34.6%) and top management (15.4%). This suggests that the responses were largely informed by individuals with hands-on experience in procurement processes, offering critical insights into the operational realities of e-procurement implementation. Involving respondents from various hierarchical levels

strengthens the study's reliability by incorporating both strategic and operational viewpoints. According to Kothari (2019), the relevance of data collected in organizational research significantly depends on the position and responsibilities of the respondents, as these influence their exposure to and understanding of the subject matter.

4.1.3 Study Objectives

The study focused on the four objectives technological infrastructure, financial resources, regulatory framework, and supplier integration because these are critical determinants of successful e-procurement implementation. Each factor directly affects system adoption, efficiency, and stakeholder collaboration, especially in a developing retail context like Kenya's, where such challenges are often pronounced.

4.1.3.1 Technological Infrastructure

The study focused on technological infrastructure because it is a foundational element for the successful implementation of e-procurement systems. Adequate infrastructure, such as reliable internet, hardware, and software, is essential for efficient e-procurement operations. Inadequate infrastructure can hinder system functionality and user adoption, especially in the retail sector.

4.1.3.1.1 The supermarket has a reliable internet connection that supports e-procurement activities.

The study asked about the reliability of the supermarket's internet connection to determine whether connectivity issues could hinder the effective use of e-procurement systems. A stable internet connection is essential for real-time data exchange, communication, and smooth transaction processing, which are crucial for the success of e-procurement in the retail sector.

Table 9: Reliable internet connection that supports e-procurement activities

Category	Frequency	Percentage
Strongly Agree	18	34.62
Agree	20	38.46

Neutral	7	13.46
Disagree	5	9.62
Strongly Disagree	2	3.85
Total	**52**	**100**

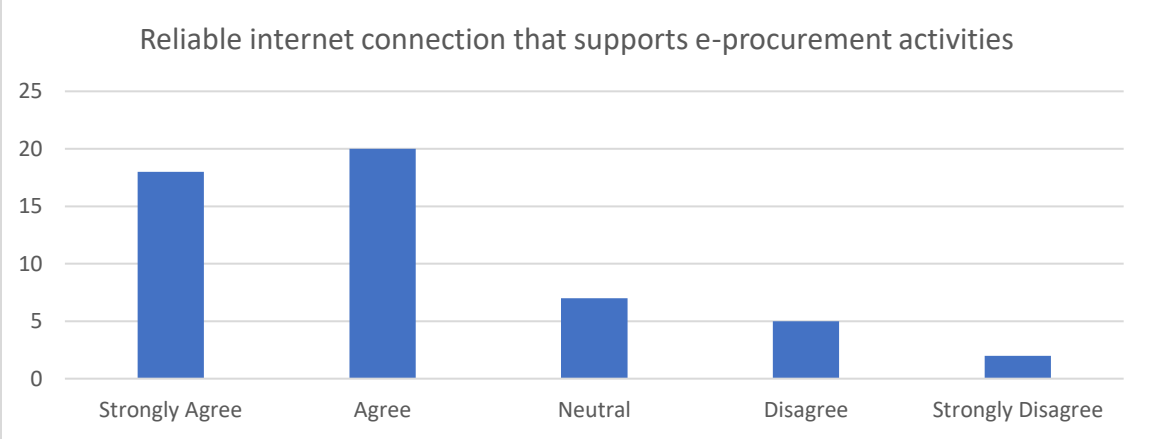

Figure 7: Reliable internet connection that supports e-procurement activities

The findings show that 73.1% of respondents either strongly agreed (34.6%) or agreed (38.5%) that the supermarket has a reliable internet connection to support e-procurement activities. This suggests that the supermarket's technological infrastructure is adequate for supporting e-procurement activities, particularly in terms of internet connectivity. This finding is consistent with Salifu et al. (2023), who identified that reliable internet infrastructure is a key factor in supporting e-procurement in public sector organizations, which is equally crucial in retail environments.

4.1.3.1.2 The procurement system integrates effectively with other business systems.

The study inquired about the integration of the procurement system with other business systems to assess the level of system compatibility and data flow efficiency. Effective integration ensures streamlined processes, reduces errors, and enhances overall operational performance, which is vital for the seamless execution of e-procurement activities in the retail sector.

Table 10: The procurement system integrates with other business systems

Category	Frequency	Percentage
Strongly Agree	15	28.85
Agree	19	36.54
Neutral	9	17.31
Disagree	6	11.54
Strongly Disagree	3	5.77
Total	**52**	**100**

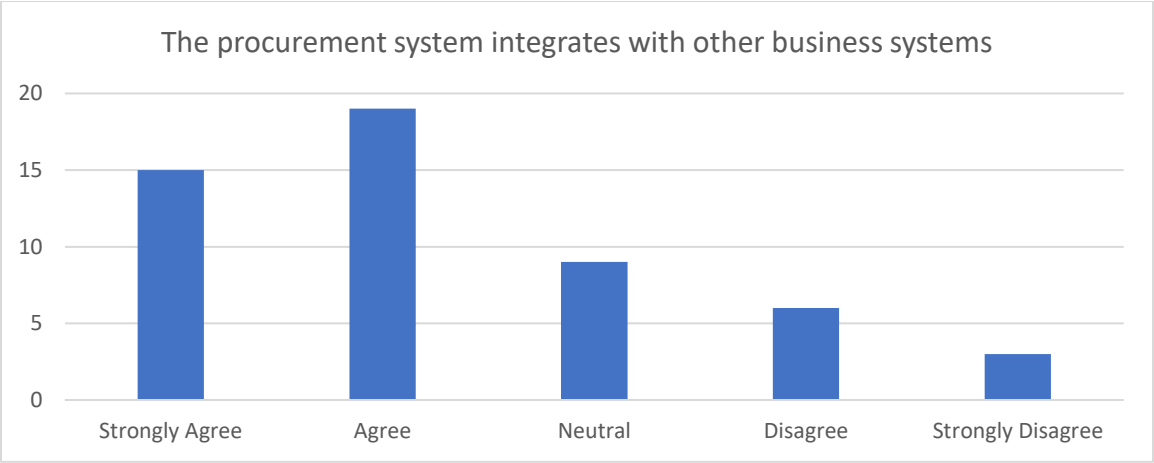

Figure 8: The procurement system integrates with other business systems

The findings indicate that 65.4% of respondents either strongly agreed (28.8%) or agreed (36.5%) that the procurement system integrates effectively with other business systems. This suggests that the integration of procurement systems is viewed positively, though there are areas for improvement. Lawrence and Mupa (2024) emphasized the importance of seamless integration between procurement and other business systems for improving organizational efficiency, a theme that aligns with the positive perception of system integration found in this study.

4.1.3.1.3 The supermarket utilizes cloud-based procurement solutions for efficient transactions.

The study explored the use of cloud-based procurement solutions to understand how they contribute to transaction efficiency. Cloud-based systems offer scalability, flexibility, and

real-time access to procurement data, which can improve decision-making, reduce costs, and enhance overall system performance, making them a crucial component of successful e-procurement implementation.

Table 11: Supermarket utilizes cloud-based procurement solutions for transactions

Category	Frequency	Percentage
Strongly Agree	12	23.08
Agree	17	32.69
Neutral	10	19.23
Disagree	8	15.38
Strongly Disagree	5	9.62
Total	**52**	**100**

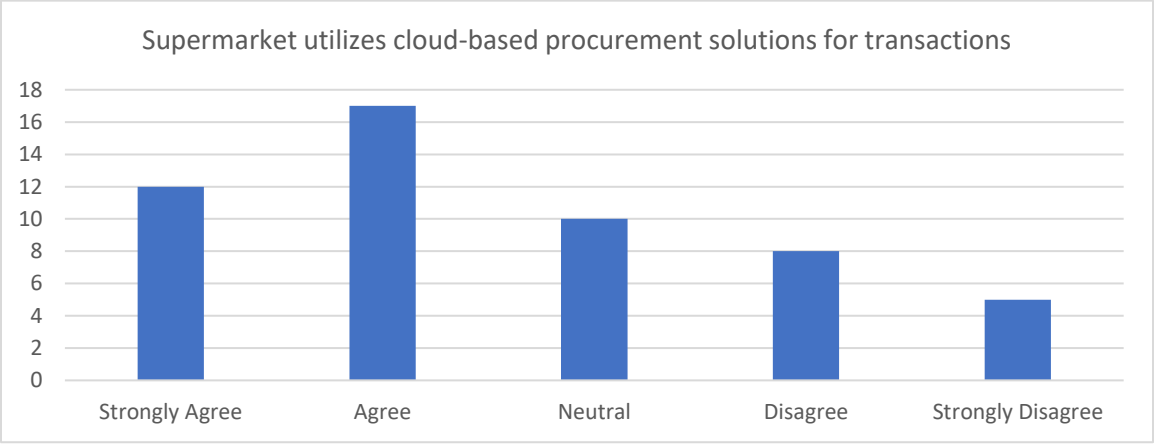

Figure 9: Supermarket utilizes cloud-based procurement solutions for transactions

The findings reveal that 55.8% of respondents either strongly agreed (23.1%) or agreed (32.7%) that the supermarket utilizes cloud-based procurement solutions. This indicates that while cloud-based solutions are largely seen as beneficial for efficient transactions, some reservations or challenges remain regarding their full adoption. Walutsachi and Keitany (2020) also highlighted the importance of modern technological tools like cloud solutions for effective e-procurement implementation, although challenges with full adoption can exist, as observed in the study's findings.

4.1.3.1.4 Adequate cybersecurity measures are in place to protect procurement data.

The study examined the presence of adequate cybersecurity measures to ensure the protection of procurement data. Strong cybersecurity is critical for safeguarding sensitive financial and operational information in e-procurement systems, preventing data breaches, and maintaining trust among stakeholders, which are essential for the system's successful implementation and long-term use.

Table 12: Adequate cybersecurity measures are in place to protect procurement data

Category	Frequency	Percentage
Strongly Agree	10	19.23
Agree	15	28.85
Neutral	12	23.08
Disagree	9	17.31
Strongly Disagree	6	11.54
Total	**52**	**100**

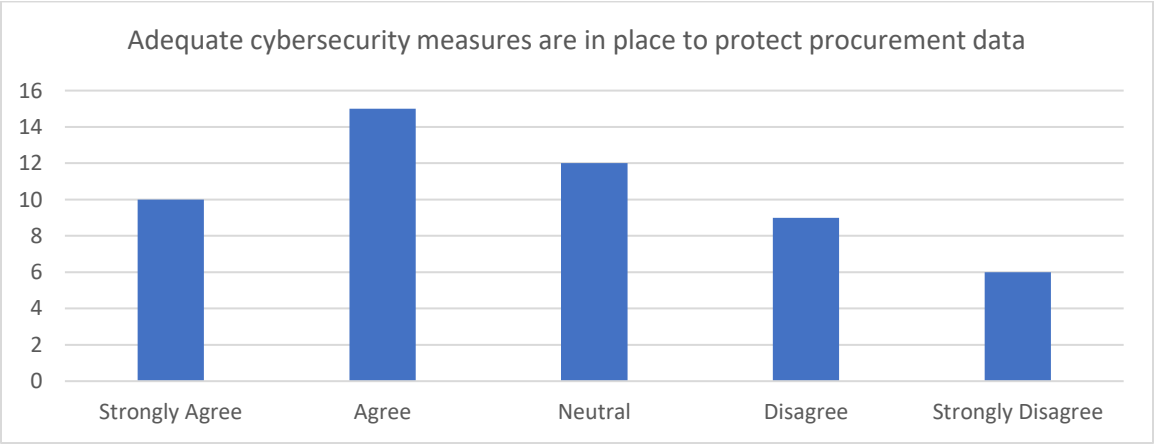

Figure 10: Adequate cybersecurity measures are in place to protect procurement data

The findings show that 48.1% of respondents either strongly agreed (19.2%) or agreed (28.8%) that adequate cybersecurity measures are in place to protect procurement data. This suggests that while some cybersecurity measures exist, concerns regarding their robustness remain. Mandala et al. (2024) identified that inadequate cybersecurity was a

barrier to effective e-procurement implementation in the public sector, which parallels the concerns raised in the supermarket's case regarding data protection.

