

**E-PROCUREMENT IMPLEMENTATION PRACTICES ON EFFECTIVE
PROCUREMENT OF GOODS AND SERVICES IN THE NATIONAL
YOUTH SERVICE, NAIROBI COUNTY, KENYA**

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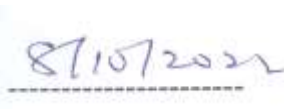
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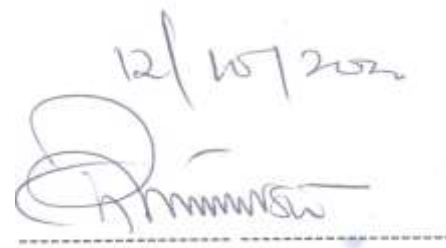
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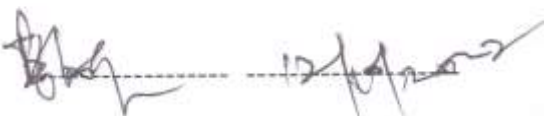
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DEDICATION.

This research project is dedicated to my family Shuleka Ali, Osman Hussein, Sumea, Leilah, my parents Jane Mary, Dourine, and my late father Hezron, brothers and sisters Vero, Nice, June, Rony, Peason, Jack, Eric, Nancy, and others for their unwavering encouragement, prayers, and help in ensuring the success of this project.

.

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ABSTRACT

Public procurement is susceptible to corruption due to huge spending. For this reason, electronic procurement has been widely used by governments to improve efficiency, accountability, and transparency. e-procurement was used by the Indian government in 2012 although it was first used by the Indonesian government in 2008; however, there was no much research done on the effectiveness of e-procurement on enhancing accountability, accuracy, efficiency and reduction of corruption in the public sectors. As a result, the main purpose of this study was to describe how the National Youth Service in Nairobi County will benefit from successful e-procurement implementation techniques. The study's specific goal is to ascertain how e-sourcing, e-tendering, e-ordering, e-payment, and ERP affect the National Youth Service in Nairobi County's efficient acquisition of goods and services. E-procurement is more than just an online purchasing system, although some procurement institutions utilize it effectively while others do not. The study also sought to uncover information gap in e-procurement implementation techniques to improve cost reduction, simplifying service delivery that would result in a short lead-time, client satisfaction, and prompt payment for products and services delivered on time. In order to collect primary quantitative data for the study, a set of questions was used in a descriptive research approach. 500 employees from different departments of the National Youth Service in Nairobi County were the study's target group. In this scenario, a sample of 150 participants was taken into account as a stratified sample of 30% was deemed to be representative. The study was guided by four theories; The main theories are Resource-Based View Theory, Transaction Cost Theory, Agency Theory, and Network Perspective Theory. Sorting and entering the quantitative data into the most recent statistical software SPSS version 25 for analysis. For descriptive and inferential analysis, frequency means and standard deviation were utilized. Tables and bar graphs were used to illustrate the results for easy comprehension. The association between the research variables was established using logistic regression analysis. When the research instrument was put through a pilot test at Utalii College to determine its dependability, the supervisors and other specialists gave their approval. By speaking with the supervisor and other professionals, the researcher verified the validity of both the concept and the content. Cronbach alpha of 0.7 or above was thought to be a reliable indicator of an instrument. From the results, a positive correlation was established between e-sourcing to a reduction in costs resulting from improved process efficiency and associated with low transaction cost in the procurement process. Second, e-tendering was associated with reduced time for tender invitation exercise and increased transparency in the tendering process. Third, e-ordering reduced the time spent in the ordering process, and at the same time, it increased compliance during the ordering process. Fourth, e-payment reduced delays in payment of suppliers; with e-payment, the numbers of bidders have increased. The association between e-procurement implementation techniques and the purchase of products, works, and services is also favorably moderated by enterprise resource planning. Based on the results, the research proposed that e-procurement implementation procedures be fully used in order to improve the National Youth Service, Nairobi County's procurement of products, works, and services.

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|---------------|---|
| ERP: | Enterprise Resource Planning. |
| GDP: | Gross Domestic Product, |
| ICT: | Information Communication Technology. |
| MRO: | Materials Repair and Operational |
| NYS: | National Youth Service of Kenya |
| PPOA: | Public Procurement Oversight Authority |
| RFQ: | Request for Quotation |
| IFMIS: | Integrated Financial Management Information System. |
| NHIF: | National Hospital Insurance Fund. |
| MRP: | Material Resource Planning |
| KPLC: | Kenya Power and Lighting Company |
| KEBS: | Kenya Bureau of Standard |
| KCPB: | Kenya Cereals and Produce Board |
| MRPII. | Manufacturing Resource Planning. |
| ERP: | Enterprise Resource Planning. |

CHAPTER ONE

INTRODUCTION.

1.1 Background of the Study

"E-procurement" is the use of information technology to develop a procurement process that is responsive to environmental changes (Roma & McCue 2012). Almost all business sectors and types of organizations have embraced e-procurement. Particularly in the public sector, social, cultural, and political factors have an impact on e-procurement. Implementing e-procurement in public procurement requires money and specialized knowledge. The approach also calls for a coordinated training program and change management techniques (Garran, 2015).

The relevance of the procurement function has been acknowledged on a global scale. In order to obtain the goods and services they require, organizations must use their procurement departments. The process through which a purchasing agency buys goods, services, and labor is known as procurement. Contrarily, public procurement describes the procedure by which a purchasing body obtains products, services, and labor using resources provided by the taxpayer.

In many countries, the procurement role has undergone substantial changes from a reactive to a strategic one to keep pace with the growth in procurement and increase procurement efficiency. As a result, reforms aimed at creating a solid and well-functioning procurement system regulated by a transparent legislative structure for accountability and effectiveness have been implemented.

Procurement efficiency is becoming an increasingly important element in achieving productive operations within profitable businesses. When businesses must accept any

cost-cutting option to succeed during a downturn, the procurement department plays a growing role in achieving this strategic aim.

Value for money should be the determining factor in procurement, not the original purchase price. To achieve corporate goals, cut costs, and improve supply chain efficiency, realistic, dependable procurement practices and cooperative relationships are essential. This is accomplished by identifying key cost-cutting strategies and implementing creative sourcing models that enable companies to redesign their cost structures.

According to Thai (2005), in order for an organization to provide goods or services to its customers, it is necessary for it to have effective, standardized procurement procedures. These procedures may be obtained in one of two ways. These recommendations include every aspect of the procurement process, including choosing a supplier, signing contracts, placing orders, and making payments. They should also verify that services are delivered properly.

Accountability, transparent, and efficiency is mandatory to help minimize the misuse of public resources in the procuring of goods and services by government organizations. Therefore, public corporations must embrace technology to help track all the procurement processes in purchases of goods and services. E-procurement is one example of a business operation that relies on technical progress and the internet to make the procurement process more straightforward.

1.1.1 E-Procurement

Due to its enormous capacity to increase advantages for both buyers and sellers, e-procurement has recently emerged as a key improvement in the public procurement field

(Alsaç, 2017). E-procurement was defined by Monczka et al. (2015) as the online purchasing activities connected to procuring products and services and controlling outflows from companies to end customers. According to Mutangili (2019), e-Procurement uses internet-enabled software to conduct streamlined procurement procedures such as tendering, negotiation, buying, invoicing, and post-purchase reviews. According to Schoenherr (2018), the earliest e-procurement pioneers emerged in the early 1980s with the advent of Manufacturing Resource Planning (MRPII) and Material Requirements Planning (MRP) systems, which were later followed by the adoption of Enterprise Resource Planning (ERP) systems in the mid-1990s. Electronic procurement was revived in the late 1990s because to new information technologies and the internet. Since then, a lot of businesses have claimed huge expense reductions.

In the early 2000s, most businesses began experimenting with e-procurement technologies in operation. At the same time, researchers sought to expound on and capture what would be the result of e-procurement practices (Maleka, 2016). The research articles sought to propose and test the relationships between procurement efficiency and e-procurement and include best practices, structures, and models to help the operations (Patrucco, Luzzini & Ronchi, 2017). Research by Deutsche Bank in 2011, revealed that a complete transition from paperwork to digitalization of e-procurement services could result in considerable savings of EUR 50-70 billion (Khorana et al., 2015).

E-sourcing, e-payment, e-tendering, and e-ordering are some of the processes that have improved the reliability of e-procurement functionality. E-Sourcing includes finding numerous new suppliers' bids for a particular category of buying criteria using an online platform (Neupane, 2017). It is an internet-based application and decision-support tool

for management that enables various buyers and sellers through the internet via a company's online portal. Since all negotiations take place online, auctions using reverse auction tools are critical components of e-Sourcing. According to Mongina (2015), since physical meetings are not required, e-sourcing has given firms access to more suppliers without incurring additional costs. The supplier pool is not the company's only source of supply.

However, with e-tendering, suppliers are contacted for details and quotes online before having an opportunity to respond, 2017; Ibem & Laryea. According to Ribarsky, electronic tendering entails connecting and managing all supply chain activities electronically, such as approving requisition forms, orders, shipments, and settlements between suppliers and clients (2016). According to Ngeno and Kinoti (2017), e-Tendering lowers operational costs by making it possible to buy a greater variety of goods and by lowering the cost of paperwork, payment processing, and administration.

Afande (2015), on the other hand, was in the view that keeping e-ordering information at the beginning to the end leads to faster process, reduced errors, and provision of a clear governance audit trail. Above all, e-payment has been flagged as the most contributing e-procurement process, contributing immensely towards transparency. Azanlerigu & Akay (2015) defined e-ordering as using an internet-enabled system to smooth procuring procedures, including processing an order, transmission, acceptance, and requisitioning, from the merchants.

EE-payment is a method of payment that aims to reduce cases of corruption in transit cash, the time it takes to settle the price, the processing costs involved during fee, and the incidences of collaboration between suppliers and procurement personnel to defraud the organizations that purchase goods and services. Wawuda and Mwangi (2018) coined

that e-payment has led to improved transparency in the procurement department at government parastatals. It has streamlined the payment process making it faster, cost-effective, reliable, and less paper.

Previous studies have indicated that electronic procurement infrastructure integration between organizations directly influenced an organization's welfare benefits (Ndiiri, 2016). The statement suggests that un proper combination of e-procurement infrastructure had lowered the profits by increasing the costs while the opposite is exact. Electronic procurement is seen to be a significant reform in both private and public institutions. E-procurement is the easiest way to identify and communicate with substitute suppliers since it is a lean collaboration channel. E-procurement reduced the amount of time that employees had to spend contacting suppliers, in contrast to conventional manual systems that required extensive time spent on paperwork, filing, and postal correspondence. Rodin (2012) concluded that reduced paperwork had reduced administrative expenses.

Ashlstrom (2010) discovered that e-procurement performance was calculated in terms of cost and time in the United States (USA). According to Kaali (2017), sending an electronic tender document through the internet is faster than sending it via postal manual commutation. E-procurement allows for more efficient tracking and retrieval of tender papers (Oteki, 2019). It is not challenging to locate orders and make necessary changes when errors are discovered in previously sent orders.

Globally, the popularity of electronic procurement has greatly increased across several industries. Morgan and Jeong (2008) (Shale 2014) asserted that businesses must take advantage of internet-based technologies, such as e-procurement, in their discussion paper on challenging purchasing strategies for the 21st century in order to connect with

suppliers, rate up information transfer, and reduce non-value-adding tasks. Since e-procurement is a novel idea, sound studies on electronic procurement strategies are necessary to inform companies and other concerned parties of its significance.

Business to business (B2B) and market to government (B2G) e-procurement has experienced phenomenal growth (Zhiyuan, 2012; Mambo, Ombui & Kagiri, 2015). Web-enabled B2B e-procurement has improved interorganizational cooperation by lowering transaction costs and opening up cost-effective sourcing options for the buying organization (Ross, 2016). The manual nature of traditional procurement transactions resulted in lengthy systematic processes for conducting whole procurement transactions and low transaction procedures. Organizations today are paying more attention to how they react to various demands and forces in the distribution channels.

1.1.2 Global perspective of e-procurement

Before the country's severe economic downturn in 2008, electronic procurement in the United States of America became well-known (Bovaird & Löffler, 2015). By the end of 2000, the majority of state agencies in the USA had begun using the corporate portal to conduct their procurement operations online (Ingmar, 2017). Similar to this, the Malaysian government published a notification asking all suppliers presenting bids to the government to do so via electronic means (Kaliannan, Awang & Raman, 2007). The directors of public procurement and their corresponding directors have a considerable impact on supplier assessments and the creation of guidelines, making sure that public institutions receive the best value for their money when providing care for their inhabitants. The public sector in Malaysia is undergoing major changes, particularly in the adoption of new integrated technology to close gaps in government procurement processes (Jomo, 2016). The government of Malaysia is eager to protect public resources

from being stolen by officials working with malicious suppliers, thus the adoption of e-procurement and e-government is inevitable.