4.1.3.1.5 The supermarket has made sufficient IT infrastructure investments to support e-procurement.

The study investigated the supermarket's IT infrastructure investments to determine whether sufficient resources had been allocated to support the effective implementation of e-procurement. Adequate investment in hardware, software, and network infrastructure is essential for ensuring the reliability, scalability, and efficiency of e-procurement systems, which directly impacts their success in the retail sector.

Table 13: Sufficient IT infrastructure investments to support e-procurement

Category	Frequency	Percentage
Strongly Agree	13	25.00
Agree	18	34.62
Neutral	11	21.15
Disagree	6	11.54
Strongly Disagree	4	7.69
Total	**52**	**100**

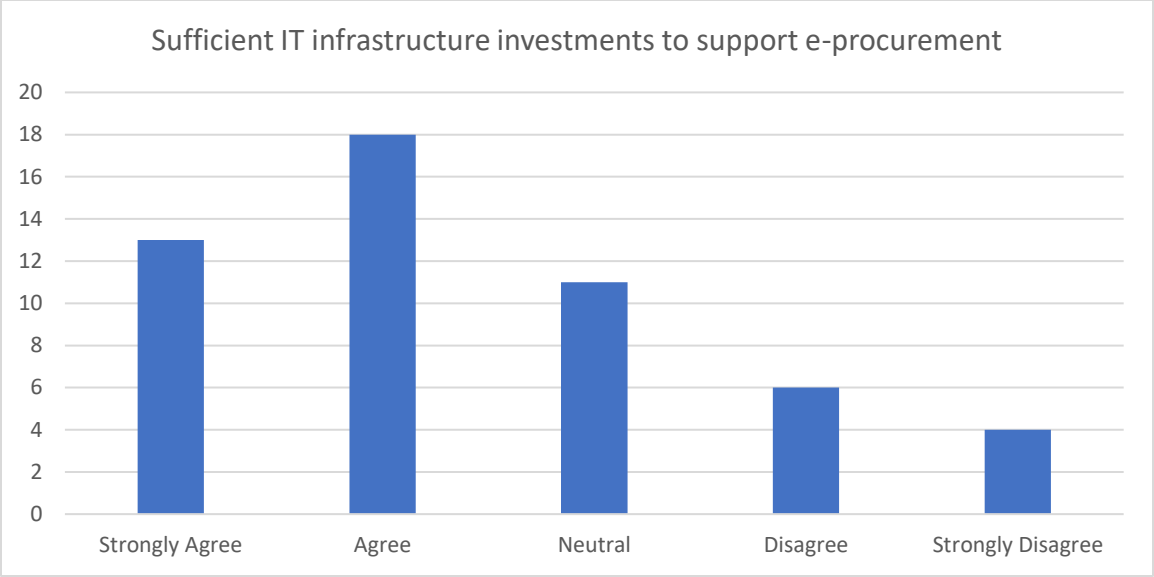

Figure 11: Sufficient IT infrastructure investments to support e-procurement

The findings indicate that 59.6% of respondents either strongly agreed (25%) or agreed (34.6%) that the supermarket has made sufficient IT infrastructure investments to support e-procurement. This suggests a generally positive view of the supermarket's IT infrastructure investments, though concerns about further improvements remain. Salifu et al. (2023) found that inadequate IT infrastructure investment was a significant barrier to e-procurement adoption in Ghana's public sector, reinforcing the need for continuous infrastructure upgrades to ensure effective e-procurement implementation.

4.1.3.2 Financial Resources

The study focused on financial resources to assess whether adequate funding was available to support the adoption and ongoing maintenance of e-procurement systems. Financial resources are crucial for acquiring necessary technology, training staff, and covering operational costs, all of which are essential for successful e-procurement implementation in the retail sector.

4.1.3.2.1 There is an adequate budget allocation for implementing e-procurement systems.

The study inquired about budget allocation to determine if sufficient financial resources were designated for the successful implementation of e-procurement systems. An adequate

budget ensures the procurement of necessary technology, training, and support services, which are essential for overcoming financial barriers and ensuring a smooth and effective system deployment.

Table 14: Adequate budget allocation for implementing e-procurement systems

Category	Frequency	Percentage
Strongly Agree	14	26.92
Agree	16	30.77
Neutral	10	19.23
Disagree	8	15.38
Strongly Disagree	4	7.69
Total	**52**	**100**

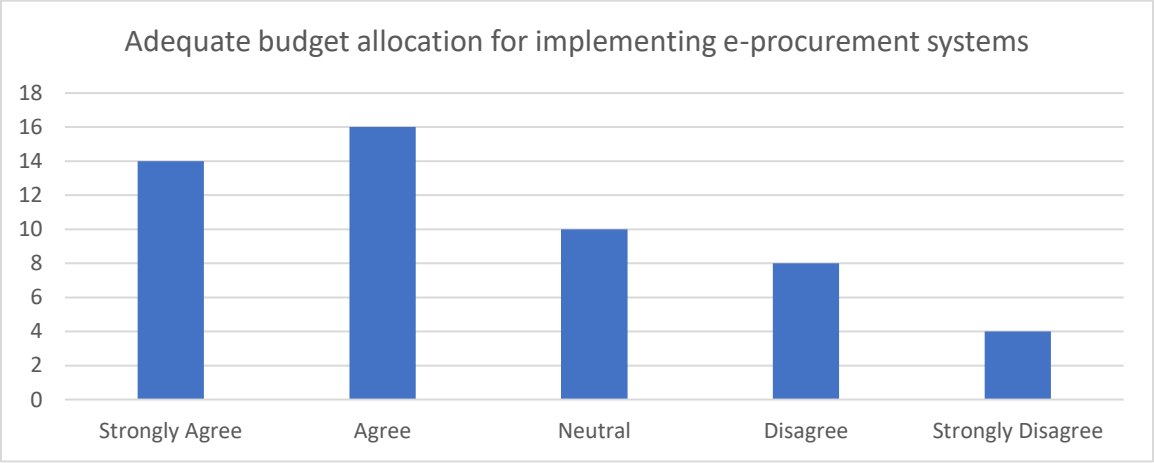

Figure 12: Adequate budget allocation for implementing e-procurement systems

The findings reveal that 57.7% of respondents either strongly agreed (26.9%) or agreed (30.8%) that there is an adequate budget allocation for implementing e-procurement systems. This suggests a generally positive perception of financial support. However, 26.9% of neutral and 23.1% of disagreeing responses indicate that budget sufficiency may still be a concern for some employees. These findings align with Elbeltagi et al. (2020), who found that financial constraints, particularly high initial investment costs, were significant barriers to adopting e-procurement in the retail sector.

4.1.3.2.2 The cost of implementing e-procurement systems is manageable for the organization.

The study asked about the manageability of e-procurement implementation costs to assess whether the organization could afford the financial commitment required. Understanding cost management is crucial, as it ensures the organization can sustainably implement and maintain the system without straining its financial resources, enabling long-term success.

Table 15: Cost of implementing e-procurement systems is manageable

Category	Frequency	Percentage
Strongly Agree	11	21.15
Agree	15	28.85
Neutral	12	23.08
Disagree	9	17.31
Strongly Disagree	5	9.62
Total	**52**	**100**

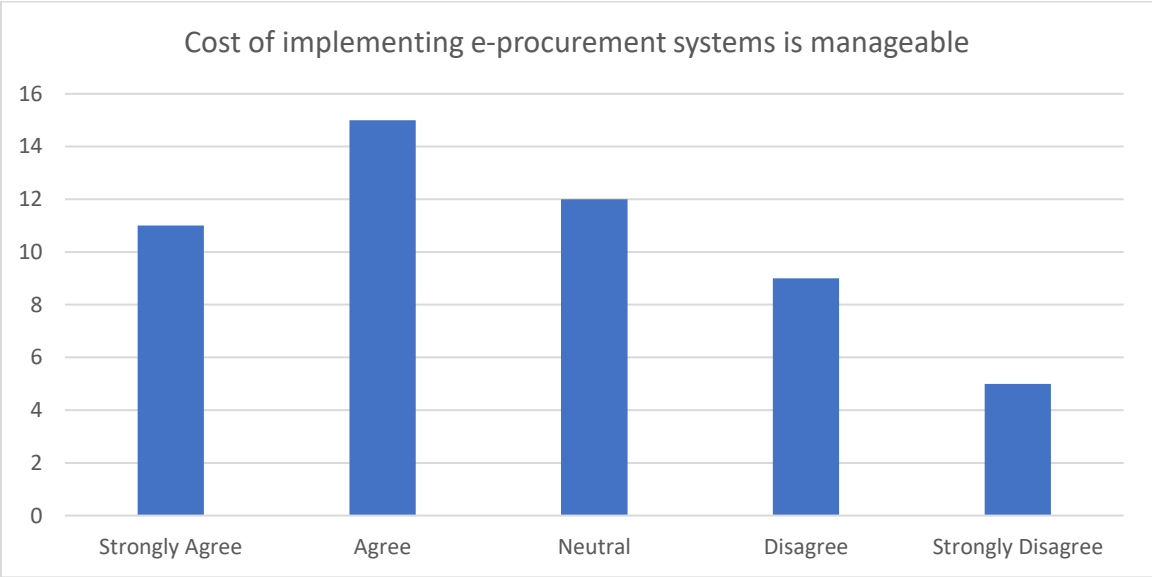

Figure 13: Cost of implementing e-procurement systems is manageable

The findings show that 50% of respondents either strongly agreed (21.2%) or agreed (28.8%) that the cost of implementing e-procurement systems is manageable for the organization. However, 23.1% disagreed and 23.1% were neutral, suggesting that while cost is manageable for some, others may view it as a constraint to effective implementation. This is consistent with Berrada et al. (2021), who highlighted that smaller retailers often face significant financial challenges that hinder the adoption of e-procurement systems due to limited financial resources.

4.1.3.2.3 Employees receive sufficient training on e-procurement systems and procedures.

The study examined employee training on e-procurement systems to ensure that staff are equipped with the necessary skills and knowledge to effectively use the system. Proper training enhances system adoption, reduces errors, and ensures that the organization fully utilizes the capabilities of the e-procurement platform, contributing to its successful implementation.

Table 16: Employees receive sufficient training on e-procurement systems

Category	Frequency	Percentage
Strongly Agree	10	19.23
Agree	17	32.69
Neutral	11	21.15
Disagree	8	15.38
Strongly Disagree	6	11.54
Total	**52**	**100**

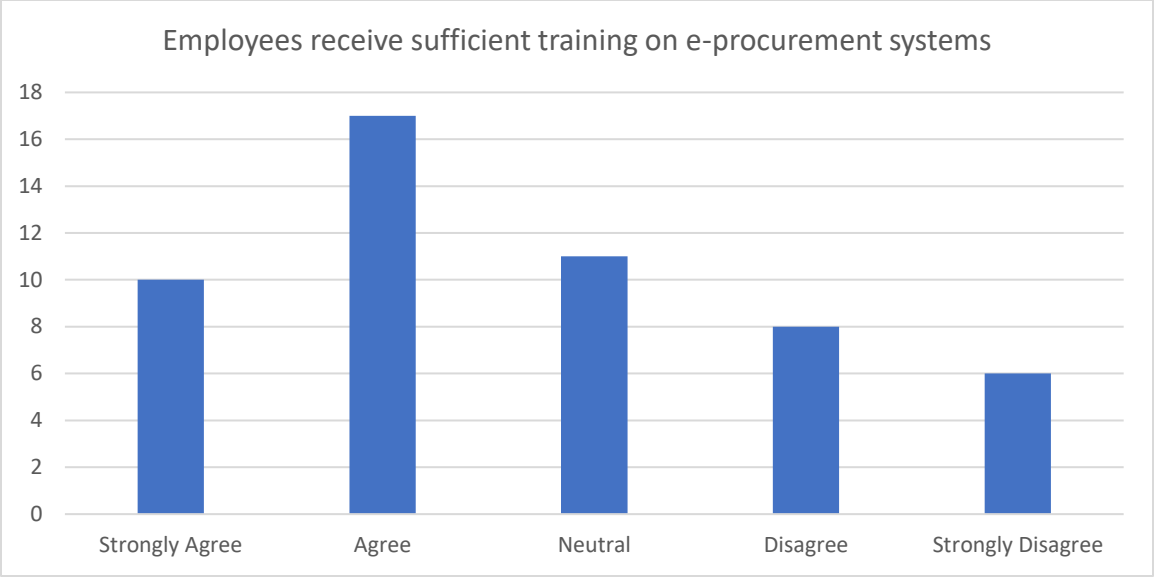

Figure 14: Employees receive sufficient training on e-procurement systems

The findings indicate that 51.9% of respondents either strongly agreed (19.2%) or agreed (32.7%) that employees receive sufficient training on e-procurement systems and procedures. However, 26.9% disagreed and 21.2% were neutral, suggesting that while a majority feel adequately trained, a notable portion of staff may experience gaps in training. This finding aligns with the research by Barasa et al. (2017), which indicated that inadequate financial resources and training could hinder the effective implementation of e-procurement systems in public sector procurement.

4.1.3.2.4 The supermarket has access to financial resources needed to maintain e-procurement systems.

The study explored the availability of financial resources for maintaining e-procurement systems to ensure long-term sustainability. Ongoing maintenance costs, including software updates, system troubleshooting, and training, are vital for keeping the system functional and up-to-date, preventing disruptions and ensuring continuous, efficient e-procurement operations.

Table 17: Access to financial resources needed to maintain e-procurement systems

Category	Frequency	Percentage
Strongly Agree	12	23.08
Agree	18	34.62
Neutral	10	19.23
Disagree	7	13.46
Strongly Disagree	5	9.62
Total	**52**	**100**

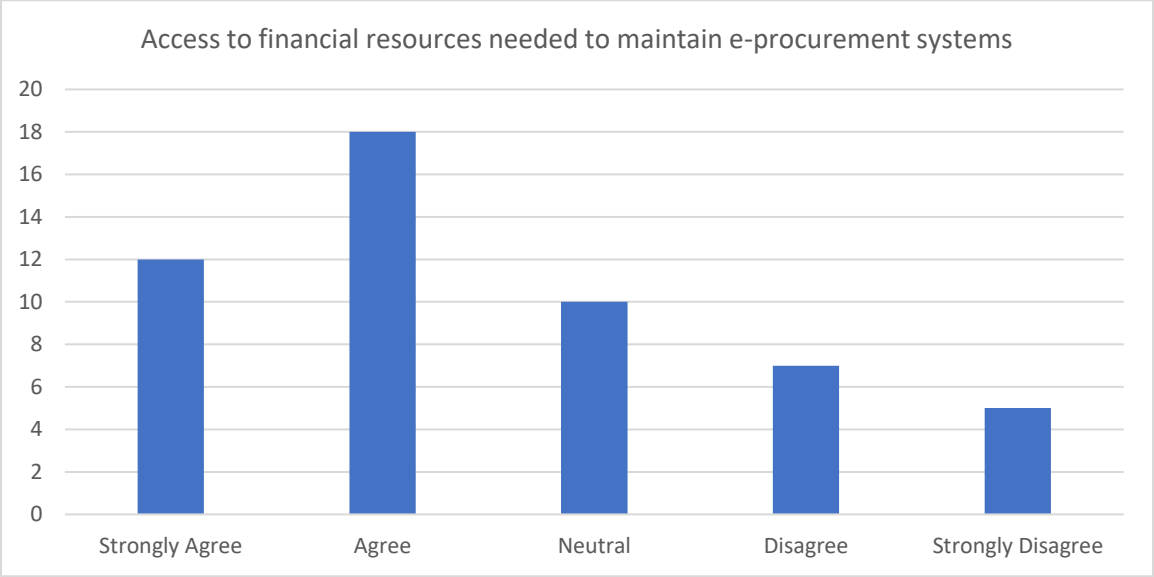

Figure 15: Access to financial resources needed to maintain e-procurement systems

The findings show that 57.7% of respondents either strongly agreed (23.1%) or agreed (34.6%) that the supermarket has access to the financial resources needed to maintain e-procurement systems. However, 23.1% disagreed and 19.2% were neutral, indicating that while funding appears generally sufficient, concerns remain regarding long-term financial sustainability of system maintenance. This is similar to the study by Berrada et al. (2021), which noted that larger firms typically have the financial capacity for e-procurement adoption, but smaller ones face challenges in securing necessary funds.

4.1.3.2.5 There is a positive return on investment (ROI) from adopting e-procurement systems.

The study investigated the return on investment (ROI) to determine whether the benefits of adopting e-procurement systems outweigh the costs. A positive ROI indicates that the system leads to cost savings, increased efficiency, and improved procurement processes, justifying the financial resources invested and supporting the long-term viability of e-procurement.

Table 18: Positive return on investment from adopting e-procurement systems

Category	Frequency	Percentage
Strongly Agree	9	17.31
Agree	14	26.92
Neutral	13	25.00
Disagree	9	17.31
Strongly Disagree	7	13.46
Total	**52**	**100**

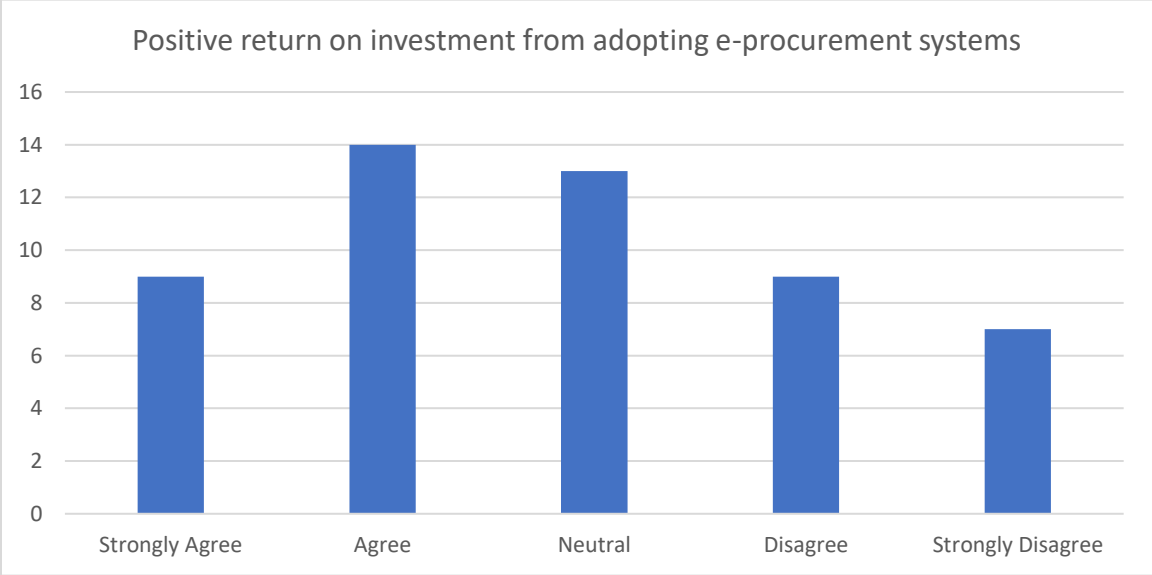

Figure 16: Positive return on investment from adopting e-procurement systems

The findings reveal that 44.2% of respondents either strongly agreed (17.3%) or agreed (26.9%) that there is a positive return on investment (ROI) from adopting e-procurement systems. However, with 25% disagreeing and 25% neutral, the responses suggest mixed perceptions about the financial benefits, indicating a need for clearer evaluation or communication of ROI outcomes. This finding is similar to the research by James and Osoro (2023), which examined the influence of e-procurement practices on operational performance, suggesting the importance of clear financial outcomes from e-procurement systems.

4.1.3.3 Regulatory Framework

The study focused on the regulatory framework to understand how legal and policy requirements influence the implementation of e-procurement systems. A supportive regulatory environment ensures compliance with national standards, mitigates risks, and promotes trust among stakeholders, which is essential for the smooth adoption and success of e-procurement in the retail sector.

4.1.3.3.1 The supermarket complies with legal requirements related to e-procurement.

The study examined compliance with legal requirements to ensure that the supermarket adheres to relevant laws and regulations governing e-procurement. Compliance is essential for avoiding legal risks, ensuring the legitimacy of transactions, and fostering stakeholder trust, which are crucial for the successful implementation and operation of e-procurement systems.

Table 19: Supermarket complies with legal requirements related to e-procurement

Category	Frequency	Percentage
Strongly Agree	20	38.46
Agree	19	36.54
Neutral	6	11.54
Disagree	4	7.69
Strongly Disagree	3	5.77
Total	**52**	**100**

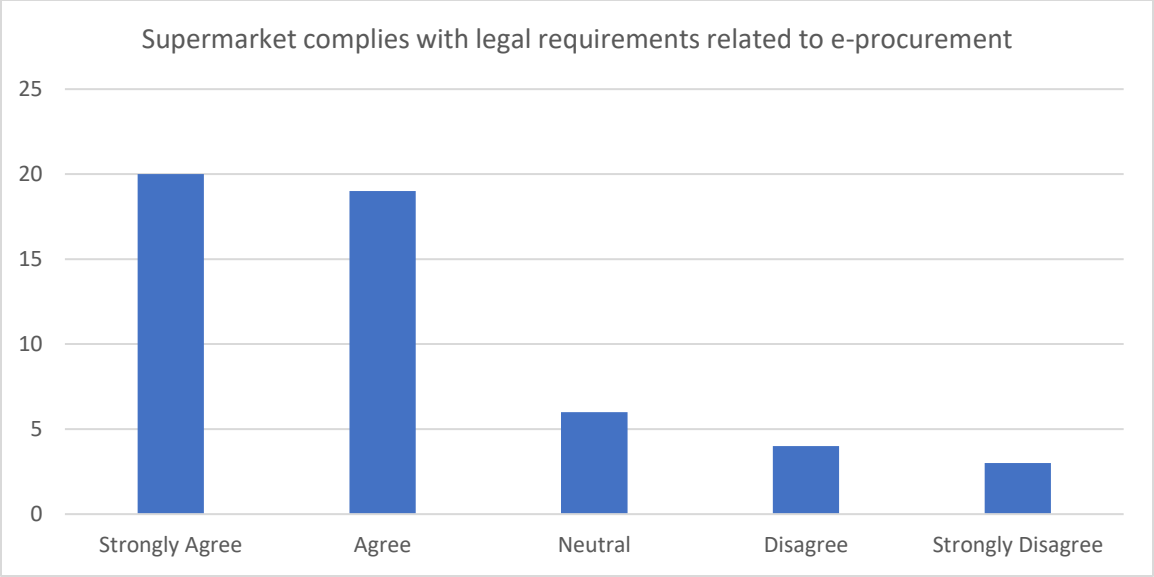

Figure 17: Supermarket complies with legal requirements related to e-procurement

The findings reveal that 75% of respondents either strongly agreed (38.5%) or agreed (36.5%) that the supermarket complies with legal requirements related to e-procurement. This suggests strong adherence to relevant laws, promoting a well-structured compliance environment. The study by Tchokogue and Wamba (2020) highlighted the significance of regulatory frameworks in ensuring e-procurement adoption, noting that strong legal adherence supports smoother implementation in retail settings.

4.1.3.3.2 Existing procurement policies effectively support e-procurement implementation.

The study assessed whether existing procurement policies support e-procurement implementation to ensure that organizational policies align with modern technological practices. Effective policies provide clear guidelines, facilitate smooth integration, and ensure that e-procurement systems operate within the required legal and procedural frameworks, enhancing the system's success and sustainability.