In the year 2005, New Zealand, Scotland, Western Australia, New South Wales, and Italy governments already had embraced and used the concept of an e-procurement system for public procurement activities (Hardy *et al.*, 2008). Currently, worldwide e-procurement procedures are done via web-based portals managed by professional companies. However, with the increasing accrued fruits from e-procurement and its increased demand across the world, there have emerged many web-based portals of e-commerce that have facilitated the effectiveness of e-procurement. One of the much-renowned e-commerce platforms globally is Ali Baba group operating under the webpage alibaba.com. The company was initiated in China Hangzhou by Jack Ma in 1999 (Yu, 2019) and has emerged as the leading giant in the e-commerce business globally.

1.1.2 Regional Perspective of e-procurement

E-procurement procedures are used in Africa to combat corruption and promote transparency and accountability in public procurement. E-procurement significantly enhanced the public performance of Rwanda's Ministry of Economic and Finance by lowering its overall cost pricing to 18.6 Million in 2016, down from 24.4 Million in 2015. According to Bosco Harelimana's research (2018).

1.1.3 Local perspective of e-procurement.

Kenya has allegedly been plagued by scandals involving fraud and corruption that are wasting public funds. Numerous cases have been presented before the courts after public institutions implemented procurement accountability technologies like IFMIS due to IFMIS's numerous applications, which make the audit trail during the e-procurement

cycle relatively simple. The IFMIS system was used to track back cases like KPLC, KEBS, NYS, and the most recent one involving the KCPB, the Several of the defendants were found guilty by the Kenya Cereals and Produce Board and given prison sentences. E-Procurement is now a top goal for the majority of public institutions, including KPA, in their e-Government agenda.

Although an end-to-end e-procurement model has gained increasing traction, academicians and industry experts believe that the goal is seldom met since e-procurement in practice requires a variety of distinct models (Shale, 2014).

Through the auditor general's office, the Kenyan government has actively embarked on adopting e-procurement to streamline the public procurement sector that had already lost its importance. After the executive order, the auditor general's office no 2 of 2018 has been exerting pressure and calls for reforms ensuring that all government procurement functions go online. The use of online platforms was made mandatory by the government for all related processes, including the procurement of goods, services, and labor in the public sphere. The government has adopted an integrated financial management data system (IFMIS) across all 47 of its counties in an effort to increase the efficacy and effectiveness of public procurement procedures. By providing up-to-date financial data and assisting in the development of a national budget, the system was developed to support good governance. IFMIS has gone into books by minimizing the chances of misappropriation of public resources. It has dramatically enhanced transparency by acting as a block to corruption and fraud in the public sector. The use of e-procurement varies among industries and organizations, according to studies. According to Musau (2015), both private and public entities in Kenya are just starting to implement e-procurement. According to Abdi (2012), all public institutions in Kenya have adopted e-Procurement since an already integrated financial management system

has been integrated into departments involved with transactions on behalf of the government. However, he bemoaned the fact that some procurement processes are still carried out manually since other public institutions have not completely embraced e-Procurement.

Implementing e-Procurement has the ability to change an organization's purchasing habits. E-Procurement will alter the procurement process, increasing an organization's procurement efficiency. Kingori (2013) did analysis on the Kenyan Teachers Service Commission's experience with e-Procurement. The results demonstrate a strong link between e-Procurement software and procurement efficiency. The current study investigates the effects of e-Procurement implementation techniques on Nairobi County's National Youth Service (NYS) procurement of goods, services, and works.

1.1.4 National Youth Service

In order to serve as a paramilitary service that offers an organized pool of competent human labor where its youth can actively participate in nation-building duties, the Kenya National Youth Service was established in 1964 by an act of Parliament (Ayaga, 2015). Up until the early 1980s, more than 20 years later, all pre-university students were required to enlist in the NYS and undergo demanding skills training, including paramilitary training. The purpose of the program was to familiarize the young adults with current national issues and concerns. The NYS's splendor has significantly diminished over time as a result of insufficient resource allocation and theft by the people in command.

The National Youth Service troops have recently been called upon to uphold law and order in instances where the national police force has been overworked or to provide

quick assistance in case of catastrophes. Because of the significance of NYS, President Uhuru Kenyatta promised to overhaul the Institution in 2014 and bring it back to its former glory in the eyes of the public. The Devolution Ministry was then given control for the ministry.

However, the Institution has been tainted by several corruption charges against government officials. It was perceived as a way to steal public funds, which raised many concerns about the Organisation's integrity. The government's promise of a new shape remains a reality dream given present trends in NYS institutions. For millions of Kenyans, the service's essential values of ethics, discipline, and patriotism are now a distant reality.

The Auditor General recently revealed numerous alleged corruption problems in the NYS using IFMIS. According to Mosoku (2018), the National Youth Service (NYS) ineffective systems provide an opportunity for corrupt State officers to defraud the agency. EACC investigation determined NYS lacked a consistent procurement strategy and inefficiently prioritized procurement needs. According to Obura (2018), corruption cases at the National Cereals Board (NCB), Kenya Pipeline Company (KPC), National Health Insurance Fund (NHIF), and Ministry of Lands cost the nation approximately KSh 13 billion in losses in 2018. Kshs10.5 billion is said to have been lost in the NYS scandal, which involved a large number of people at NYS, including junior and senior government officials, as well as the National Treasury and vendors.

1.2 Statement of the problem.

The procurement of goods and services is inconsistent and delayed in the National Youth Service, Nairobi County, and is characterized by a greater lack of openness and

increasing control (Auditor General, 2017). The research claims that the systems now in use lack security, confidentiality, and accessibility. Individual reasons such as a lack of expertise and reluctance to new technologies have hampered the full adoption of electronic procurement methods. This is in spite of the Institution receiving a lot of funding over the past seven years while having low efficiency and efficacy.

The National Youth Service in Nairobi County has found it difficult to implement e-procurement because different participants' interests in the purchase department have influenced how contracts are awarded and how much money is paid for the items that are delivered. The EACC 2015 Report states that NYS doesn't carry out a market investigation to evaluate the procurement plan's values. Due to this discrepancy, there is a danger that public funds would be wasted on extortionate purchases of products and services. (2018) Mosoku. Due to irregularities in the organization's purchase of goods and services, the majority of suppliers are still waiting for their 14 billion payment for the products shipped in 2015. (Odhiambo, 2020).

The National Youth Service in Nairobi County experiences unreasonable tender dispensation delays, significant manual paperwork, ongoing threats to bidders, discrimination, a lack of transparency throughout the entire contract process, and corruption, just like other government organizations (Hasan, 2016). Additionally, Bokpe (2013) was quoted by Addison (2017). Bokpe (2013) stressed that e-procurement systems are adjusted to resolve mismanagements and any other misuse of funds from procurements owing to human contact.

In order to effectively acquire products and services for the National Youth Service in Nairobi County, the current study aims to ascertain the implementation techniques for e-Procurement. No genuine Implementation strategies for e-procurement for effective

acquisition of products and services by the National Youth Service have been revealed in any of the aforementioned e-procurement studies in Kenya. The foundation of this study is Nairobi County.

1.3 Objectives of the Study

The aims below informed the study;

1.3.1 General Objective

The main goal of the study was to ascertain how the National Youth Service (NYS), Nairobi County, implemented e-Procurement in order to successfully acquire products and services.

1.3.2 Specific Objectives

- i) Examine how e-sourcing impacts the National Youth Service's capacity to make wise purchases in Nairobi County.
- ii) Examine how electronic tendering has affected the National Youth Service's ability to efficiently acquire products and services in Nairobi County.
- iii) Analyze how e-ordering influences the effective procurement of goods and services by the National Youth Service in Nairobi County.
- iv) Examine how e-payments affect the efficient purchase of products and services by the National Youth Service in Nairobi County.
- v) Look at the moderating impact enterprise resource planning has on the interaction between the National Youth Service in Nairobi County and efficient e-procurement deployment methods.

1.4 Research Hypothesis

HO₁: E-sourcing is not statistically significant in the National Youth Services, Nairobi County, effective procurement of services and goods.

HO₂: In the effective acquisition of goods and services by the National Youth Service, Nairobi County, e-tendering is not statistically meaningful.

HO₃: E-ordering is not statistically significant in the National Youth Services, Nairobi County, effective procurement of goods and services.

HO₄: E-payment is not statistically significant in the effective procurement of goods and services in the National Youth Service, Nairobi County

HO₅: Enterprise Resource Planning is not statistically significant on the National Youth Service's successful acquisition of goods and services and procurement implementation procedures, Nairobi County

1.5 Significance of the Study

Procurement is vital in delivering services in many areas of an organization (Mongina, 2015). The study findings enhanced public procurement knowledge and understanding of e-Procurement practices in the public sector in Kenya. The conclusions of the NYS study is to assist other similar public institutions in ascertaining gaps in their procurement systems. The signaling out of areas of improvement can inform the government's efforts to provide the public with the right supplies and the exemplary service most effectively and efficiently by government policymakers.

The government gains from the findings of this research since it will help forecast, scheme, and enact a solid public procurement system. In addition, the finding from the study benefits the donor community in tracking down donor funds used in public and private institutions from the counties which benefited from their donations.

The study's finding is importance also to the academicians who benefit from the literature gaps in Practices for e-Procurement in the acquisition of products and services in public institutions. The results of the study thus contribute significantly to both theory and practice. By ascertaining the correlation between e-procurement implementation practices on procurement of goods, and services, the study findings help institutions, both private and public, in better organization, planning, designing, and policy framework to streamline public-private procurement system.

1.6 Scope of the Study

The study's focus was on the National Youth Service in Nairobi County, in the Ruaraka Constituency, north of the Thika Superhighway and across from Utalii College. The target population of 500 and sample size of 150 was collected from the procurement, finance, Human Recourse, Transport and logistics, Administration, Account, Driving School Instructors, OJT Instructors, Lectures, and ICT officers working at the various departments within the National Youth Service in Nairobi County branches. Those relevant departments had the necessary skills, knowledge, and required information to support E-procurement and point out challenges facing its implementation leading to the various alleged scandals in that branch. Therefore, it was necessary to use the staff in the branch where this challenge was then the staff from other National Youth Service branches. This research study relied on a structured questionnaire to collect primary data in 2019.

1.7 Limitation of the Study

The researcher acknowledged the specific limitation of the study, which included limited time since most of the respondents were in the process of closing financial year and therefore, they did not have enough time to give detailed information to justify some of

the answers in the questionnaire. This limitation was mitigated by giving the respondents more time in order to finish the questionnaire since some of them had to fill those questionnaires after their normal office work. Another limitation was limited finance which was mitigated by scaling down the budget further to accommodate all the expenses we had budgeted for. This is because the collection of data took more days than the days budgeted for in the original budget leading to extra expenses. Also, some of the respondents viewed the questionnaire as having classified as confidential under confidentiality policy and were hesitant to fill the questionnaire. The idea behind it was restraining exposure of the company's confidential information to the competitors. The limitation was encountered by providing an introductory letter from the university and a research permit from the national commission for science, technology, and innovation to avoid suspicions, enabling the institution to disclose the information sought by the study.

1.8. Assumption of the Study

The study was conducted with the presumption that those who responded to the questionnaire had information demonstrating the impact of e-procurement implementation practices on the National Youth Service's procurement of goods, works, and services. Kenyan county. The study was also conducted under the presumption that the respondents answered the questionnaire in a precise, sincere, and honest manner.

1.9 Operational Definition of Terms.

E-PROCUREMENT, It is the use of electronic-enabled software in carrying out procurement functions

E-SOURCING, It is a method of identifying supplier through an internet-based e-procurement support tool that facilitates the connection between various buyers and sellers. Since physical meetings are not required or the company is not limited to such

suppliers they can visit, e-sourcing has allowed businesses to connect with more suppliers at no additional cost.

E-TENDERING, also known as electronic tendering, is the practice of requesting information and quotes from vendors and then receiving them online. It involves the computerized integration and control of all procurement systems, including the contractors' payment for provided goods, works, or services as well as buy authorization, ordering, delivery, and requests.

E-ORDERING, It is an internet-enabled system facilitating smooth procuring procedures, include the processing of orders, their transmission, and suppliers' acceptance

E-PAYMENT.Is when the procuring entity settles goods purchased by processing payment to suppliers electronically via the internet. It enhanced transparency in the procurement department, government parastatals as it streamlined the payment process, making it faster, cost-effective, reliable, and less paper

ENTERPRISE RESOURCE PLANNING: This is an organizational support tool that integrates information system to strengthen organizational competence in availing accurate and real-time data

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Both of the hypotheses that were applied to the study are discussed in this chapter. The chapter also covered the empirical literatures that were pertinent to the study's goals. This chapter also included research gaps and the conceptual framework.