Table 20: Existing procurement policies support e-procurement implementation

Category	Frequency	Percentage

Strongly Agree	16	30.77
Agree	17	32.69
Neutral	9	17.31
Disagree	6	11.54
Strongly Disagree	4	7.69
Total	**52**	**100**

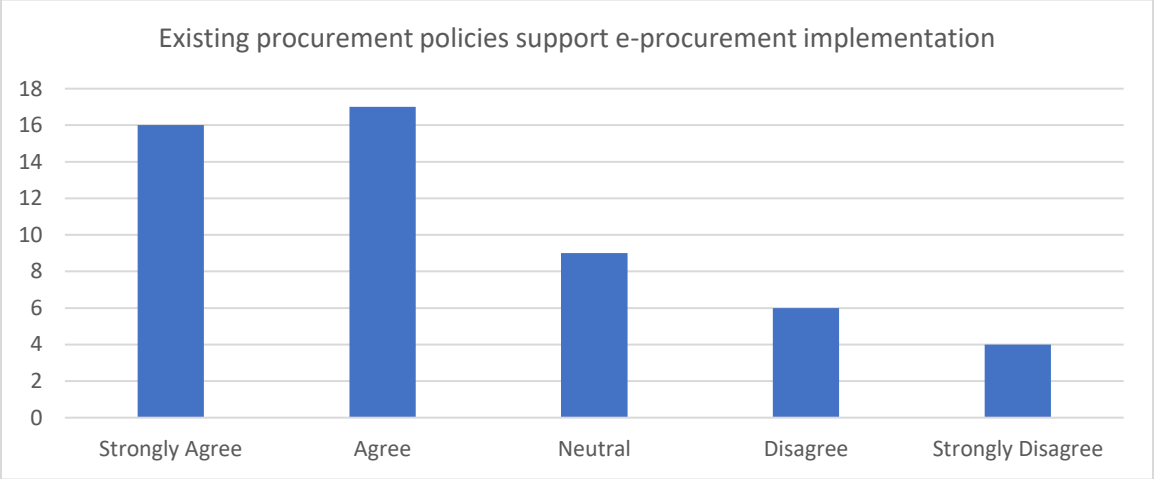

Figure 18: Existing procurement policies support e-procurement implementation

The findings show that 63.5% of respondents either strongly agreed (30.8%) or agreed (32.7%) that existing procurement policies effectively support e-procurement implementation. This reflects a generally positive view of the current policies but also highlights the need for further policy refinement. Similarly, Mbemba and Muteba (2021) observed that a lack of comprehensive regulatory frameworks in the DRC led to uncertainty, implying that clearer policies could enhance e-procurement adoption in the retail sector.

4.1.3.3.3 Government regulations facilitate the smooth adoption of e-procurement.

The study explored government regulations to determine if they create an enabling environment for e-procurement adoption. Favorable regulations can simplify implementation, ensure transparency, and promote standardization, which are essential for

the successful integration of e-procurement systems in the retail sector and for ensuring compliance with national standards.

Table 21: Government regulations facilitate the smooth adoption of e-procurement

Category	Frequency	Percentage
Strongly Agree	12	23.08
Agree	15	28.85
Neutral	10	19.23
Disagree	9	17.31
Strongly Disagree	6	11.54
Total	**52**	**100**

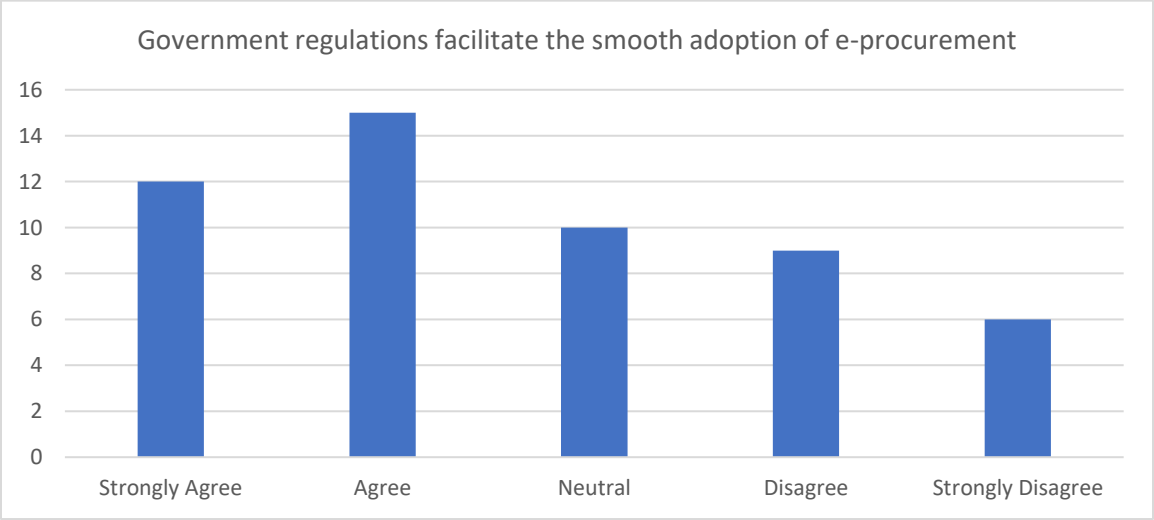

Figure 19: Government regulations facilitate the smooth adoption of e-procurement

The findings reveal that 51.9% of respondents either strongly agreed (23.1%) or agreed (28.8%) that government regulations facilitate the smooth adoption of e-procurement. However, 28.8% disagreed and 19.2% were neutral, suggesting regulatory barriers. Tchokogue and Wamba (2020) identified the complexities of existing regulatory frameworks in Cameroon, which hindered the adoption of e-procurement, indicating that regulations must be simplified to improve implementation rates.

4.1.3.3.4 The organization adheres to industry standards when implementing e-procurement.

The study investigated adherence to industry standards to ensure that the organization's e-procurement implementation aligns with best practices and global benchmarks. Compliance with industry standards enhances system efficiency, fosters trust with stakeholders, and ensures the organization benefits from proven methods and technologies, contributing to the successful integration of e-procurement.

Table 22: Adherence to industry standards when implementing e-procurement

Category	Frequency	Percentage
Strongly Agree	13	25.00
Agree	18	34.62
Neutral	11	21.15
Disagree	6	11.54
Strongly Disagree	4	7.69
Total	**52**	**100**

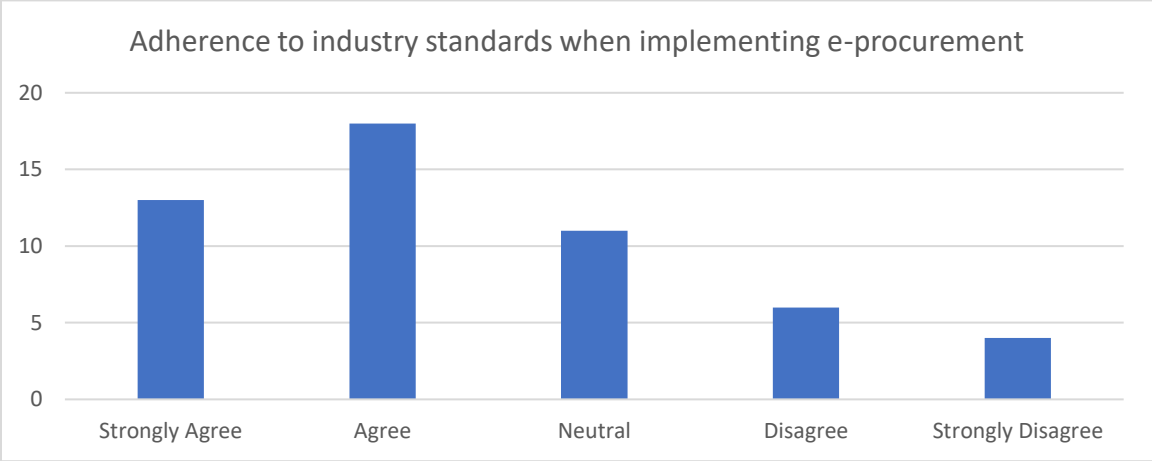

Figure 20: Adherence to industry standards when implementing e-procurement

The findings show that 59.6% of respondents either strongly agreed (25%) or agreed (34.6%) that the organization adheres to industry standards when implementing e-procurement. This reflects general compliance with best practices, though some gaps exist. Githinji and Were (2018) emphasized the importance of robust legal frameworks for

effective e-procurement adoption, suggesting that adherence to industry standards is vital for successful system implementation in both public and retail sectors.

4.1.3.3.5 Regular audit mechanisms ensure accountability in e-procurement processes.

The study examined the presence of regular audit mechanisms to ensure accountability in e-procurement processes. Audits help identify discrepancies, ensure compliance with policies, and maintain transparency, which are essential for building trust, improving system reliability, and preventing fraud or misuse of resources in the procurement process.

Table 23: Regular audit ensure accountability in e-procurement processes

Category	Frequency	Percentage
Strongly Agree	15	28.85
Agree	16	30.77
Neutral	10	19.23
Disagree	7	13.46
Strongly Disagree	4	7.69
Total	**52**	**100**

Figure 21: Regular audit ensure accountability in e-procurement processes

The findings indicate that 59.6% of respondents either strongly agreed (28.8%) or agreed (30.8%) that regular audit mechanisms ensure accountability in e-procurement processes. This suggests that audits are seen as effective for ensuring transparency, but improvements may still be necessary. Similar to Barasa et al. (2017), who noted the challenges in implementing audits within the public sector, the retail sector may benefit from more consistent and robust auditing practices for effective e-procurement governance.

4.1.3.4 Supplier Integration

The study focused on supplier integration to assess how effectively suppliers are connected to the e-procurement system. Successful integration with suppliers ensures smoother transactions, better communication, and timely procurement processes, which are essential for the efficient functioning of e-procurement systems in the retail sector.

4.1.3.4.1 The supermarket engages in real-time data sharing with suppliers.

The study explored real-time data sharing with suppliers to assess how it enhances communication and decision-making. Real-time sharing improves transparency, reduces delays, and ensures timely updates on inventory and orders, leading to more efficient procurement processes and stronger supplier relationships in the e-procurement system.

Table 24: The supermarket engages in real-time data sharing with suppliers

Category	Frequency	Percentage
Strongly Agree	14	26.92
Agree	17	32.69
Neutral	8	15.38
Disagree	9	17.31
Strongly Disagree	4	7.69
Total	**52**	**100**

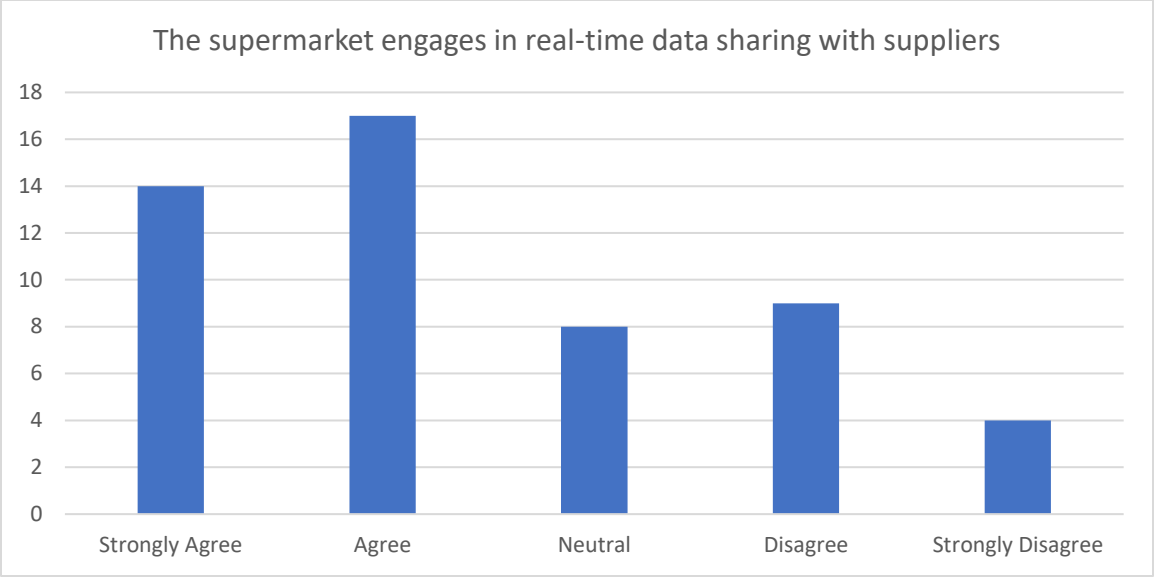

Figure 22: The supermarket engages in real-time data sharing with suppliers

The findings reveal that 59.6% of respondents either strongly agreed (26.9%) or agreed (32.7%) that the supermarket engages in real-time data sharing with suppliers. This suggests positive supplier integration, highlighting the importance of real-time communication for efficient procurement. However, 25% disagreed or were neutral, indicating that challenges in full implementation exist. These findings align with Madzimure et al. (2020), who found that real-time data sharing positively influences supply chain performance in retail SMEs, emphasizing the need for effective supplier integration.