2.1 Theoretical Review

The National Youth Service in Nairobi County used e-Procurement to effectively acquire products and services, and the study was based on four hypotheses that support this practice. Network Perspective Theory, Asset View Theory, Transaction Cost, and Agency Theories are some of the theories.

2.1.1 Network Perspective Theory

The 1970s and 1980s saw the development of the idea. Its main emphasis is on the many alliances or relationships that exist in a supply chain between commercial enterprises. Harland (1996) described a network as a certain form of relationship between a collection of objects, occasions, or people. The supply chain network, according to Chang, Chiang, and Pai (2012), is a complicated network model because of the distinct context-dependent interactions that occur between each of its numerous members. As a result of the investments and efforts of other counterparts participating, networks are seen as advantageous for people embedded in them (Hkansson and Ford, 2002). According to Hkansson and Snehota (1989), the NPT is primarily concerned with examining how institutions become productive and the procedures they require. These trades and collaborations with other supply chain participants had long been recognized as important in the past.

The effectiveness of a company's performance is dependent on practical engagement with both parties it deals with, including those partners' interactions with other business partners. A conceptual foundation for comprehending reciprocity in cooperative groups is provided by network theory (NT) (Oliver, 1990). In accordance with Haakansson and Ford (2002), fresh resources are accumulated through the ongoing interaction between various participants. The institutions can accomplish more together than they can separately by forming associations. Haakansson and Snehota (1995) described this form of connection as a quasi-organization. Because resources are more valuable when combined, inter-organizational ties are more important than simply owning the resources themselves. Therefore, supply chain activities and, consequently, the driving force behind their success, will be determined by resource assembling.

In this investigation, the network theory (NT) is helpful because it makes it possible to comprehend the dynamics of relationships between organizations by putting an emphasis on the interpersonal connections between participants and the mutual building of trust through cooperative relationships and exchange processes. It is feasible to create reliable connections between a network of firms by looking at the two main kinds of engagement social, business, and informational interchange processes and the other, adaption processes in goods, processes, and practices. By immediately conveying the special nature of the relationship, clients are able to personalize their needs to supply chains. Mutual trust between the various parties is eventually created through the exchange relationships procedures (Johanson and Mattsson, 1987). The Network Theory, which serves as the anchoring theory for the study, connects all of the study variables.

2.1.2 Resource-based Theory.

Birge Wenefeldt made this theory (RBT) known in 1984. The assets, capacities, and physical and intangible talents that give a company a competitive edge over rivals are analyzed and identified using this idea. When organizations use these distinctive sets of resources, which include real and results of the different and competencies, they fundamentally differ from one another. Each company can gain a competitive edge when it is able to develop its skills from its resources (Pearce and Robinson, 2007). Businesses that successfully create distinctive resources have a competitive edge, according to Barney (1991). Due to their importance, rarity, distinctiveness, and degree of integration into the organizational fabric, they encompass human resources, physical resources, capital backing, and organizational resources. They also confer a competitive advantage. The ability of an institution is shown in the accomplishment of its objectives in the face of opposition or rivalry (Learned et al., 1969). Finding the existing and potential weaknesses and strengths that set one company apart from another is vital. As a result, any company's success is solely dependent on the resources it manages, rather than on the opportunities it receives. According to Learned et al. (1969), a company's capacity to develop or identify a truly distinctive competency determines whether it will succeed or survive in the marketplace. Because they are both inside skills and external relationships, these skills can only be built and hence cannot be purchased.

A variety of parties and business-to-business strategies are involved in e-Procurement. E-procurement is focused on technology development, which depends on integrating the pertinent innovative talents required to achieve desired results in the procurement department. To adjust to any company developments, one must have an imaginative mind. Public institutions and organizations have benefited from the adoption of new technologies like information and communication technology in their interactions with

numerous suppliers both domestically and abroad. Due to increased competition, prices are reduced as suppliers respond with reasonable offers. This theory's applicability to the study depends on how the various components of the investigation interact.

In this instance, the competitive advantage shows itself as shorter lead times, more cost-effective operations, and happier customers. E-Procurement enhance team of procurement and overall performance by improving resource allocation and coordination for seamless procurement operations (Monczka et al., 2015).

To improve the e-procurement implementation, a company must leverage a variety of resources. Human resources, monetary resources, ICT expatriates, and a variety of other resources are all centered on technology. The management needs to decide which resources are most crucial to the performance of e-procurement in the NYS and how to prioritize them.

2.1.3 Transaction Cost Analysis (TCA) Theory

This theory (TCA) utilises Coase's Institutional theory as its foundation (1937). The theory placed special emphasis on identifying cost-effective organizational solutions, such as the NYS. TCA deals with the issue of whether transactions ought to take place within an organization or through market contracting outside the "boundaries of a corporation." This theory's major goal is to identify cost-effective organizational solutions. The widespread view is that outcome control, often known as market contracting, is more economical than integrating transactions. According to this notion, certain expenses should be allocated toward supplying some goods or services to the market as opposed to the business itself. Coase asserted that it is necessary to discover whom one deals with through a market transaction in conducting procurement transactions leading to an agreement to draw any procurement deal. This theory was

further advanced by Williamson (1989) when he argued that organizations are faced with opportunity costs during bargaining with other entities. He further opined that organizations could lower the risks and affords better procurement deals where suppliers are many. Therefore, implementing e-Procurement in public institutions increases access to many suppliers, thus increasing competition, thus lowering the prices of goods and services.

According to Iossa and Waterson (2017), a contract with suppliers necessitates a comprehensive inquiry to ensure that the contract's terms and conditions are met. Additionally, Coase argues that without addressing transaction costs, one has difficulty comprehending the economic model's operation and exercising sound judgment in developing economic policy.

Transaction cost theory involves the field of economics (Saeed *et al.*, 2018). Mensah (2016) opined that the process of acquiring government goods and services is confined to the laws of that particular government policy. Decision-making exercise takes longer since those involved from outside have limited information on those public procurement laws. Public procurement reforms aim to replace manual processes with internet-based procurement tools. The organization and legal framework are the main areas of focus of these adjustments. They are replacing the manual system with one that is more advanced, quicker, more effective, and composed for conducting daily purchase activity.

In a specific sense, costs are always incurred whenever any business transactions take place. Transactions costs in public procurement involve the overheads the government incurs in the process of sourcing the bidders, discussing the tendering terms, and monitoring agreements (Petersen *et al.*, 2019). The current study focuses on transaction costs incurred during e-procurement adoption and maintenance of the software. Also, the

study focuses on transaction costs incurred in looking for suppliers, bargaining contracts, and follow-up of such contracts.

This theory is inevitable in procurement and electronic procurement practices from e-Sourcing, e-Tendering, e- Ordering, and e-Payment as variables under the study. In public procurement, transaction costs are analyzed across all stages from the client's viewpoint (Rasheli, 2016). The stages in public procurement contracts involve; pre-award or pre-contract stage, where information costs and award negotiation costs are incurred, and the post-contract or post-award stage, where monitoring costs are incurred. The final decision based on evaluation criteria is made during tender evaluation and awarding stages in the open to public tender exercise, and the winning bidder is selected. In line with the current study, one of the primary objectives in e-Procurement implementation is to make sure costs incurred in the past using manual systems are minimized at the lowest end. The transaction cost theory best explains the e-Tendering, e-Payment, e-Sourcing objectives to be addressed in the current study. The overall costs incurred in public procurement, especially NYS, have reduced due to electronic procurement implementation practices, which is the primary focus of the study. Therefore, this theory helps understand the kind of e-contracting within NYS and the outside markets. This is due to the theory hypothesizing that when precise outcome measurements are easily accessible, businesses should use outcome control.

2.1.4 Agency Theory

The social and contractual connection between a client and a consultant can benefit from this idea. It describes the connection between two or more parties in which the agent, delegate, or other party acts on behalf of the principle in any way (Eisenhardt, 1989; Jensen & Meckling, 1976). This idea was developed to aid in reducing risk transfer

between individuals' groups (Jensen & Meckling, 1976). The idea is used to explain a range of agency interactions, including those between a buyer and a vendor (Waterman & Meier, 1998), a government and its constituents (Singh et al., 2010), commercial and public organizations, and bureaucracy (Lambsdorff, 2001).

According to the report, suppliers are agents. Agents are the bidders (Contractor, supplier) who perform services and supply items on behalf of the government, which serves as the primary organization responsible for providing public services to the general population. The primary institutions of government are responsible for formulating policies to support the growth and control of public procurement, monitoring of procurement-related issues, upkeep of procurement standards, professional growth, capacity building, information distribution, and management. Agent's job is to submit bids for government services and projects, adhere to all rules, finish projects within the budgeted budget, meet all legal and award requirements appropriate to the projects and services, finish projects on schedule, and maintain quality. Therefore, the main contribution of principal Agent theory is to explain the risk of misappropriation and outright corruption in both public and private procurement process between two or more parties

By requiring that the agents operate in the principal's best interests, this theory explains the main problems in managing agency relationships. The idea aids in comprehending the possibility of theft and open corruption. This approach reduces monopolistic power, openness, accountability, and information symmetry within the commercial and public procurement process, which aids in understanding the possibility of corruption in government procuring institutions. It has an impact on how government representatives and bidders interact (Neupane, Soar & Vaidya, 2014). This research study's objective is to determine whether effective National Youth Service purchase of goods and services in Nairobi County is impacted by e-procurement implementation practices. These factors are anticipated to have a direct or indirect (either positive or negative) impact on the study's dependent or independent variables.

2.2 Empirical Literature Review

2.2.1 Effect of e-Sourcing on procurement of goods and services

One tool utilized in the public procurement sector is e-sourcing. E-sourcing entails using an internet portal to find various proposals from new suppliers for a particular category of purchasing requirements'-sourcing is defined as an internet-based application and a management decision support tool that facilitates the connection between various buyers and sellers via the internet on a company's online portal. Negotiations are done online, then auctions using reverse suction tools play a crucial role in e-Sourcing.

The expedited supplier sourcing process, comparable costs since supplier rivalry is fierce, and the creation of an online knowledge repository are all informed benefits of e-Sourcing (Masheti, 2016). In contrast to the past, when geographic restrictions made it difficult to find suppliers, e-Sourcing is quicker because emailing serves as an

intermediary for locating suppliers and obtaining other global information over the internet,

Since physical meetings are not required or the company is not dependent on just the suppliers they may see, e-sourcing has allowed businesses to work with some more vendors at no additional cost.

Apparently, according to a study poll carried out in the USA by Hannon (2004), 27% of purchasers surveyed had adopted e-auction, an increase of 15% from those who had done so in 2003. But he also pointed out that 85% of firms globally have experienced business-disturbing incidents and procurement-dreary performance due to ineffective sourcing strategies. Hanna believed that if businesses used e-Sourcing effectively, it would improve governmental procurement services by lowering lead times, improving accountability, and reducing inefficient money consumption.

Canan et al. (2015) carried out a study to examine the impacts of sourcing and e-Procurement on procurement performance using a case study research approach. The findings demonstrated that the efficiency of the procurement process was significantly impacted by e-Sourcing and e-Procurement. According to Canan et al., e-sourcing in purchasing lowers transaction costs and boosts efficiency. Despite substantial research on e-procurement, Mugume and Ntayi (2014) stated that there is a gap in the conception of e-Sourcing that creates antagonism.

Muraya (2016) conducted a study that used visual research design to explore how e-Procurement is improving the viability of State-owned businesses in Kenya. Kenya has 262 state corporations were included in the study. The study's findings demonstrated that e-Sourcing significantly impacted the state Corporations of Kenya's procurement

function in terms of cost savings and improved efficiency. The level of service offered by procurement departments at state enterprises with active e-Procurement methods has greatly improved, she continued.

A stratified random sampling strategy and a correlation research design methodology were combined to establish the sample size for the investigation. The study's findings demonstrate a statistically significant positive association between Kericho County Government's e-Sourcing and procurement function. Implementing e-Procurement can significantly reduce costs associated with supplier sourcing as well as time spent manually searching for vendors through postal offices, as was done before. They ascribed improved procurement results to electronic bid recording, which encourages transparency and accountability.

2.2.2 Effect of e-Tendering on procurement of goods and services

One element of electronic procurement is e-tendering. E-tendering is a procedure that using internet-based technology to send suppliers requests for information and prices, then getting a response (Ibem & Laryea, 2017).

Barngetuny and Kimutai examined how e-procurement affects the performance of the supply chain in Elgeyo-Marakwet County in a study that was published in 2015. A descriptive survey research approach with stratified random sampling was employed to establish the study's sample size. The results of the study show that as compared to paper tendering, well-organized electronic procurement that employs an electronic tendering procedure results in a considerable reduction in transaction costs. The study's findings also revealed a high favorable link between supply chain performance management and e-Tendering in Elgeyo-Marakwet County.