4.1.3.4.2 There is strong collaboration between the supermarket and suppliers in procurement processes.

The study investigated the level of collaboration between the supermarket and suppliers to determine how it influences the effectiveness of e-procurement. Strong collaboration fosters better coordination, ensures accurate order fulfillment, and enhances mutual trust, which are critical for the smooth operation and success of e-procurement systems.

Table 25: There is strong collaboration between the supermarket and suppliers

Category	Frequency	Percentage
Strongly Agree	16	30.77
Agree	18	34.62
Neutral	10	19.23
Disagree	6	11.54
Strongly Disagree	2	3.85
Total	**52**	**100**

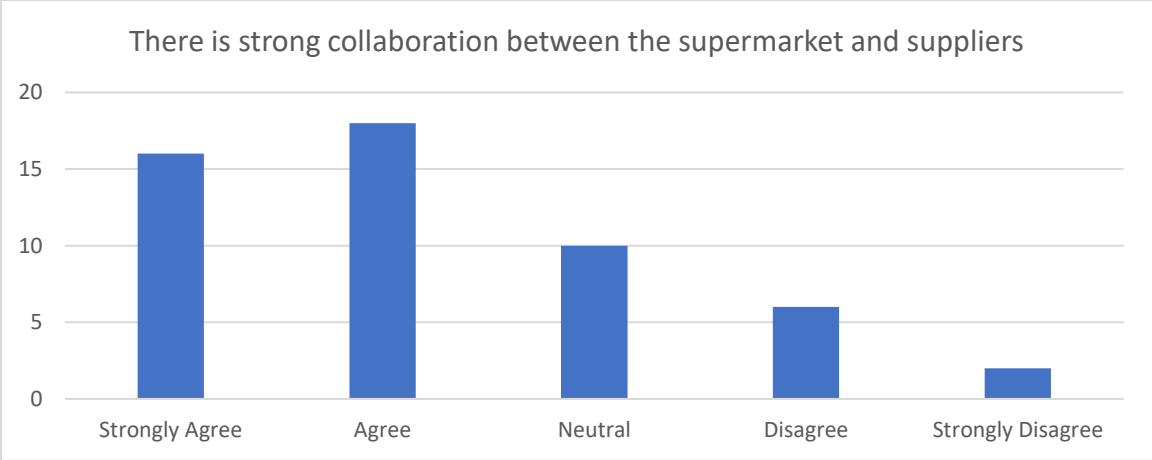

Figure 23: There is strong collaboration between the supermarket and suppliers

The findings show that 65.4% of respondents either strongly agreed (30.8%) or agreed (34.6%) that there is strong collaboration between the supermarket and suppliers in procurement processes. This indicates a positive perception of supplier relationships, fostering efficient procurement partnerships. However, 23.1% were neutral or disagreed, suggesting that there might be inconsistencies. Kasaine (2016) found that supplier integration significantly affects e-procurement success in supermarkets, supporting the view that collaboration plays a crucial role in improving procurement outcomes.

4.1.3.4.3 The organization uses real-time tracking to monitor procurement transactions.

The study examined the use of real-time tracking to evaluate how it enhances visibility and control over procurement transactions. Real-time tracking allows for immediate

monitoring of order status, delivery timelines, and inventory levels, improving decision-making, reducing delays, and ensuring a more efficient and transparent e-procurement process.

Table 26: Real-time tracking to monitor procurement transactions

Category	Frequency	Percentage
Strongly Agree	12	23.08
Agree	14	26.92
Neutral	11	21.15
Disagree	10	19.23
Strongly Disagree	5	9.62
Total	**52**	**100**

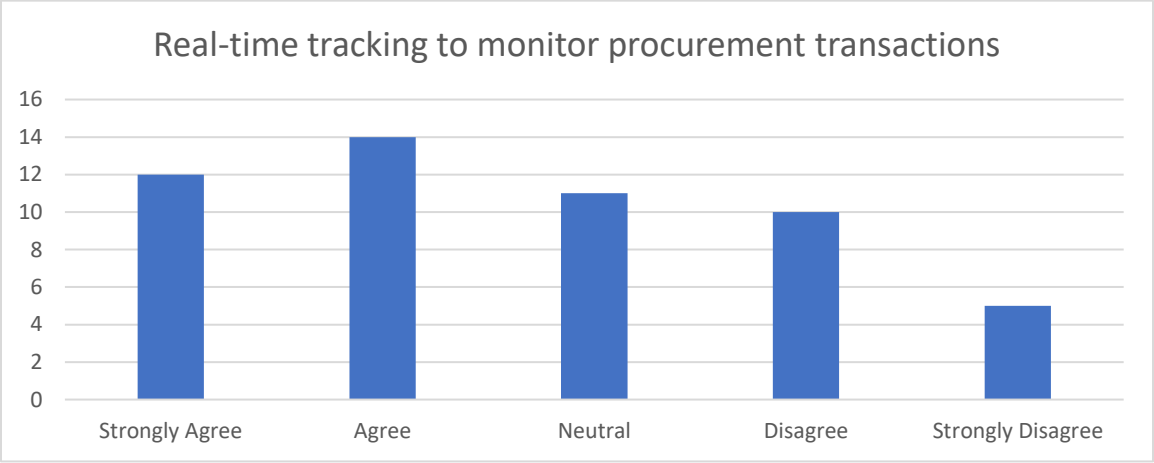

Figure 24: Real-time tracking to monitor procurement transactions

The findings indicate that 50% of respondents either strongly agreed (23.1%) or agreed (26.9%) that the organization uses real-time tracking to monitor procurement transactions. However, 30.8% were neutral or disagreed, suggesting potential gaps in real-time tracking implementation. Madzimure et al. (2020) also highlighted the importance of real-time monitoring in improving supply chain integration and performance. These findings support the need for enhanced tracking mechanisms to optimize procurement processes and supplier relationships within the e-procurement framework.

4.1.3.4.4 The supermarket has adopted e-invoicing for faster and efficient transactions.

The study explored the adoption of e-invoicing to assess its impact on transaction speed and efficiency. E-invoicing streamlines the invoicing process, reduces errors, and accelerates payment cycles, which enhances the overall efficiency of e-procurement systems and improves financial accuracy and supplier relationships.

Table 27: The supermarket has adopted e-invoicing for efficient transactions

Category	Frequency	Percentage
Strongly Agree	15	28.85
Agree	16	30.77
Neutral	9	17.31
Disagree	8	15.38
Strongly Disagree	4	7.69
Total	**52**	**100**

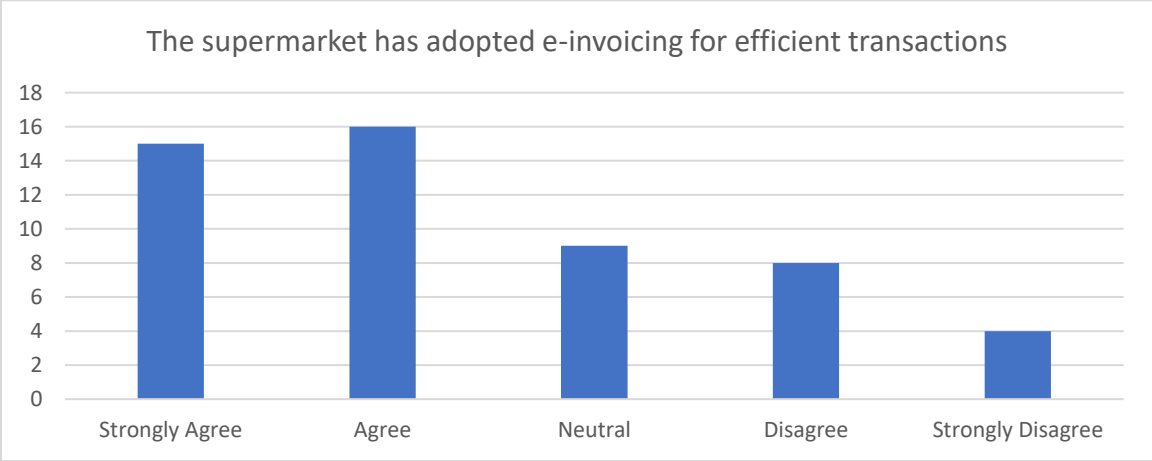

Figure 25: The supermarket has adopted e-invoicing for efficient transactions

The findings show that 59.6% of respondents either strongly agreed (28.8%) or agreed (30.8%) that the supermarket has adopted e-invoicing for faster and more efficient transactions. This reflects a recognition of the benefits of digital invoicing in enhancing procurement efficiency. However, 23.1% were neutral or disagreed, indicating some staff may not fully benefit from the system. Muchai (2021) highlighted that e-invoicing within

automated procurement systems positively influences organizational performance, supporting the view that e-invoicing is a critical tool for improving procurement efficiency.

4.1.3.4.5 Most suppliers are digitally ready to integrate with the supermarket's e-procurement system.

The study examined suppliers' digital readiness to determine how prepared they are to integrate with the supermarket's e-procurement system. Digital readiness ensures that suppliers can efficiently connect to and engage with the system, facilitating smooth transactions, reducing delays, and ensuring consistent communication and data exchange throughout the procurement process.

Table 28: Most suppliers are ready to integrate with e-procurement system

Category	Frequency	Percentage
Strongly Agree	10	19.23
Agree	14	26.92
Neutral	12	23.08
Disagree	10	19.23
Strongly Disagree	6	11.54
Total	**52**	**100**

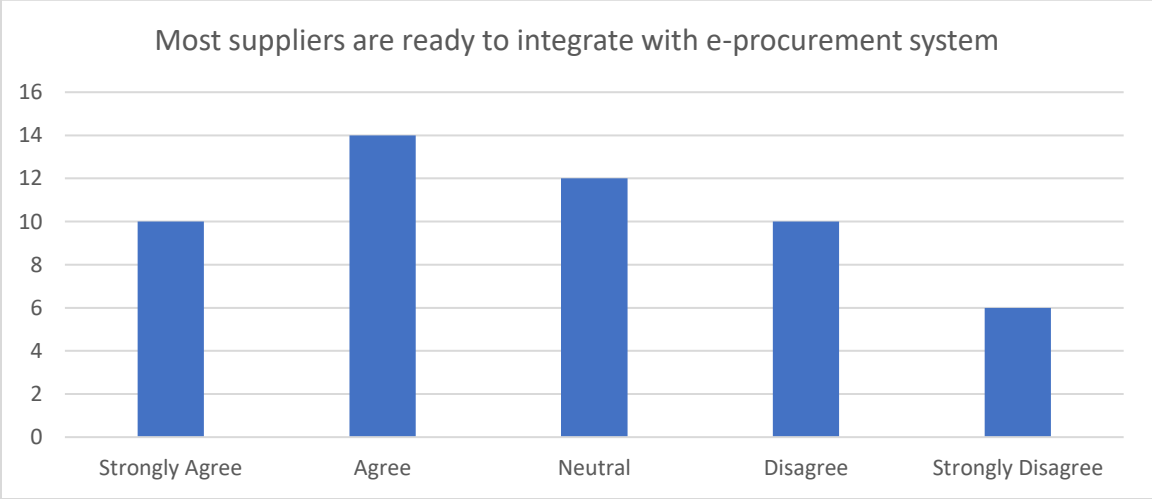

Figure 26: Most suppliers are ready to integrate with e-procurement system

The findings show that 46.2% of respondents either strongly agreed (19.2%) or agreed (26.9%) that most suppliers are digitally ready to integrate with the supermarket's e-procurement system. However, 30.8% were neutral or disagreed, suggesting that some suppliers may not be fully prepared for digital integration, potentially hindering e-procurement adoption. Kasaine (2016) observed that supplier readiness is a key factor in the success of e-procurement systems, reinforcing the importance of ensuring suppliers are digitally equipped for seamless integration.