In order to determine how e-procurement affected the efficient supply chain management process in the Kenyan energy business, Ngeno & Kinoti (2017) conducted a study. To obtain the necessary sample size, the study used a descriptive research methodology and stratified random sampling. The study's findings showed that e-Tendering reduced operational costs while increasing the range of items accessible and reducing checkout process and administrative expenses. In the Kenyan energy sector, the study discovered a statistically significant correlation among e-Tendering and the efficiency of the supply chain.

In the example of the Nakuru County Government, Wamboi (2015) performed research to assess the effectiveness of Kenya's public organizations' tendering processes. The audience for the study included 43 officers from the county's procurement department. Analyzing how e-Tendering is affecting performance at the Nakuru County procurement department was one of her goals. According to the analyzed inferential statistics, there is a significant positive correlation between the County's performance with regard to procurement and e-Tendering. Wangari noted that the County government's increased transparency, particularly in tendering exercises, led to better performance at the procurement department and fewer cases of corruption.

The effect of tendering on Kenya's public institutions was the subject of a study conducted in Kajiado County by Kisurkat (2017). The research design used for the study was descriptive. The sample size for the investigation was determined using a straightforward random sampling procedure. The Kajiado County procurement officers received questionnaires. The investigation discovered that the State agency has adopted the government's recommended tendering procedures to increase openness and, consequently, procurement performance.

Waka (2016) investigated how the Kenyan oil marketing companies used e-Tendering and how well they performed in their procurement. The investigation was purely exploratory. The study's sample included 20 of Kenya's top oil merchants. To determine how strongly e-tendering adoption and procurement success are related, inferential statistics and a linear multivariate regression analysis were utilized. The study's findings uncovered that the majority of Kenyan oil businesses continue to employ the outdated tendering system more frequently despite technical improvement and development.

2.2.3 The effect of re-Ordering on procurement of goods and services

E-ordering, which includes requisitioning, order processing, order transmission, and supplier acceptance, is the use of an internet-enabled technology to streamline the procurement process, according to Croonm & Brandon (2005). Afande (2015) asserts that keeping all ordering data electronically speeds up the procedure, lowers errors, and offers a transparent governance audit trail.

An organization's procurement performance and e-Ordering have a positive statistically significant relationship, according to Afande's (2015) study findings. Due to decreased overhead costs associated with sending purchase orders to suppliers via paper-based approval processes, increased compliance during approvals, and controlled loopholes, automated approval systems increase the efficiency of procurement processes.

Ndunge (2016) conducted a research to look at how E-procurement affected Kenyan government ministry performance. The study's findings showed a link between e-Ordering and effective procurement at Kenyan government ministries.

Nakawooya (2018) carried out research to ascertain the effects of e-Procurement planning and delivery in Jinja Local Government, Uganda. The examination was

conducted using a descriptive research design. The results of the study show that ordering procedures at Ugandan local authorities now have lower transaction costs. In contrast to the manual documentation needed to create the order, Nakawooya finds that there is a reduction in the amount of time needed to process the orders, resulting in a reduced time lag in the procurement of services for local governments.

Osir (2016) carried the research to determine the effect Utilizing Kenya Utalii College as a practical example, this study examines the effects of e-Procurement implementation on procurement performance at state companies in Kenya. Descriptive surveys served as the study's method of inquiry. At Kenya Utalii College, the sample size consisted of 120 employees, with the target population being the 600 employees. The study's conclusions supported those of Afande (2015), whose research had made similar predictions.

2.2.4 The effect e-Payment on procurement of goods and services

E-payment involves the method of settling procurement purchases payments electronically via the internet. It is the cashless method of payment to suppliers of the goods procured through technology-enabled systems. No liquid cash is involved during the payment of goods and services rendered to an organization by suppliers. This is an e-Procurement mode of payment that is geared towards reducing cases of theft in transit cash, reduce the time taken to settle the payment, reduce transactions costs involved during payment and also reduce incidences of collusion between suppliers and procurement staff to defraud the organizations that receives goods and services. E-Payment in this study is taken as an ICT enabled e-Procurement practice variable that perceived to influence procurement performance of the Kenyan national youth service on of the public institutions in Kenya. Mobile payments, E-cards, online payment,

Internet banking, and E-fund transfer are considered as mode of e-Payments in the current study.

E-payment is gaining momentum in Kenya and the whole world thanks to the advent of technological enhancement. E-payment provides suppliers, and consumers benefits of anytime, anywhere transactions payments as opposed to traditional mode of payments the required use of liquid cash or cheques to settle transactional cost hence lower transactional cost. E-Payments shorten the lead time in procurement process as it shrinks the world into a small village reducing suppliers and buyers transactional costs (Wong & Sloan, 2014).

Sanders (2015) was in the view that e-Payment uptake is greatly fueled by its ability of informed nature on parties involved the value accrued via e-Payment mode of procurement. Irrespective of the company size, the primary reason for organizations to engage in business is to get value out of their operations. More than 10 e-Payment (Peleg & Hausman, 2012) benefits both sellers and buyers. The cost savings, urgency in procurement purchases, exposure to global customers, convenience and transparency to users, the better quality of products and services, reduced need for office space, and fewer resources requirements have facilitated the need for e-Procurement mode payment to settle transactional costs urgently.

In order to examine the impact of information and communication technologies on the performance of Kenyan parastatals' procurement, Wawuda and Mwangi (2018) conducted a research. The study used a descriptive research design strategy with 181 state parastatals as its target population. According to the research, e-Payment speeds up delivery, boosts customer happiness, and lowers procurement costs. The study's overall conclusions on electronic payments showed that state parastatals in Kenya's procurement

performance is significantly influenced by electronic payments. Her findings show that firms may strengthen their competitive position and gain entry into new technologically driven markets by using the e-Payments approach.

McIntosh & Sloan(2011) did a study to examine the effect of electronic procurement and global sourcing within the UK construction industry. The study findings revealed that e-Payment had a reduction on the costs incurred in the transactions involving the acquiring of construction materials from suppliers. The study noted that e-Payment significantly had reduced the duplication of payments made to suppliers and sealed the loopholes for any collusion arrangements between suppliers and contractors that can be an added cost pain on the client pocket.

The study's conclusions indicate that one of the objectives was to give construction companies the ability to manage receivables and payables payments in the procurement team, which has led to a reduced lead time. The results showed a link between e-payment and the efficiency of Ghana's renowned Accra city's construction enterprises in terms of procurement. Akibate concluded that firms which embraces paperless by implementing an e-Procurement systems enhances the efficiency and realisation of great savings on transactions cost. Hence an hypothesized statement in the current study to underscore the results at the Kenya NYS public institution.

2.2.5 Enterprise Resource planning as modulating factor on procurement of goods and services

Enterprise resource planning, as per Al Mahrami & Hakro (2018), is a term for an organizationally integrated information system designed to increase organizational efficiency through the provision of real-time data. Modern firms need ERP systems because they require a timely and open flow of data between themselves, their suppliers,

distributors, and customers. ERP enhances business operations, increasing the company's competitive advantage. When things were done the old-fashioned way, supply delays caused by production issues cost businesses a lot of money (Seethamraju, 2015).

In a research published in 2015, Rotich (2015) examined the link that currently exists between production level and e-Procurement in Kenyan County Governments' procurement performance. A descriptive survey research approach was used for the investigation. The results of the study showed an association between County government procurement performance and Enterprise Resource Planning (ERP). He noted that for better performance to be realized in County governments, County Governments should embrace e-Procurement in any stage of their procurement function. The study also revealed that ERP system adoption did improve inventory usage and control. However, the study limited itself to covering the County government.

Naveed *et al.*, (2016) did a study in Oman to determine the adoption level and perceived performance of ERP system in organizations. The study utilised cross-sectional research design to outsource data. ERP system from their study findings has a positive correlation with the organization's overall competitiveness hence improved performance. This translates to improved performances in both departments as they are interconnected and integrated in service delivery hence improved procurement performance of an organization.

The study findings revealed that retail firms who have embraced ERP system in their operations attained much-improved, especially in the procurement section. The study concluded that organizations need an integrated information system That is ERP, to ease the flow of communication between suppliers, organization and consumers.

Organizational method is intended and enterprise resource planning's implications on supply chain efficiency in the Ugandan manufacturing sector were researched by Urgur and Ernan in 2013. Their research's conclusions showed that incorporating ERP system tactics has a favorable impact on supply chain management's overall effectiveness. Additionally, they found that extensive usage of ERP in purchase orders reduced transaction costs and lead times, leading to enhanced efficiency in the procurement department.

2.3 Research Gaps

It is clear from our study of the literature that supply professionals should have both a strategic and an operational role in businesses. In his study, Shale (2014) found that the performance of Kenyan state businesses is significantly impacted by their e-procurement approach. The study employed a cross-sectional research design. The study's findings revealed a statistically significant relationship between e-Procurement practices and the efficiency of the procurement procedures used by Kenyan State Corporations. Although Shale's study was limited to only covering state corporations, the current study's objective is to generalize the study's findings to the Kenya National Youth Service (NYS).

Rotich (2015) carried out a study analyzing the existing relationship between e-Procurement and output level in Kenyan County governments' procurement performance. The study revealed that ERP system adoption did improve inventory usage and control and faster transportation of resources to the central warehouses in the county government. However, the study limited itself to covering county governments in Kenya. The study findings may differ from those of other sectors in Kenya; hence, the current study intends to find out whether e-procurement implementation practices in the

National Youth Service agree with those in county governments' procurement performance.

The study used a descriptive research approach. The study's participants were 42 public servants working in five different departments: procurement, treasury, finance, ifmis, and it. The study's findings suggested a link between Rwanda's public institutions' effectiveness and electronic procurement. The study, however, was only able to examine the Rwandan economy, which is distinct from Kenya's. As a result, the current study aims to examine how Kenya's procurement performance is impacted by e-procurement.

Oteki investigated how electronic procurement affected the efficiency of Kenyan sugar production companies' supply chains (2019). The study used a mixed research methods and concentrated on 12 sugar-producing businesses in Kenya. The study's conclusions suggested a link between electronic procurement and the efficiency of the supply chain. The National Youth Service, which was the study's planned application, cannot be used since the study's scope was restricted to the sugar producing business.

In the example of Kisii Level 6 Hospital, Matunga, Nyanamba, and Okibo (2013) conducted the study to determine the impact of e-Procurement on effective procurement in public hospitals. Six department heads from Kisii Level 6 Hospital were used as a sample population for the study, which used a descriptive research methodology. According to the study's findings, e-Procurement and procurement performance efficiency are positively correlated. The study was only conducted in a hospital environment, though.

Orina (2013) conducted a research to see whether Kenya's public sector was prepared to use electronic procurement. Her research indicates that technology, organizational

finances, leadership, and integrity, technical preparedness, legal framework, employee attitudes, international law, national procurement laws, adoption of e-Procurement, staff I.T. adequacy, an online marketplace, and government support are the primary e-Procurement readiness factors. Her study, however, falls short of describing the influence of e-Procurement in light of improving public procurement performance, an aim of the current research.

2.4 The Conceptual Framework

According to this conceptual framework, the influence of the e-procurement implementation processes serves as the research study's independent variable. To operationalize e-procurement implementation techniques, the Institution under inquiry uses a variety of e-procurement procedures. These processes include e-sourcing, e-tendering, e-ordering, and e-payments, to name a few. It is assumed that these procedures will enhance the purchase of products, works, and services once properly executed through an ERP. In this study, improved procurement of goods, works, and services is the dependent variable, operationalized as lower costs, shorter lead times, high-quality supplies, and satisfied customers. Institutional factors are the moderating variable operationalized as company culture and executive management support, advanced IT infrastructure, fear of the unknown, the legal framework of e-procurement, and relationship with suppliers.