4.1.3.5. Implementation of E-Procurement in the Retail Sector

The study focused on the implementation of e-procurement in the retail sector to evaluate how the integration of digital procurement systems influences operational efficiency, cost savings, and overall procurement performance. Understanding this aspect allowed the researchers to assess the effectiveness, challenges, and benefits of e-procurement adoption in improving procurement processes within the retail context.

4.1.3.5.1 The e-procurement system is easy to use for employees.

The study examined the ease of use of the e-procurement system to determine how user-friendly it is for employees. A system that is easy to navigate encourages faster adoption, reduces training time, and minimizes errors, leading to improved efficiency and smoother integration within the retail procurement processes.

Table 29: The e-procurement system is easy to use for employees

Category	Frequency	Percentage
Strongly Agree	17	32.69
Agree	20	38.46
Neutral	8	15.38
Disagree	5	9.62
Strongly Disagree	2	3.85
Total	**52**	**100**

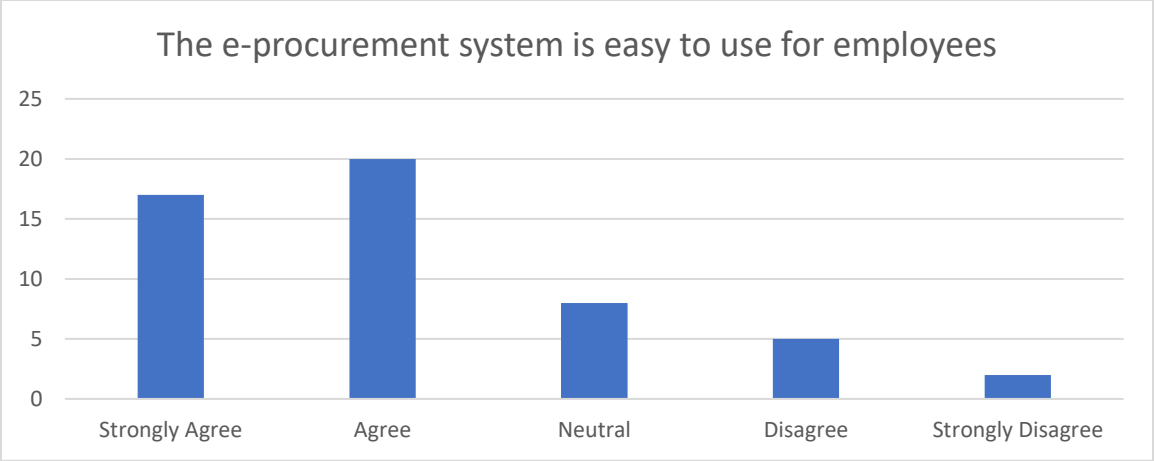

Figure 27: The e-procurement system is easy to use for employees

The findings show that 71.2% of respondents either strongly agreed (32.7%) or agreed (38.5%) that the e-procurement system is easy to use for employees. This suggests that the system is perceived as user-friendly, which is critical for smooth adoption. However, 13.5% were neutral or disagreed, indicating some users face challenges. Mdluli and Mthembu (2023) emphasize that the ease of use is vital for successful e-procurement adoption, especially where there is resistance to change among users.

4.1.3.5.2 There is a high level of process automation in procurement activities.

The study explored the level of process automation in procurement activities to assess its impact on efficiency. High automation reduces manual intervention, speeds up transactions, minimizes errors, and enhances consistency in procurement, contributing to a more streamlined and effective e-procurement system.

Table 30: There is a high level of process automation in procurement activities

Category	Frequency	Percentage
Strongly Agree	15	28.85
Agree	17	32.69
Neutral	10	19.23
Disagree	7	13.46
Strongly Disagree	3	5.77
Total	**52**	**100**

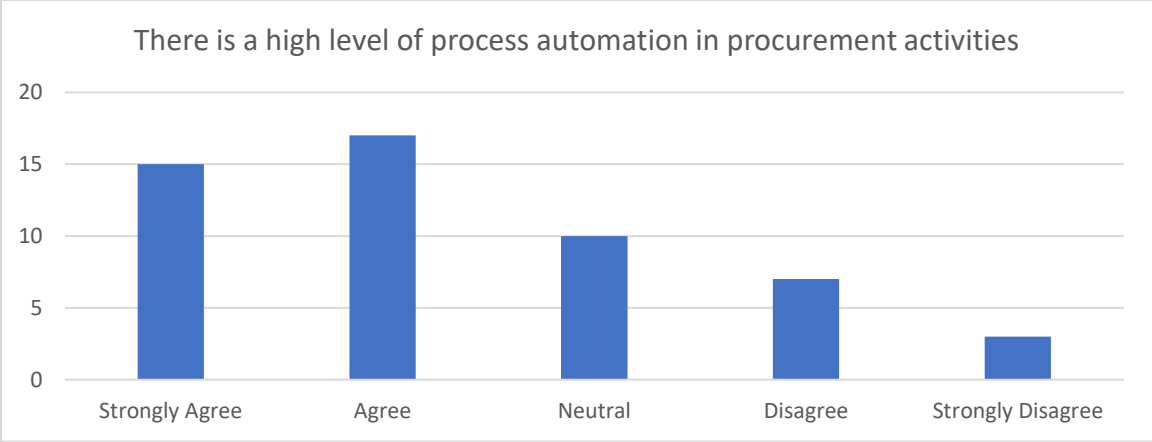

Figure 28: There is a high level of process automation in procurement activities

The findings reveal that 61.5% of respondents either strongly agreed (28.8%) or agreed (32.7%) that there is a high level of process automation in procurement activities. This indicates a positive perception of automation within the supermarket. However, 19.2% were neutral or disagreed, suggesting room for further automation. Muriuki et al. (2023) suggest that automation is a key factor in enhancing procurement efficiency, especially in addressing technological limitations and improving system performance.

4.1.3.5.3 Transaction efficiency has improved since the adoption of e-procurement.

The study investigated whether transaction efficiency improved after adopting e-procurement to evaluate the system's effectiveness in streamlining procurement processes. Improved transaction efficiency indicates that e-procurement has successfully reduced delays, enhanced accuracy, and optimized the overall procurement workflow, leading to cost savings and better resource management.

Table 31: Transaction efficiency has improved since the adoption of e-procurement

Category	Frequency	Percentage
Strongly Agree	16	30.77
Agree	18	34.62
Neutral	9	17.31
Disagree	5	9.62
Strongly Disagree	4	7.69
Total	**52**	**100**

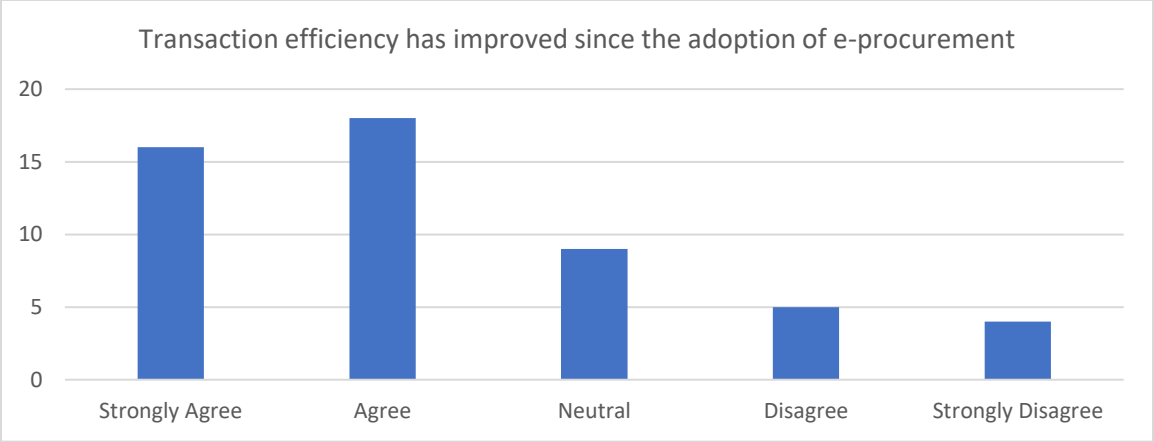

Figure 29: Transaction efficiency has improved since the adoption of e-procurement

The findings show that 65.4% of respondents either strongly agreed (30.8%) or agreed (34.6%) that transaction efficiency has improved since the adoption of e-procurement. This indicates that most employees see a positive impact on efficiency. However, 17.3% of respondents were neutral or disagreed, suggesting some areas still need improvement. Mdluli (2023) notes that efficient transaction processes are a significant advantage of e-procurement, enhancing both speed and transparency in procurement operations.

4.1.3.5.4 The implementation of e-procurement has led to a reduction in procurement costs.

The study examined whether e-procurement implementation reduced procurement costs to assess its financial impact. A reduction in costs suggests that e-procurement has enhanced efficiency, minimized manual tasks, and optimized purchasing decisions, leading to savings on resources, labor, and operational expenses in the procurement process.

Table 32: E-procurement has led to a reduction in procurement costs

Category	Frequency	Percentage
Strongly Agree	12	23.08
Agree	15	28.85
Neutral	11	21.15
Disagree	9	17.31
Strongly Disagree	5	9.62
Total	**52**	**100**

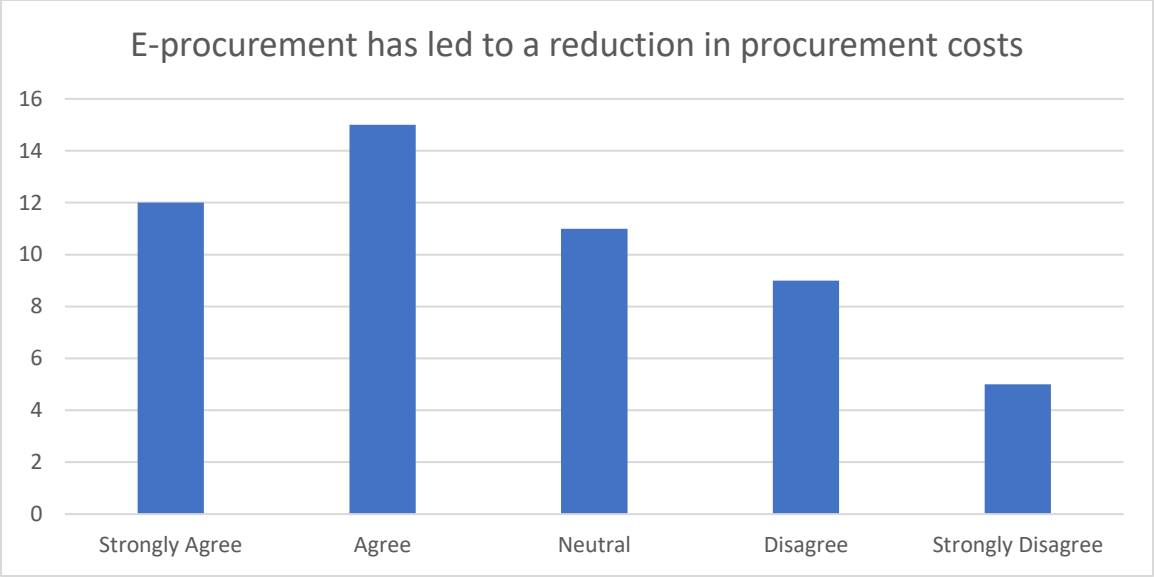

Figure 30: E-procurement has led to a reduction in procurement costs

The findings indicate that 51.9% of respondents either strongly agreed (23.1%) or agreed (28.8%) that e-procurement has led to a reduction in procurement costs. This suggests that most employees perceive cost reductions. However, 26.9% were neutral or disagreed, indicating that some may not see significant savings. Adebayo and Evans (2015) observe that e-procurement can reduce costs by enhancing efficiency and minimizing procurement inefficiencies, though results may vary depending on the implementation level.

4.1.3.5.5 There is a high user adoption rate of e-procurement systems among employees.

The study explored the user adoption rate of e-procurement systems to assess how readily employees embraced the new technology. A high adoption rate indicates that employees find the system beneficial and easy to use, which is essential for the successful integration and long-term effectiveness of e-procurement in streamlining procurement processes.

Table 33: High user adoption rate of e-procurement systems among employees

Category	Frequency	Percentage
Strongly Agree	14	26.92
Agree	18	34.62
Neutral	10	19.23
Disagree	6	11.54
Strongly Disagree	4	7.69
Total	**52**	**100**

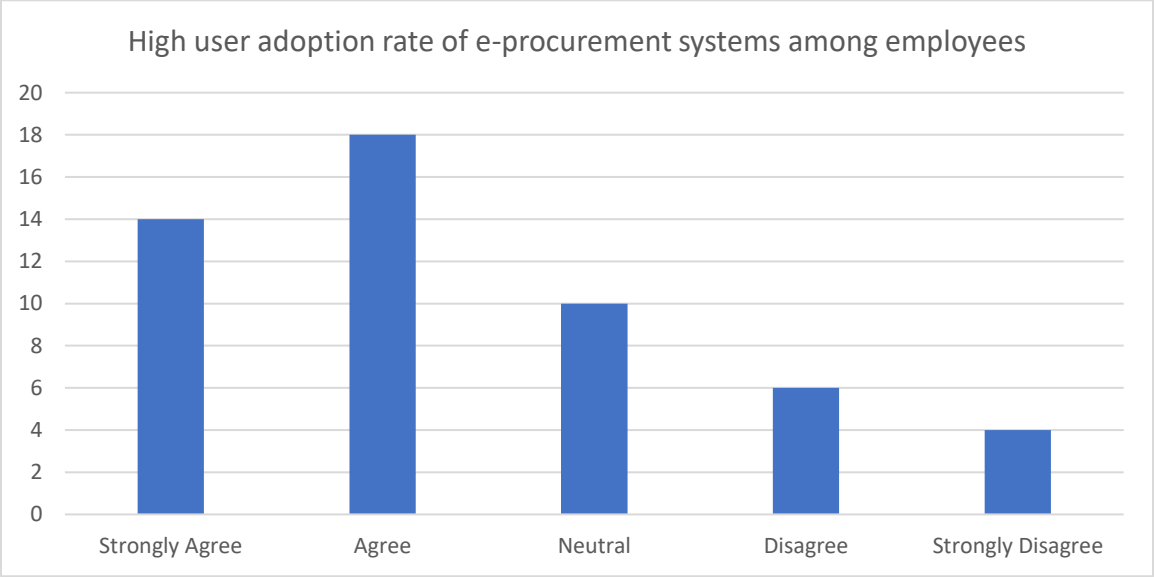

Figure 31: High user adoption rate of e-procurement systems among employees

The findings show that 61.5% of respondents either strongly agreed (26.9%) or agreed (34.6%) that there is a high user adoption rate of e-procurement systems. This suggests that most employees have adopted the system. However, 19.2% of respondents were neutral or disagreed, implying some employees may struggle with the transition. Muriuki et al. (2023) suggest that successful adoption depends on user competence and system training, which can affect the overall adoption rate within an organization.

4.2 Limitations of the Study

There were a number of limitations in the study. Because the survey was limited to 52 participants, the results could not cover the overall population of employees in the retail sector in Kenya. Because the study was carried out at the Kitengela branch alone, it is difficult to tell if the results apply in other places or at other supermarkets. Moreover, since the research used self-reported data, it could lead to errors because of the respondents' possible bias. Some of the responses may not be fully reliable because some people did not understand or use e-procurement systems much.

4.3 Chapter Summary

In this chapter, results and analyses of what affects the rollout of e-procurement at Eastmatt Supermarket Kitengela branch were presented. The analysis was done on technological equipment, availability of finance, the relevant rules and regulations and working with suppliers. The chapter also mentioned the flaws that exist in the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Here, the research's findings, conclusions and recommendations are briefly summarized. It reviews the main reasons why e-procurement implementation became such a challenge at Eastmatt Supermarket and offers findings for every objective. The last section of the chapter shares ideas on upgrading technology, funding, compliance and supplier management, as well as proposing additional research topics.

5.1 Summary of Findings

The study found that 52 people responded and 30 of them (57.7%) were male, while only 22 (42.3%) were female. Most of the people had ages between 25 and 44, as 34.6% (18) were aged 25-34 and 30.8% (16) were aged 35-44. Some had a Bachelor's degree (21 or 40.4%) and others had a diploma (17 or 32.7%). Out of all the positions, procurement staff represented 50% (26), middle-level management represented 34.6% (18) and top management made up 15.4% (8). They prove that the majority of the workforce is young and well-educated, most of whom are procurement professionals.

Results illustrate that 73.1% of people surveyed, with 18 giving a strong agreement and 20 giving an agreement, said they rely on Eastmatt Supermarket's reliable internet connection for e-procurement. Also, the survey revealed that 65.4% (15 strongly agreed, 19 agreed) think that the procurement system works well with other business systems. Nevertheless, 17.3% of you pointed out some obstacles in these areas (7 neutral, 5 disagreed).

Majority (12 strongly agreed and 17 agreed) acknowledged that cloud-based procurement systems made their transactions efficient, while the other 25% (10 neutral and 8 disagreed) either stayed neutral or disagreed. Even though most EME leaders recognized their cybersecurity measures were good, some felt concerned about different aspects. Surveyed employees felt that the company had provided the necessary IT infrastructure to support e-procurement by a wide margin, indicating a good opinion about its technology.

It was found that out of the respondents, 57.7% (14 strongly agreed, 16 agreed) were satisfied with the amount given for setting up e-procurement systems at Eastmatt Supermarket, but 23.1% (10 neutral, 8 disagreed) still showed some concern over the budget. More than half (50%) of respondents or 26 of them, found the costs manageable when setting up e-procurement systems, but about a quarter (26.9%) believed the costs were challenging.

When it comes to employee training, most (51.9%) stated that employees were well-trained in using e-procurement systems, but some (26.9%) pointed out that there are deficiencies in the process. According to participants, assessing the resources for handling e-procurement, 57.7% (12 strongly agreed, 18 agreed) believed they are healthy, while 23.1% (12 neutral, 7 disagreed) were unsure. Also, 44.2% (9 strongly agreed, 14 agreed) pointed out that using e-procurement increased business profitability, yet 30.8% (13 neutral, 9 disagreed) felt unsure about its monetary results.

About three-quarters of responders (as 20 strongly agreed and 19 agreed) thought Eastmatt Supermarket follows legal requirements for using e-procurement. Furthermore, 16 said they strongly agreed that present procurement policies allow for smooth e-procurement use, 17 said they agreed and only 9 felt neutral while 6 disagreed. While a large percentage (51.9%), 12 strongly agreed and 15 agreed, believe that government policies help make e-procurement go smoothly, about a quarter (28.8%) are neutral or disagree which may indicate government rules present some difficulty.

Most of our interviewees (59.6% who strongly agreed or agreed) expressed that the supermarket keeps to industry standards regarding e-procurement which is very important for both being consistent and obeying the law. Most participants, 59.6%, agreed that having regular audits helps keep the process of e-procurement accountable. On the other hand, 21.2% (10 neutral, 7 disagreed) noted that these mechanisms are not very effective. To sum up, the report indicates that the rules supporting e-procurement are good, although there is room for improvement in following and enforcing those rules.

According to the responses, 59.6% of people (14 strongly agreed and 17 agreed) pointed out that Eastmatt Supermarket shares data in real time with their suppliers, meaning there is strong collaboration for buying goods. In addition, a large number (16 strongly agreed, 18 agreed) stated that collaboration between the supermarket and suppliers is strong which supports suppliers' involvement in the e-procurement system. Yet, about a quarter of the participants were neutral or disagreed, indicating there is still work to be done in this collaboration.

When it comes to monitoring procurement transactions, half of the respondents (12 strongly agreed, 14 agreed) support using real-time tracking, but a little more than one-fourth of them were neutral or disagreed (11 neutral, 10 disagreed). Almost 60% (15 + 16) realized that using e-invoicing led to more effective transactions, but only 23.1% (9 neutral + 8 disagreed) were not sure or opposed to it. 46.2% of the participants (those who strongly agreed and agreed) said most suppliers had the digital skills to integrate, while 30.8% (those who were neutral and those who disagreed) found supplier readiness for integration to be a challenge. They show that most suppliers are satisfied with the supermarket but point out the importance of more digital solutions.

5.2 Conclusion

The results of the study showed that the strong technology of Eastmatt Supermarket supplies valuable support for the use of e-procurement. It was found that the technology used by Eastmatt Supermarket works well most of the time, but it can still be stronger in protecting against cyber threats and taking full advantage of cloud technology. It was concluded by the study that financial capabilities each have significant influence on Eastmatt Supermarket using e-procurement. Even though the supermarket has built up its financial strength, more focus is required to properly distribute the funds and make sure the company earns a return on its investment.

Based on the research, it was concluded that the company's framework helps with e-procurement, but some adjustments are still needed in certain parts. It is found that although the regulations are mostly helpful, more care is needed to improve and uniform government laws, policies and audit processes. Thanks to the findings, the study ascertained that

integrating suppliers is crucial for good e-procurement adoption, although it is not always fully successful. According to the study, though Eastmatt has improved supplier integration, it should focus more on getting suppliers ready for digital procurement and upgrading integration systems for better results.

5.3 Recommendations

It was suggested by the study that Eastmatt Supermarket boost its technology to make e-procurement easier. The recommendation was made that the supermarket improve its internet connection to avoid interruptions during shopping over the internet. Although a strong positive response was received about the internet connection's reliability, some parts of the country need further enhancements, especially where connectivity remains low. Next, the store was encouraged to attach its procurement system to other business areas to maximize how efficiently it works.

According to the research, Eastmatt Supermarket was told to dedicate and stick to a tailored budget for fully implementing and caring for its e-procurement systems. Even though the survey participants agreed that budgets were sufficient for the project, there were still concerns about the implementation of the budget. The study advised that the supermarket come up with a solid financial plan for the long term to ensure that upgrades, training and upkeep of their systems are always covered. This will lower financial problems and help the e-procurement system remain sustainable in the long run.

The findings indicated that Eastmatt Supermarket should go on paying careful attention to fulfilling the legal and regulatory obligations of e-procurement. The majority of respondents confirmed that the supermarket followed all of the laws and the study's results suggested that the supermarket should routinely adjust and enhance its procedures because laws and regulations are subject to changes. Taking this action would approve safety from penalties related to non-compliance and guarantee the supermarket's online buying follows proper legal procedures.

Owing to the findings from objective four, the study urged Eastmatt Supermarket to enhance partnerships with suppliers to incorporate e-procurement in their operations.

Although there was significant cooperation, the study underlined that a stronger bond between the supermarket and suppliers could be achieved through creating better ways to communicate and offering unequivocal guidance on e-procurement practices. It was suggested that the supermarket organize seminars for its suppliers aimed at making them ready for using digital systems and promoting more of them to start using e-invoicing and real time data sharing.