Conceptual Framework

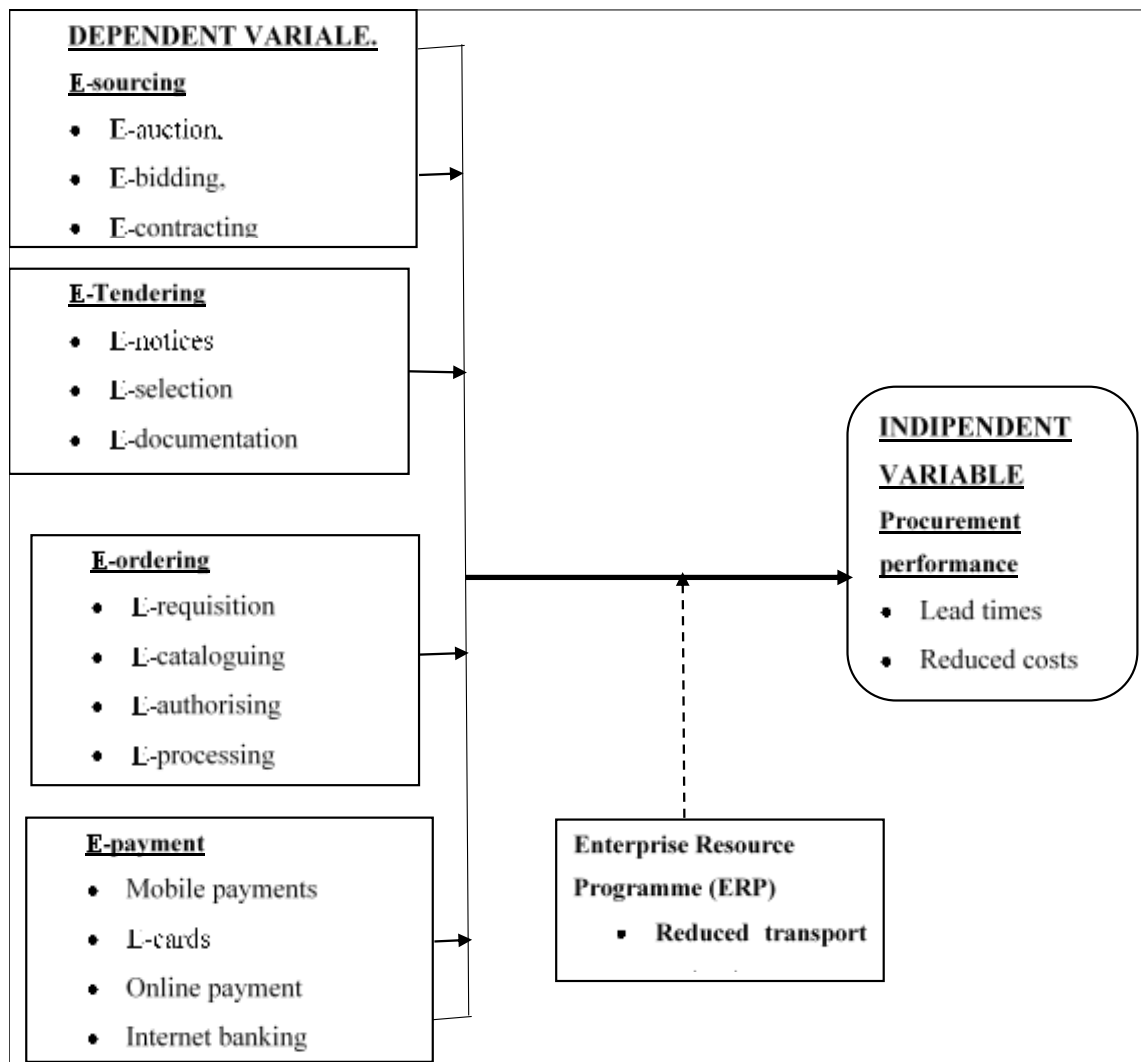


Fig 2.1. Conceptual Framework

Source: Researcher (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter focuses on the study design, area of study, sampling technique, study instruments, population sample, and data collection procedure and data analysis.

3.1 Geographical description of the study area.

The study was carried out at the National Youth Service Headquarters Ruaraka along Thika road opposite Utalii College. This is because it faced many procurement challenges leading to the current two active court cases on procurement where several staff were implicated and were charged in court as accused persons.

3.2 Research Design

According to Kipkorir (2016), a research design is the framework and method of an investigation utilized to acquire information in order to achieve the intended results from the study hypothesis. The study adopted a descriptive research strategy to establish the link between the variables under investigation. The method used to reveal the features of variables involved in a certain situation, the degree to which it occurs, and the interaction between them is known as a descriptive study design (Gravetter & Forzano, 2018). Because it enables the researcher to take a comprehensive approach to the subject, a descriptive research design was used (Bell et al., 2018). The elements may be seen exactly as they are with a descriptive study strategy since no changes are made to them. Additionally, the design gives the researcher the ability to generate descriptive statistics that can aid in illuminating the relationships between the variables. Furthermore, independent variables are not directly under the researchers' control because they are

either intrinsically unmanageable or because their manifestations have already taken place.

3.3 Target Population

The permanent staff of the study's target organization made of the National Youth Service. The following table summarizes the population throughout the main study departments:

Table 3.1: Target Population

| Department | No. of Staff (N) | Percentage (%) |
|---------------------------|-------------------------|-----------------------|
| Finance | 20 | 4 |
| Procurement | 40 | 8 |
| Human Resource | 45 | 9 |
| Transport and Logistics | 50 | 10 |
| Administration | 55 | 11 |
| Account | 40 | 8 |
| Lecturer | 48 | 9.6 |
| Radio Transmitters | 30 | 6 |
| Driving School Instructor | 40 | 8 |
| OJT Instructor | 45 | 9 |
| Security | 45 | 9 |
| ICT | 42 | 8.4 |
| Total | 500 | 100 |

Source: National Youth Service (2020)

3.4 Sample Size and Sampling Procedure

As per Mugenda & Mugenda, a sample size somewhere between 10% and 30% is thought to be an acceptable representation of the intended population (2008). Dooley (2007) claims that a total sample somewhere between 10% and 40% should be regarded as adequate for full or in-depth research, and that the 30% of participants was sufficient for analysis.

Table 3.2 Sample Size

| Department | No. of Staff (N) | 30% of the population |
|---------------------------|-------------------------|------------------------------|
| Finance | 20 | 6 |
| Procurement | 40 | 12 |
| Human Resource | 45 | 14 |
| Transport and Logistics | 50 | 15 |
| Administration | 55 | 17 |
| Account | 40 | 12 |
| Lecturer | 48 | 14 |
| Radio Transmitters | 30 | 9 |
| Driving School Instructor | 40 | 12 |
| OJT Instructor | 45 | 14 |
| Security | 45 | 14 |
| ICT | 42 | 13 |
| Total | 500 | 100 |

Source: National Youth Service (2022)

To categorize the various officers in the various departments selected as respondents, stratified sampling was used. To do this, the second name from the relevant list was chosen. We were able to collect 150 respondents this way.

3.5 Instrumentation of Data Collection.

A printed or written inquiry used to gather data is called a questionnaire from respondents during a study, according to Patten (2016). Field data were gathered using a standardized questionnaire for the study. The five-point Likert scale was employed to direct questionnaire replies. Three components made up the questionnaire. The first half of the questionnaire asked about the respondents' biographical information, while the second piece focused on the goals and effects of E-procurement implementation techniques on the purchase of products, services, and labor. The surveys were filled out using the drop-and-pick method, sorted, and then quickly analyzed and visualized using SPSS version 25.

3.6 Data Collection Procedures

In a letter from the dean of Kisii University's School of Business and Economics, which was later submitted to NACOSTI with a copy forwarded to the National Youth Service General Office, the researcher asked authorization to gather data from particular responders from his department. The respondents in the study were given questionnaires using a drop-and-pick procedure. The questionnaires and a letter of introduction detailing the purpose of the study were physically given to the respondents, together with a copy of the questionnaire for their records.

3.7 Validity and Reliability of study instruments

3.7.1 Validity

Prior to being utilized to gather primary data, the validity of the instrument was evaluated. Validity is the extent to which data and experts back up test result interpretations implied by suggested usage of tests (Bryman, 2016). According to Neumann (2011), the validity demonstrates how well the conceptual and practical definitions align (pg. 211). Content validity was achieved by seeking expert judgment from the supervisors, research experts, and fellow post-graduate students by reviewing the data instruments. They scrutinized the instruments to judge the appropriateness of content of the items and recommended any modifications that were needed to achieve the study's objectives. This approach is supported by Fraenkel and Warren (2012) and Huck (2000). In this way the experts were able to help in determining whether the items in the questionnaires and interview guides adequately represented all the areas that were to be investigated. Training of research assistants was carried out before commencing field work in order to enhance validity. In addition, the researcher was available to administer and clarify any questions during interviews.

3.7.2. Reliability

The level to which something is reliable to the stability of instruments in measuring data is consistent. Reliability ensures that instruments are free of errors as the test scores are deemed to be in line with the coefficient of internal measurement (Bryman, 2016). Reliability tests the consistency of study findings and the results from the actual study. The researcher carried out a pilot study at Utalii College since it had a similar setting with branches all over the country. Also, it had the required infrastructure with experienced personnel on e-procurement; lastly, it was near to the National Youth Service hence minimizing cost on transport and other overheads. The traditional criterion developed by Cronbach alpha (CA) (Cronbach, 1951) was used to assess the internal consistency reliability. The pilot results are as shown in the table below.

Table 3.3 Test of Reliability of Variables

| Variables | Number of items | Cronbach's Alpha |
|------------------|------------------------|-------------------------|
| E-sourcing | 5 | 0.914 |
| E-tendering | 9 | 0.707 |
| E-ordering | 5 | 0.657 |
| E-Payments | 7 | 0.713 |

Source: Researcher (2022)

According to Table 3.3, e-sourcing with five (5) items for assessment had reliability of 0.914, e-tendering had a reliability of 0.707 on the nine (9) items tested for reliability. E-ordering and e-payments had a reliability coefficient of 0.657 and 0.713, respectively. All the reliability of the assessed factors was approximately 0.7. According to Urbach and

Ahlemann (2010), correlation coefficient values above 0.7 are desirable and considered reliable.

In addition, Nardi (2018) advocated for the use of triangulation to minimize the risk of making an erroneous assumption as it increases the credibility of the findings.

3.8 Data Analysis and Presentation

It is the process of setting up the gathered primary data in a form that allows for the drawing of significant conclusions (Bryman, 2016). Before doing the data analysis, the data was first edited, coded, classified, and tabulated. Data analysis implies the use of computing to look for any relationships between the study's numerous data structures in patterns (Kothari, 2004). The data collected was coded. Data analysis was performed using SPSS version 25. (Statistical Packages for Social Sciences). The data was examined using statistical tests, such as regression models and Pearson's correlation analysis, as well as summary analysis, such as the mean and standard deviation, to acquire the necessary data for the study project. To make the data easy to understand and evaluate, it was presented with tables, figures, percentages, and frequency counts. The data was analyzed using descriptive statistics like means, standard deviation, and frequency distribution to determine how e-Procurement implementation methods affected the National Youth Service (NYS) of Nairobi County's purchases of products and services.

Following that, tests for dependability and normalcy were carried out. A correlation analysis was carried out to find out more about the nature and direction of the relationship between both the National Youth Service's purchases of goods, services, and labor and the e-Procurement implementation processes.

Logistic regression was performed to determine the independent variables' capacity for prediction, followed by a hypothesis test. H0: Xi (i=1, 2, 3, and 4) were regarded as accurate predictors of Y because i=0 was rejected. Using the corresponding t-values and p-values, If the p-value was less than 5%, we concluded that H0 was not valid. Below is an illustration of the logistic regression model;

$$\text{Equation 3.1: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y=Logit (p), p representing the likelihood that the deployment of e-Purchase processes improved the acquisition of goods and services

β_0 = Persistent

X_1 = e-Sourcing

X_2 = e-Tendering

X_3 = e-Ordering

X_4 = e-Payment

X.S=ERP

$\beta_1 \beta_2 \beta_3 \beta_4$ = Regression coefficients

ε =Error term

To get the moderating effect of ERP indicated in the hypothesis (theoretical) model, a hierarchical regression modeling technique was used. In this technique, a step wise approach was taken where the moderating variable Enterprise Resource Planning (ERP) (Z) was included in the first model presented in equation 1 followed by the introduction of the interaction between the Enterprise Resource Planning and each of the independent variables. The influence of Enterprise Resource Planning as a moderating variable was indicated by examining the effect of introduction of its interaction terms with the independent variables. The model to highlight the moderating effect of regulatory frameworks is indicated by the equation below;

$$Y = \beta_0 + \beta_1 X_1 * M + \beta_2 X_2 * M + \beta_3 X_3 * M + \beta_4 X_4 * M + \dots \dots \dots \text{equation 3.2}$$

Where; Y=Effectiveness of e-procurement

β_1 to β_4 =Regression Coefficient of Independent Variables Regression Coefficients of independent variables.

X_1 to X_4 =Independent Variables as indicated above

Z =Enterprise Resource Planning (Moderating Variable)

β_M = Regression Coefficient of the Moderating Variable

$X_i * Z$ =The interaction terms between independent Variables and the moderating variable.