5.4 Suggestions for Further Study

Future studies could investigate the impact of e-procurement on the overall supply chain performance in the retail sector, considering how e-procurement systems influence logistics, supplier relationships, and inventory management. This would provide a more comprehensive understanding of the broader impacts of digital procurement systems on organizational efficiency.

REFERENCES

Addo, S. K. (2019). Challenges of e-procurement adoption in the Ghana public sector: A survey of the Ministry of Finance. *International Journal of Public Administration, 42*(8), 673-683.

Adebayo, V. O., & Evans, R. D. (2015). The challenges of public e-procurement practices in Sub-Saharan Africa: A case study of Nigeria. *Canadian Social Science, 11*(11), 1-8.

Amemba, C., Nyaboke, P., Osoro, A., & Mburu, J. (2013). The challenges of emerging technologies. *Proceedings of the 2019 International Conference on Operations and Supply Chain Management*.

Barasa, W. F., Namusonge, G., & Fredrick, O. (2017). Effects of e-procurement on the procurement performance of County Governments in Kenya: A case study of Bungoma County Government. *International Journal of Recent Research in Commerce Economics and Management, 4*(4), 161-182.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99-120.

Berrada, M., Benabbou, L., & El Kadiri, K. E. (2021). E-procurement adoption in Moroccan SMEs: A technology-organization-environment framework. *International Journal of Innovation and Technology Management, 18*(1), 2150008.

Bhandari, P. (2021). Ethical considerations in research. Types & examples. *Scribbr*.

Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.

Elbeltagi, I., Hamad, H., Moizer, J., & Abou-Shouk, M. (2020). Levels of business to business e-commerce adoption and competitive advantage in small and medium-sized enterprises: A comparison study between Egypt and the United States. *Journal of Global Information Technology Management, 23*(1), 21-41.

Enago Academy. (2021). *Descriptive research design: Definition, methods, and examples*.

Enago Academy. (2023). Population vs. sample: Definitions, differences and example.

Githinji, M. R., & Were, S. (2018). Challenges of implementing e-procurement in the Ministry of Transport, Infrastructure, Housing, and Urban Development in Nairobi, Kenya. *Journal of Procurement and Supply Chain*, 2(1), 1-13.

Government procurement. (2023). In *Wikipedia*. Retrieved from https://en.wikipedia.org/wiki/Government_procurement

James, L. L., & Osoro, A. (2023). E-procurement practices and procurement performance in Turkana County, Kenya. *The Strategic Journal of Business & Change Management, 10*(2), 882–900.

Karanja, J. G., & Ngugi, P. K. (2020). Factors influencing the adoption of e-procurement among SMEs in Kenya: A case of Nairobi County. *International Journal of Business and Social Science, 11*(3), 123-132.

Kasaine, K. (2016). Factors influencing implementation of e-procurement in supermarkets in Nairobi, Kenya. *University of Nairobi Repository*.

Kothari, C. R. (2014). *Research methodology: Methods and techniques* (2nd ed.). New Age International Publishers.

Lawrence, S. A., & Mupa, M. N. (2024). Organizational efficiency as an instrument of improving strategic procurement in West Africa through lean supply management. *IRE Journals, 8*(4), 262-270.

Madzimure, J., Mafini, C., & Dhurup, M. (2020). E-procurement, supplier integration and supply chain performance in small and medium enterprises in South Africa. *South African Journal of Business Management, 51*(1), 1-12.

Mandala, N. O., Renson, A. I., & Kipketer, T. S. (2024). The impact of technology adoption on efficiency and transparency in public procurement processes in Kenya. *ESI Preprints*.

Mbemba, L., & Muteba, P. (2021). Perceptions of regulatory frameworks on e-procurement adoption in the retail sector: A case study of Kinshasa, DRC. *Journal of African Business, 22*(4), 415-432.

Mdluli, P. S. J. (2023). *Barriers to the implementation of e-procurement in the public sector in South Africa*. Unisa Press.

Mdluli, P. S. J., & Mthembu, S. (2023). *A systematic review of implementation challenges in public e-procurement*. Springer.

Moswetsi, G. (2007). Investigating e-commerce adoption in the procurement process of the Botswana Defence Force. *Stellenbosch University*.

Muchai, C. N. (2021). Automated procurement systems on organizational performance in the retail sector in Nairobi County, Kenya. *Grandmark Publishers*.

Mugenda, O. M., & Mugenda, A. G. (2019). *Research methods: Quantitative and qualitative approaches*. ACTS Press.

Mugo, R., & Ngugi, K. (2020). Financial constraints and adoption of e-procurement in manufacturing firms in Kenya. *European Journal of Business and Management, 12*(15), 98-106.

Mumo, F. (2023). Challenges of e-procurement adoption in Kenyan institutions. *International Journal of Business and Management, 11*(2), 45-56.

Muriuki, J. M., Guyo, W. A., Odhiambo, M. O., & Kinoti, M. (2023). E-procurement practices and organizational performance: A case of county governments in Kenya. *International Journal of Research in Business and Social Science, 12*(1), 1-10.

Mutisya, S. M., & Wanjohi, P. (2019). Financial resources and adoption of e-procurement in state corporations in Kenya. *International Journal of Economics, Commerce and Management, 7*(5), 456-472.

Mwangi, P. M., & Kihara, P. (2021). Supplier integration and e-procurement performance in large manufacturing firms in Kenya. *Journal of Supply Chain Management Systems, 10*(2), 15-26.

Njihia, J. M., & Mwirigi, F. M. (2020). Supplier integration and e-procurement adoption among retail firms in Kenya. *International Journal of Supply Chain and Operations Resilience, 6*(1), 45-60.

Oketch, D., & Moronge, M. (2016). Determinants of e-procurement implementation in Kenyan state corporations within the Ministry of Finance. *The Strategic Journal of Business & Change Management*, 3(4), 144-161.

PEPPOL. (2023). In *Wikipedia*. Retrieved from https://en.wikipedia.org/wiki/PEPPOL

Qualtrics. (2020). *Descriptive research design: What it is and how to use it*. Retrieved from

Ravitch, S. M., & Riggan, M. (2012). *Reason and rigor: How conceptual frameworks guide research*. Sage Publications.

Salifu, A., Asare, E. N., & Adjei, E. (2023). Assessing the extent of electronic procurement adoption challenges in the public sector of Ghana. *International Journal of Economics and Financial Issues, 13*(1), 1-12.

Shields, P. M., & Rangarajan, N. (2013). *A playbook for research methods: Integrating conceptual frameworks and project management*. New Forums Press.

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research, 104*, 333-339.

Stevens, S. S. (2019). The operational definition of psychological concepts. *Psychological Review, 42*(6), 517–527.

Tchokogue, A., & Wamba, S. F. (2020). Regulatory challenges in e-procurement adoption: Insights from Cameroon's retail sector. *Electronic Journal of Information Systems in Developing Countries, 86*(2), e12124.

Torraco, R. J. (2016). Writing integrative literature reviews: Using the past and present to explore the future. *Human Resource Development Review, 15*(4), 404-428.

Walutsachi, J., & Keitany, P. (2020). Factors influencing implementation of e-procurement in Bungoma County. *The Strategic Journal of Business & Change Management, 7*(4), 1324–1344.

Wambugu, L. W., & Njeru, A. (2019). Factors influencing adoption of e-procurement in public universities in Kenya. *International Journal of Supply Chain and Logistics, 3*(2), 1-14.

Willie, M. M. (2024). Population and target population in research methodology. *Golden Ratio of Social Science and Education, 4*(1), 75-79.

Yevu, E. (2022). Challenges facing the implementation of electronic procurement in developing countries. *International Journal of Public Sector Performance Management*, 8(1), 1-15.

APPENDIX I

QUESTIONNAIRE COVER LETTER

Dear Respondent,

Subject: Request for Participation in Research Study

I am a student at the Management University of Africa, focusing on why E-Procurement has not been fully adopted in the Kenyan retail sector. The study seeks to measure the way technology, finances, laws and supplier partnerships impact the adoption of e-procurement.

Taking part in this research is not required and you will spend around 10 minutes finishing the questionnaire enclosed. All the information you give will be treated confidentially and anonymously and it will only be used for research in educational settings.

Thank you for your support.

Sincerely,

Philip Lemayian Muriat
BML/34/01272/1/23
Management University of Africa

APPENDIX II

QUESTIONNAIRE

This questionnaire is designed to gather information for a study on ***Factors Affecting the Implementation of E-Procurement in the Retail Sector in Kenya.*** Your responses will be treated with **strict confidentiality** and used solely for academic purposes. Kindly answer all questions honestly. Thank you for your participation**.**

Section A Demographic Information

1. **What is your gender?**
   - Male { }
   - Female { }
2. **What is your age range?**
   - 18-24 { }
   - 25-34 { }
   - 35-44 { }
   - 45-54 { }
   - 55 and above { }
3. **What is the highest level of education you have completed?**
   - High school { }
   - Diploma { }
   - Bachelor's degree { }
   - Graduate degree { }
   - Post Graduate { }
4. **What is your designation**
   - Top Management { }
   - Middle Level Management { }
   - Procurement Staff { }

Section B: Study Objectives

1: Technological Infrastructure

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	5	4	3	2	1
1. The supermarket has a reliable internet connection that supports e-procurement activities.					
2. The procurement system integrates effectively with other business systems.					
3. The supermarket utilizes cloud-based procurement solutions for efficient transactions.					
4. Adequate cybersecurity measures are in place to protect procurement data.					
5. The supermarket has made sufficient IT infrastructure investments to support e-procurement.					

2: Financial Resources

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	5	4	3	2	1
6. There is an adequate budget allocation for implementing e-procurement systems.					
7. The cost of implementing e-procurement systems is manageable for the organization.					
8. Employees receive sufficient training on e-procurement systems and procedures.					
9. The supermarket has access to financial resources needed to maintain e-procurement systems.					
10. There is a positive return on investment (ROI) from adopting e-procurement systems.					

3: Regulatory Framework

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	5	4	3	2	1
11. The supermarket complies with legal requirements related to e-procurement.					
12. Existing procurement policies effectively support e-procurement implementation.					
13. Government regulations facilitate the smooth adoption of e-procurement.					
14. The organization adheres to industry standards when implementing e-procurement.					
15. Regular audit mechanisms ensure accountability in e-procurement processes.					

4: Supplier Integration

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	5	4	3	2	1
16. The supermarket engages in real-time data sharing with suppliers.					
17. There is strong collaboration between the supermarket and suppliers in procurement processes.					
18. The organization uses real-time tracking to monitor procurement transactions.					
19. The supermarket has adopted e-invoicing for faster and efficient transactions.					
20. Most suppliers are digitally ready to integrate with the supermarket's e-procurement system.					

5: Implementation Of E-Procurement in the Retail Sector

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	5	4	3	2	1
21. The e-procurement system is easy to use for employees.					
22. There is a high level of process automation in procurement activities.					
23. Transaction efficiency has improved since the adoption of e-procurement.					
24. The implementation of e-procurement has led to a reduction in procurement costs.					
25. There is a high user adoption rate of e-procurement systems among employees.					

Thank You for Your Participation!

Your responses will remain confidential and will be used solely for academic purposes.

PLAGIARISM REPORT

turnitin

Similarity Report ID: oid:2945:294218633

PAPER NAME

Philip Lemayian Muriat FACTORS AFFEC TING IMPLEMENTATION OF E-PROCURE MENT IN THE RETAIL SECTOR IN KEN

WORD COUNT **17544 Words**	CHARACTER COUNT **112965 Characters**
PAGE COUNT **96 Pages**	FILE SIZE **199.3KB**
SUBMISSION DATE **Jul 8, 2025 12:58 PM GMT+3**	REPORT DATE **Jul 8, 2025 1:00 PM GMT+3**

9% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

- 6% Internet database
- 2% Publications database
- Crossref database
- Crossref Posted Content database
- 8% Submitted Works database

Excluded from Similarity Report

- Bibliographic material
- Quoted material
- Cited material
- Small Matches (Less then 8 words)

Summary