β_{M1} to β_{M4} =Regression Coefficient of independent interaction terms

ε =The error of term

3.9 Ethical Consideration

The collecting of field data was guided by impartial ethical consideration. The respondents' privacy was treated with the utmost respect, and data collection was done with their full knowledge and informed consent. In order to protect their identity and the confidentiality of their answers, the researcher advised the participants not to include their names on the questionnaire. The National Commission of Science, Technology, and Communication received a written letter from the study's request for clearance from the Kisii University Postgraduate department (NACOSTI). The author correctly cited all sources used in the citing and citations to prevent plagiarism. The information gathered was only used for academic research; it was not made public for financial gain.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND DISCUSSIONS

4.0 Introduction

The information acquired and examined about the effects of e-procurement procedures on the National Youth Service's purchases of goods and services in Nairobi County is presented in this chapter. There were 150 questionnaires printed, distributed, and answered by participants.

4.1 Descriptive Statistics

4.2 Response Rate

130 of the 150 questionnaires that were distributed by the researcher were filled out and returned indicating a response rate of 87%. Adjusting the number of questionnaire by 10% by the researcher was only necessary when the percentage of respondent was less than 50%. But in this case the response rate is 87% which is adequate and this provides the basis to arrive at the result for conclusion.

The response rate was calculated as shown below;

$$\text{Response Rate} = \frac{\text{Total number of filled and returned questionnaires}}{\text{Total number of issued questionnaires}} * 100 = 130/150 * 100 = 87\%$$

Results as indicated on table 4.2.1 below, 87% (130) of questionnaires were completed and returned questionnaires. The response rate of 87% was ideal for a population less than 10,000 as postulated by Mugenda and Mugenda (2013).

Table 4.2.1: Response Rate

| Number issued | Response | Freq. | Percent |
|----------------------|-----------------|--------------|----------------|
| 150 | Unreturned | 20 | 13 % |
| | Returned | 130 | 87 % |
| Total | | 130 | 100% |

Source: Research Data (2022)

4.3 Gender of the Respondents

Based on the analyzed data as presented in Table 4.2, out of 130 respondents, 62% were male while 38% were female. The study findings imply that National Youth Service has more male than female workers. The findings are similar to that of Kimando (2013) who opined that in state corporations and government ministries, there is gender imbalance hence more men employed in the public service. This implies that there is need to employ more women in the organization to realize the optimum potential of women in the procurement sector and also to meet one-third gender rule as required by the Kenyan constitution

Table 4.3.1 Distribution of gender of respondents

| Gender | Number | Percentage (%) |
|---------------|---------------|-----------------------|
| Male | 80 | 62 |
| Female | 50 | 38 |
| Total | 130 | 87% |

Source data (2022)

4.4 Age of Respondents

From the analyzed field data as exhibited on table 4.3 below, most of the respondents 40% were of aged between 31-40 years, and 32% were of aged between 41-50 years. The rest of the respondents were; 16% whose age ranged between 21-30 years, and 12%

aged between 51 and above. The age distribution is a clear indication that the respondents were more youthful and had limited experience that could adopt easily to the use of ICT and therefore implement the E-procurement practices and could work more hours and enough to provide a reliable data in regards to the e-procurement implementation practices employed by the organization.

Table 4.4.1 Distribution of Respondent by Age.

| Age Bracket. | Frequency | Percent (%) |
|---------------------|------------------|--------------------|
| 21-30 | 21 | 16 |
| 31-40 | 52 | 40 |
| 41-50 | 42 | 32 |
| 51 and Above | 15 | 12 |
| Total | 130 | 100 |

Source: Research Data (2022)

4.5. Highest Level of education of the Respondents

The analyzed results as shown in table 4.4 below indicates that, 8% of respondents had O level education, 38% had college diploma, 46% were university graduates and 8% of the respondents had other qualifications. This indicate that the highest number of the respondent were university graduates and therefore had wealth of knowledge about E-procurement practices and its practical implementation to enhance Implementation procedures for electronic purchases made by the National organization hence efficiency in the organizational performance.

Table 4.5.1 Distribution by the Respondent Level of education

| Level of Education. | Frequency | Percentage(%) |
|----------------------------|------------------|----------------------|
| O Level | 10 | 8 |
| College | 50 | 38 |
| University | 60 | 46 |
| Other | 10 | 8 |
| Total | 130 | 100 |

Source; Field Data (2022)

4.6. Professional Qualifications

Table 4.5's findings show that of the 130 respondents, 8% reported diploma holders as their highest level of education, and 46%, those with bachelors' level of education constituted 42%, while 4% had a postgraduate qualification. The findings point out that, majority of the workers at the NYS were diploma holders and bachelor degree holders. This is an indication that they could easily be trained in the use of e-procurement and its adoption in NYS in order to enhance efficiency in the performance in the organization.

Table 4.6.1 Distribution of Respondents by Professional Qualifications

| Professional Qualifications | Frequency | Percent (%) |
|------------------------------------|------------------|--------------------|
| Certificate | 10 | 8 |
| Diploma | 60 | 46 |
| Bachelors | 55 | 42 |
| Post Graduate | 5 | 4 |
| Total | 130 | 100.0 |

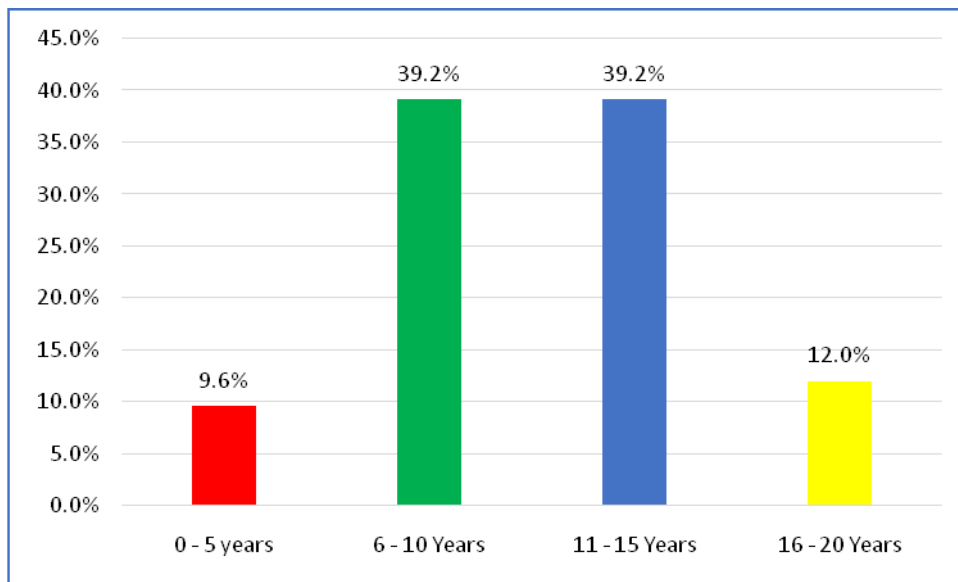
Source: Filed Data (2022)

4.7. Respondents Distribution by Duration of Work in the Organization

Figure 4.1 below displays the research findings in terms of the years the respondents have been working in the organization. From the results, majority of the respondents

have worked between 5-10 years and 10-15 years denoted by 39.2% each while 12.0% represents 15-20 years and 9.6% represents 0-5 years. The findings clearly points out that majority of respondents have been working in the organization hence ideal for giving the accurate information.

Figure 4.7.1 Duration of Working in the Organization



Source; Field Data (2022)

4.8. E-Procurement Implementation Practices

Descriptive analysis is used by the National Youth Service in Nairobi County, Kenya, to look at how e-procurement practices affect how goods and services are bought. The study focuses on how the National Youth Service purchases products and services in Nairobi County and how those purchases are affected by e-sourcing, e-tendering, e-ordering, and e-payment. Investigate the association between enterprise resource planning's moderating impact and the National Youth Service's purchases of merchandise and services in Nairobi County. The extremely common value within a set of values is quantified by the mean, which is a type of descriptive measurement sometimes referred to as a measure of central tendency. The standard deviation shows

how far out from the mean the distribution is. This section's presentation was structured around the objectives of the study.

4.8.1 Effect of E-Sourcing on procurement of goods and services

The task given to the respondents was to ascertain how various aspects of the e-sourcing procurement process had an impact on the implementation processes for NYS's purchases made in Nairobi County, Kenya. According to a Likert scale, the responses were assessed, and the results are shown in table 4.8.2.

Table 4.8.2 E-Sourcing on Procurement of goods and services (E_SPP)

| Statements E_SPP | Percentage (%) | | | | | Mean | STD |
|---|----------------|-------|-------|-------|-------|-------------|-------------|
| | SD | D | N | A | SA | | |
| Costs have decreased as a result of increased process efficiency brought about by e-Sourcing. | 1.15 | 7.78 | 30.85 | 33.42 | 26.8 | 4.01 | 0.98 |
| E-Sourcing is responsible for the procurement process's low transaction costs. | 3.17 | 10.37 | 28.04 | 37.67 | 25.75 | 3.52 | 1.03 |
| E-sourcing has shortened the time it takes to provide goods and services to user departments. | 5.61 | 18.29 | 26.55 | 29.24 | 20.31 | 3.40 | 1.12 |
| e-Sourcing makes it easier to track procurement processes and guarantees the quality of products. | 6.03 | 15.05 | 30.5 | 32.28 | 16.14 | 3.39 | 1.07 |
| E-sourcing enhances communication between the procurement department and new vendors. | 5.19 | 17.58 | 30.26 | 31.7 | 15.27 | 3.34 | 1.09 |
| Innovation in e-Sourcing has increased the organization's worth. | 10.66 | 18.44 | 24.21 | 28.53 | 18.16 | 3.25 | 1.25 |
| Overall Mean | | | | | | 3.49 | 1.09 |

Source; Field Data (2022)

According to table 4.8.2, about 60% of respondents agreed with the statement that increased process efficiency due to e-sourcing has resulted in cost savings, while only 9% disagreed. The statement was implied to support or ultimately enhance

implementation procedures on goods and services procurement in the NYS by the mean of 4.01, which was higher than the average score of 3.49.

Additionally, respondents were asked to comment on whether they believed that the procurement process had been more efficient thanks to e-Sourcing. It was discovered that almost 58% of respondents agreed with this assertion, resulting in a mean score of 3.52—higher than the 3.49 for the entire composite. This implies support or favorable influence on e-sourcing implementation procedures in the NYS's purchase of goods and services.

Additionally, it was discovered that roughly half of the respondents, or 50%, agreed with the claim that e-sourcing has resulted in quicker goods and services being delivered to user departments, while roughly 24% disagreed, giving rise to an average of 3.40, which was below the average of 3.49 across the board. This implied that the claim had a detrimental impact on how e-sourcing implementation procedures were used to acquire services and goods in the NYS.

Additionally, almost 48% agreed with the claim that e-Sourcing makes it easier to track procurement tasks and assures supply quality, while 31% disagreed with the claim. It is possible that this statement had an unfavorable effect on the adoption of e-sourcing techniques for the acquisition of goods and services in the NYS given that The average was less than the 3.49 overall composite mean.

Finally, the study found that 47% of the participants believed with the assertion that innovation in e-sourcing had resulted in value creation for the company. 29% of people disagreed. Their standard deviation was 1.25 and their mean was similarly 3.25, showing that the replies varied. The study came to the conclusion that this statement had a negative impact on how e-sourcing implementation strategies were used to acquire

services and goods in the NYS because the average was less than the 3.49 total composite mean.4.9. Effect of E- Tendering on Procurement of goods and services

The goal of the study was to determine how NYS's procurement of services and goods in Nairobi County is impacted by e-tendering. According to a Likert scale, the replies were assessed, and the outcomes are shown in table 4.9.1.

Table 4.9.1 E- Tendering on Procurement of goods and services (E_TPP)

| Statement | Percentage (%) | | | | | | |
|--|----------------|-------|-------|-------|-------|-------------|-------------|
| | SD | D | N | A | SA | Me | STD |
| E_TPP | | | | | | an | |
| Due to e-Tendering, the tender invitation process now takes less time. | 4.32 | 10.09 | 25.73 | 36.8 | 23.05 | 4.24 | 1.08 |
| The tendering procedure is now more transparent thanks to e-Tendering. | 4.9 | 15.85 | 20.26 | 39.68 | 19.31 | 4.13 | 1.12 |
| The cost of transactions involved in the tendering process has been significantly decreased thanks to e-Tendering. | 4.9 | 17.58 | 29.68 | 31.12 | 16.71 | 3.37 | 1.10 |
| The public can now submit their tenders on time thanks to e-Tendering. | 4.61 | 19.31 | 29.11 | 31.99 | 14.99 | 3.33 | 0.89 |
| The tender cycle time has decreased because to e-Tendering | 4.61 | 21.33 | 27.95 | 32.56 | 13.54 | 3.29 | 1.09 |
| E-tendering has improved the tendering process' accuracy and efficacy. | 3.17 | 20.37 | 38.04 | 17.67 | 20.75 | 3.02 | 0.93 |
| Due to e-reduced Tendering's paperwork, tender offers can now be retrieved more quickly. | 20.9 | 27.14 | 26.22 | 15.66 | 10.08 | 2.87 | 1.01 |
| Overall Mean | | | | | | 3.46 | 1.03 |

Source; Field Data (2022)

According to the results, the response to the question of whether e-tendering led to a shorter tender invitation process had the highest mean. Approximately 60% of respondents agreed with this statement, while 14% did not. The fact that this item's mean

and standard deviation are higher than the composite mean (which is 3.46) suggests that the statement has a favorable impact on how e-tendering is implemented for NYS's purchase of goods and services in Nairobi County.

The findings showed that, while just about 21% of respondents disagreed, 59% of participants believed that e-bidding has improved transparency in the tendering process. The statement may have a positive impact on the acceptance of e-tendering methods for NYS's acquisition of goods and services in Nairobi County because this item's mean was greater than the composite mean of 3.46 and its standard deviation was higher as well, at 4.13 and 1.12, respectively, than the 3.46 and 3.12 of the other items.

The study also looked into whether or not e-tendering significantly reduced the transaction costs associated with the tendering process. The results showed that, while 22% of respondents disagreed, 48% of respondents agreed with this claim. The statement has a negative effect on the implementation of e-tendering procedures for NYS's procurement of goods and services in Nairobi County, as evidenced by the item's mean, which is lower than the composite mean of 3.46, and its standard deviation, which is 1.09, both of which are lower than these numbers.

The study found that 47% of respondents agreed and only roughly 24% disagreed that e-Tendering has made it much easier for the public to present their tenders on time. The statement may have a negative effect on the implementation of e-tendering procedures for NYS's acquisition of goods and services in Nairobi County, as evidenced by the fact that this item's mean and standard deviation were both lesser than the composite mean of 3.46, at 3.33 and 0.89, respectively.

The survey also showed that, while 26% of respondents disagreed with the claim that e-tendering had shortened the tender cycle, roughly 46% of respondents agreed with it. The item's mean and standard deviation, which are both smaller than the mean average of 3.46 and 3.29, respectively, suggest that the claim is true, has a negative impact on the implementation of e-tendering practices for NYS's procurement of goods and services in Nairobi County.

Compared to the overall composite mean of 3.46, this item's mean was 3.02 with a standard deviation of 0.93, suggesting that the statement has a negative impact on the adoption of e-tendering methods for NYS's procurement of goods and services in Nairobi County.

The survey looked at whether e-Tendering had decreased paperwork, resulting in quicker retrieval of tender bids. The results showed that just 26% of respondents agreed with this assertion, while the majority, or around 48%, disagreed. In contrast to the overall composite mean of 3.46, this item's mean was 2.87 and its standard deviation was 1.01, suggesting that the statement has a negative impact on the adoption of e-tendering methods for NYS's purchasing products and services in the county of Nairobi.

4.10 Effect of E-Ordering on Procurement of goods, works and services

Defendants were questioned about how the deployment of electronic ordering has affected the buying of goods and services in Nairobi County, NYS. According to a Likert scale, the replies were assessed, and the outcomes are shown in table 4.10.1.

Table 4.10.1 Effect of E-Ordering on Procurement of goods and services

| Statement | Percentage (%) | | | | | | |
|---|----------------|-------|-------|-------|-------|-------------|-------------|
| | SD | D | N | A | SA | Mean | STD |
| e-Ordering has reduced the time spent in ordering process | 4.03 | 8.65 | 16.02 | 33.63 | 37.67 | 4.62 | 1.10 |
| e-Ordering has increased compliance during ordering process | 3.46 | 14.99 | 21.41 | 32.56 | 27.58 | 4.16 | 1.05 |
| e-Ordering has reduced costs involved in sending orders | 8.36 | 19.02 | 25.07 | 28.82 | 18.73 | 3.31 | 1.21 |
| e-Ordering has reduced chances of duplication of orders | 4.9 | 22.19 | 32.56 | 27.95 | 12.39 | 3.21 | 1.07 |
| e-Ordering has led to increased savings on file storage of orders | 21.9 | 16.14 | 26.22 | 25.65 | 10.09 | 2.86 | 1.30 |
| Overall Mean | | | | | | 3.63 | 1.15 |

Source; Field Data (2022)

According to the results, the statement attempting to determine whether e-ordering has decreased the time spent in the ordering procedure had the response with the largest value. More than 71% of respondents agreed with this statement, while only 13% did not. The statement appears to have a favorable impact on how NYS in Nairobi County implements e-ordering because it has an average of 4.62 and an error margin of 1.1, which is higher than the general mean (Composite) of 3.63.

According to the results, more over 60% of respondents agreed with the statement that e-ordering had boosted compliance during the ordering process, while only roughly 18% disagreed. The fact that this item's mean and standard deviation are greater than the

composite mean (which is 3.63) suggests that the statement will have a beneficial impact on how NYS in Nairobi County implements e-ordering processes.

The study also looked at whether sending orders electronically has lower costs. The results showed that while 27% of respondents disagreed with this statement, 48% of respondents agreed with it. The fact that this item's mean was lower than the overall composite mean of 3.63 and its standard deviation was 1.21 suggests that the statement has a negative impact on the implementation practices for e-ordering that NYS uses to procure goods and services in Nairobi County.

According to the study, 40% of interviewees agreed with the statement that e-ordering has reduced the likelihood of duplicate orders, while 27% disagreed. The statement may have a negative effect on the implementation of e-ordering practices for NYS's procurement of goods and services in Nairobi County because this item's mean, 3.21, is lower than the composite mean, 3.63.

According to the study, 38% of respondents disagreed with the claim that e-ordering has boosted savings on order file storage, while roughly 36% of respondents agreed with it. The statement may have a negative impact on how NYS in Nairobi County implements e-ordering because this item's mean was 2.86, which is less than the average globally (Composite), which was 3.46.

4.11. Effect of E-Payment on Procurement of goods and services

The purpose of the study was to determine how NYS's purchase of services and goods in Nairobi County is impacted by the deployment of E-Payment. According to a Likert scale, the replies were assessed, and the outcomes are shown in table 4.11.1.

Table 4.11.1 E-Payment on Procurement of goods and services (E_PPP)

| Statement | Percentage (%) | | | | | | |
|---|----------------|------|------|------|------|-------------|-------------|
| | SD | D | N | A | SA | Mean | STD |
| E-Payment has reduced delays in payment of suppliers | 5.01 | 2.01 | 14.1 | 38.5 | 40.3 | 4.86 | 0.74 |
| With e-Payment the numbers of bidders have increased | 7.19 | 10.1 | 16.1 | 38.2 | 28.2 | 4.22 | 1.28 |
| Suppliers are happy with e-Payment from their feedbacks | 1.04 | 1.40 | 40.4 | 27.1 | 30.0 | 3.75 | 1.41 |
| E-Payment has led to reduced cases of theft in the organization | 11.2 | 20.7 | 23.9 | 28.2 | 15.8 | 3.17 | 1.04 |
| E-Payment has reduced the transactions costs involved in payment of suppliers | 6.63 | 22.1 | 30.5 | 28.8 | 11.8 | 3.15 | 1.01 |
| E-Payment has led to efficiency and accuracy in the payment procedures | 15.3 | 20.0 | 25.4 | 20.4 | 18.7 | 3.01 | 1.00 |
| E-Payment has enhanced auditing exercise in the institution | 16.3 | 29.0 | 20.1 | 18.8 | 15.7 | 2.01 | 1.07 |
| Overall Mean | | | | | | 3.45 | 1.08 |

Source; Field Data (2022)

According to the results, the statement asking whether e-payment has cut down on supplier payment delays had the answer with the highest mean. Only 7% of respondents disagreed with this assertion, which was backed by roughly 79% of respondents. The fact that this item's mean was higher than the composite mean (which was 3.45) and had an error margin of 0.74 suggests that the statement had a favorable impact on how NYS in Nairobi County implemented e-payment methods for the purchase of goods and services.

The results showed that approximately 67% of respondents agreed with the assertion that the number of bids has increased due to e-Payment, while approximately 17% disagreed. The fact that this item's mean is 4.22 and the overall average (Composite) is 3.45 suggests that the statement has a favorable impact on how NYS in Nairobi County implements e-payment methods for the purchase of goods and services.

This survey also looked at whether suppliers were satisfied with e-Payment based on their input, and the results showed that 57% of respondents agreed with this statement while only 2% disagreed. The fact that this item's mean and standard deviation are higher than the overall composite mean, which is 3.45, suggests that the statement has a favorable impact on how NYS in Nairobi County implements e-payment methods.

According to the survey, 44% of respondents agreed and 32% disagreed with the claim that the use of electronic payments had reduced theft in the workplace. This item's mean was 3.17, This is less than the aggregate mean of 3.45, showing the assertion has a negative impact on how NYS in Nairobi County implements e-payment procedures for purchasing goods and services.

According to this study's findings, roughly 41% of respondents agreed that e-payments have decreased the transaction costs associated with paying suppliers, while about 29% disagreed. This item's mean was 2.86, which is smaller than the aggregate average of 3.15 and shows that the phrase has a negative impact on the way NYS purchases goods and services in Nairobi County when using e-payment implementation procedures.

The study found that 39% of people agree and 35% disagree with this statement that electronic payments had increased the speed and efficiency of payment procedures. The statement may have a negative effect as to how NYS in Nairobi City county adopts e-

payment procedures in its acquisition of goods and services because this product's average was 3.01, which was lower than the actual composite mean of 3.45.

This poll was conducted to ascertain whether the institution's auditing procedure had been made better by electronic payments. This remark was supported by 35% of respondents, but the majority, or around 45%, disagreed, according to the findings. Given that this product's median and standard deviation are below the overall mean rating of 3.45 and are 2.01 and 1.07, respectively, it is likely that the statement will have a detrimental effect on the adoption of e-payment practices by NYS's purchasing of goods and services in Nairobi City county.

4.12 Moderating effect of Enterprise Resource Planning on the relationship between e-procurement implementation practices and effective procurement of goods and services

The study's objective was to ascertain how ERP impacts the ways that the NYS in Nairobi City county uses e-procurement procedures and makes purchases of goods and services. The replies were evaluated using a Likert scale, and the results are displayed in table 4.12.1.

Table 4.12.1 Enterprise Resource Planning, E-procurement implementation practices and Procurement of goods and services.

| Statement | Percentage (%) | | | | | | |
|--|----------------|-------|-------|-------|-------|-------------|--------------|
| | SD | D | N | A | SA | Mean | STD |
| Since e-procurement and ERP have increased transparency, the expenses associated with corruption have decreased. | 4.03 | 8.65 | 13.02 | 33.63 | 40.67 | 4.62 | 1.00 |
| Regarding orders and inquiries from clients, ERP procurement response has increased. | 4.32 | 5.10 | 19.73 | 40.8 | 30.05 | 4.24 | 1.30 |
| A streamlined procurement unit has resulted from e-procurement because fewer workers are needed. | 1.15 | 7.78 | 22.85 | 41.41 | 26.81 | 4.12 | 1.18 |
| Transport and postal costs have decreased thanks to ERP in e-procurement. | 2.88 | 9.51 | 23.72 | 36.8 | 27.09 | 4.06 | 1.06 |
| Due to significant reductions in the cost of material handling and procurement, profits have increased. | 8.07 | 16.71 | 26.8 | 29.39 | 19.03 | 3.35 | 1.10 |
| Less damage (expiries) has been reported in the warehouse. | 7.2 | 17.87 | 30.83 | 27.67 | 16.43 | 3.31 | 0.99 |
| Communication with our customers and suppliers has been made effective and cheaper | 18.65 | 17.29 | 27.09 | 18.53 | 18.44 | 3.01 | 0.20 |
| Our staff are more competent in customer service operations | 18.36 | 22.20 | 23.05 | 22.56 | 13.83 | 2.98 | 1.19 |
| Overall Mean | | | | | | 3.73 | 1.003 |

Source; Field Data (2022)

The study's findings, as shown in table 4.12.1, indicated that the statement attempting to determine if e-procurement and ERP had increased transparency therefore reducing the expenses associated with corruption received the response with the largest value. Approximately 74% of respondents agreed with this statement, while 13% did not. The

statement appears to have a positive impact on the relationship among erp systems, as indicated by the item's larger than the typical aggregate mean of 3.73 with a mean of 4.73.

The data showed that 71% of respondents generally agreed with the statement that ERP responses in procuring has improved in terms of client orders and inquiries, while approximately 9% disagreed.

The study also investigated if the use of e-procurement has led to a leaner procurement department because fewer employees were required. 68% of participants agreed with this statement, according to the findings, while 9% disagreed.

According to the poll, 64% of respondents agreed that ERP had decreased shipping and sending costs in e-procurement, while only 12% disagreed.

According to the study, over 48% of participants believed with the assertion that the cost of obtaining goods and handling them has significantly decreased, leading to larger profits, while approximately 25% disagreed.

4.13 Diagnostic Tests

The Kaiser-Meyer-Olkin (KMO) is a statistic used for measuring the sampling adequacy and its values range between 0 and 1 (Bartholomew, Steele, Moustaki and Galbraith, 2008; Everitt, 2010; 2011). According to Bartholomew et. al (2008) and Everitt (2010:2011) values that are closer to 1 are better though any measurement greater than 0.5 is good enough for further analysis to proceed. However, any variable has a value less than this (0.5) should be considered for dropping from the analysis. Looking at the table 4.11 below, the KMO measure is 0.728 indicating that the sample is adequate and therefore further analysis on the Factor Analysis can proceed.

Table 4.13.1 KMO and Bartlett's Test

| KMO and Bartlett's Test | | |
|---|--------------------|---------|
| Kaiser-Meyer-Olkin Test for Sufficient Sampling | | .728 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 374.369 |
| | Df | 10 |
| | Sig. | .000 |

The test for the null hypothesis that the correlation coefficient has an integer number is the Bartlett's Test of Sphericity. In light of this, these tests offer the minimal requirement to move further with Factor Analysis.

4.14 Normality Test

In testing for normality, there is an assumption that all the variables and their linear combinations are normally distributed even though this is not a requirement for analysis. This assessment is carried out by using either statistical or graphical methods. The normal distribution of the variables is assessed by observing the values of skewness and kurtosis. to an extent can be used to assess normality. Skewness of a variable is the extent to which the mean value deviates from the center while kurtosis is the peakedness of the values (Barbara & Linda, 2007). For this study, testing for normality was carried out using SPSS software and the results are shown in the Table next.

Table 4.14.1 Tests of Normality

| Variables | Kolmogorov-Smirnov ^a | | | Shapiro-Wilk | | |
|--------------|---------------------------------|-----|------|--------------|-----|------|
| | Statistic | Df | Sig. | Statistic | Df | Sig. |
| E- Sourcing | .139 | 118 | .000 | .975 | 118 | .000 |
| E- Tendering | .086 | 118 | .000 | .987 | 118 | .009 |
| E-ordering | .162 | 118 | .000 | .942 | 118 | .000 |
| E- payment | .193 | 118 | .000 | .902 | 118 | .000 |
| ERP | .189 | 118 | .000 | .967 | 118 | .000 |

Source; Field Data (2022)

The table 4.14.1 shows that all the statistical scores were above 0.05 meaning that the normality distribution was insignificant this indicated normality. According to Julie (2011), it is common in large samples to have a violation of the assumption of normality when the Sig. value is <.05 for each group, as shown in Table 4.14.1.

4.15. Test of Multicollinearity

Multicollinearity, a phenomenon that arises when multiple variables in a covariance matrix are highly connected, was tested in this work. When the test values are close to 1, the variables are considered to be multicollinear (Tabachnick & Fidell, 2007). This multicollinearity assumption was put to the test via collinearity diagnostics testing. The test's coefficient results are shown in Table 4.15.1.

Table 4.15.1 Collinearity Diagnostics Coefficients

| Model | Collinearity Statistics | |
|--------------|-------------------------|-------|
| | Tolerance | VIF |
| E- Sourcing | .624 | 1.603 |
| E- Tendering | .689 | 1.451 |
| E-ordering | .443 | 2.258 |
| E- payment | .513 | 1.950 |

Source; Field Data (2022)

Dependent Variable: Procurement of goods and services

As stated in Table 4.15.1, tolerance and the variable inflation factor (VIF) are utilized to evaluate the multicollinearity assumption. Tolerance is the degree to which the variability of a certain independent variable in a particular model is unrelated to other variables. The likelihood of multicollinearity increases as the value approaches zero. In other words, the lower the amount of tolerance (.10), the greater the likelihood of multiple correlation with other variables and, thus, the greater the likelihood of multicollinearity. VIF, on the other hand, exists. According to Julie (2011) values greater than 10 (> 10) for VIF are indicative of multicollinearity. Therefore, according to Table 4.15.1 all the independent variables had a tolerance value $>.10$, and their VIF values <10 for each. This means therefore that multicollinearity assumption wasn't violated.

4.16 Inferential Statistics

Inferential analysis is used by the National Youth Service in the County of Nairobi to look at how e-procurement implementation strategies affect the buying of products and services. In particular, the study investigates the effects of e-sourcing on the acquisition of materials in Nairobi County, New York State, and evaluates the effects of e-tendering on the acquisition of materials in New York State. The effect of electronic purchasing on the purchasing of services and goods in the NYS is assessed by Nairobi County. Nairobi County investigates how electronic payments affect the buying of products and services in New York State.

4.16.1 E-sourcing and procurement of goods and services.

The purpose of the study was to determine whether there was a connection between E-sourcing and the National Youth Service's purchase of goods and services in Nairobi County. The study's conclusions are summarized in Table 4.16.2.

Table 4.16.2 E-Sourcing and Procurement of goods and services.

| | | Procurement of goods, works and services |
|-------------------|---------------------|---|
| E-sourcing | Pearson Correlation | .665** |
| | Sig. (2-tailed) | .000 |
| | N | 130 |

** . Correlation is significant at the 0.01 level (2-tailed).

The association between e-sourcing and the purchase of products, services, and employment is demonstrated in Table 4.16.2 ($r = 0.665$; $p 0.05$). Although not extreme, this association is notable. This proves that e-sourcing is effective for acquiring products and services.

4.17 E-tendering and procurement of goods and services

The study's second hypothesis, there was no significant statistical link between using e-tenders to purchase goods and services. The findings of this theory are shown in Table 4.17.1.

Table 4.17.1 E-Tendering and Procurement of goods and services

| | | Procurement performance |
|--------------------|---------------------|--------------------------------|
| E-tendering | Pearson Correlation | .593** |
| | Sig. (2-tailed) | .000 |
| | N | 130 |

** . Correlation is significant at the 0.01 level (2-tailed).

E-tendering and the purchase of products and services were found to have a beneficial association. Additionally, statistical significance was discovered ($r = 0.593$; $p 0.05$). This result suggests that improved procurement of products and

services occurs as a result of NYS's adoption of e-tendering. As a result, the use of e-tendering leads to increased purchase of products and services.

4.18 E-ordering and procurement of goods and services.

The purpose of the study was to ascertain how e-ordering affected the acquisition of products and services. The analyses' findings are presented in Table 4.18.1.

Table 4.18.1 Correlation between E-Ordering and Procurement of goods and services.

| | | Procurement performance |
|-------------------|------------------------|------------------------------------|
| E-ordering | Pearson Correlation | .499** |
| | Sig. (2-tailed) | .000 |
| | N | 130 |

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.18.1 shows that there is relationship between e-ordering and procurement of goods and services even though it is moderate and only significant at 0.499, $p < 0.05$.

4.19 E-Payment and procurement of goods, works and services

The study also examined the National Youth Service's use of the e-Payment process in Nairobi County to purchase goods, labor, and services. The correlation analysis's findings are shown in Table 4.19.1.

Table 4. 17 E-Payment and Procurement of goods and services

| | | Procurement performance |
|-------------------|---------------------|--------------------------------|
| E-payments | Pearson Correlation | .596** |
| | Sig. (2-tailed) | .000 |
| | N | 130 |

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.19.1 shows that there is an established statistically significant positive relationship between e-Payment and procurement of goods and services ($r = 0.596$; $p < 0.05$).

4.20 Effect E-Procurement implementation practices on procurement of goods and services in the NYS, Nairobi County

When performing National Youth Service in Nairobi County, the study determined the impact of e-sourcing, e-tendering, e-ordering, and e-payment purchasing of goods and services. The findings are shown in connection to this in Table 4.20.1.

Table 4.18 Model Summary

| Model Summary | | | | | |
|----------------------|-------------------|----------|-------------------|----------------------------|--------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .669 ^a | .489 | .399 | | .30884 |

a. Predictors: (Constant), e-sourcing, e-tendering, e-ordering, e-payment

The association between the study's variables was discovered to be favorable and relatively strong, as shown in Table 4.20.1. In relation to variables, the R-Squared determines the dependent variable's variance. The R-squared score of 0.489 indicates that the four independent variables (e-sourcing, e-tendering, e-ordering, and e-payment) in this study can explain 48.9% of the dependent variable.

Table 4.19 Analysis of Variance (Overall Model Significance)

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|------|-------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 3.646 | 4 | .912 | 25.6 | .000 ^b |
| | Residual | 4.486 | 126 | .036 | | |
| | Total | 7.954 | 130 | | | |

b. Predictors: (Constant), e-sourcing, e-tendering, e-ordering, e-payment

The significant value is 0.000, or little than 0.05, and the significance level for the F=25.6 is 5%, according to the results. This implies that the effectiveness of electronic procurement implementations on the National Youth Services in Nairobi County's acquisition of goods and services can be statistically explained by the influence of electronic sourcing, tendering, ordering, and payment taken together.

Utilizing an analysis of variance, the model's ability to fit the data was evaluated (ANOVA). The model is able to accurately predict the effects of the four variables (e-sourcing, e-tendering, e-ordering, and e-payment).

Table 4.20 Regression Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-------------|-----------------------------|------------|---------------------------|-------|------|
| | | Beta | Std. Error | Beta | | |
| 1 | (Constant) | 3.026 | .420 | | 7.205 | .000 |
| | e-sourcing | .254 | .147 | .421 | 1.728 | .008 |
| | e-tendering | .294 | .144 | .286 | 2.042 | .036 |
| | e-ordering | .373 | .117 | .317 | 3.188 | .045 |
| | e-payment | .298 | .194 | .297 | 1.536 | .003 |

a. Dependent Variable: Enhanced Procurement of goods and services

According to the research above, e-sourcing and the purchase of products and services have a substantial positive association, as shown by the regression coefficient value of 0.254. This suggests that e-sourcing has a considerable impact on the National Youth Service, Nairobi County's purchase of goods and services.

The statistics also show a high positive correlation between e-tendering and the National Youth Service's purchases of goods and services in Nairobi County, with a regression coefficient of 0.294. The p-value was insufficiently significant (0.036). (0.05). The findings refuted the claim that e-tendering had no significant statistical impact on Nairobi County's National Youth Service purchase of goods and services.

Table 4.20.2's data also show a statistically significant correlation between e-ordering and the National Youth Service's purchases of goods and services in Nairobi County, with a regression coefficient of 0.373. The p-value failed to meet the threshold for significance (0.045). (0.05). These findings suggest that the claim that e-ordering seemed to have no statistically significant impact on the National Youth Services, Nairobi County's purchasing of goods and services was untrue.

According to the regression model of 0.298 in table 4.20.2, the National Youth Services in Nairobi County makes purchases of goods and services, and there is a statistically significant positive association between those purchases and e-payments.

4.21 Moderation Effect of ERP on procurement of goods and services

The study created the formula shown below, and the regression results were provided in Table 4.21.1, in order to test for the impact of ERP Systems' comment moderation

on the relationship between the implementation of e-procurement and the purchases made by the National Youth Service in Nairobi County.

Table 4.21.1 Parameter Estimates for Model with Interaction Term

| Estimate | | Std Error | Wald D f | Sig. | | |
|-----------|---------------------------------------|--------------|----------------|-------|---|------|
| Threshold | Procurement of goods, and services=1 | .391 | .091 | .475 | 1 | .047 |
| | Procurement of goods, and services =2 | .612 | 1.004 | .448 | 1 | .012 |
| | Procurement of goods and services =3 | .710 | .098 | .275 | 1 | .024 |
| | Procurement of goods, and services =4 | .854 | .118 | .157 | 1 | .017 |
| | Procurement of goods, and services =5 | 1.314 | .231 | .038 | 1 | .009 |
| Location | E-sourcing (X ₁) | .329 | .032 | 1.242 | 1 | .000 |
| | E-tendering (X ₂) | .701 | .075 | .179 | 1 | .000 |
| | E-ordering (X ₃) | .350 | .079 | .190 | 1 | .002 |
| | E-payments (X ₄) | .421 | .081 | .618 | 1 | .000 |
| | ERP (S) | 3.158 | 2.849 | .710 | 1 | .015 |
| | X ₁ *S | -2.946 | 3.145 | .641 | 1 | .311 |
| | X ₂ *S | -4.384 | 5.482 | .128 | 1 | .393 |
| | X ₃ *S | 2.968 | 3.843 | .147 | 1 | .415 |
| | X ₄ *S | 2.192 | 5.744 | .419 | 1 | .422 |

$$Y = \beta_0 + \beta_1 X_1 * M + \beta_2 X_2 * M + \beta_3 X_3 * M + \beta_4 X_4 * M$$

Table 4.21.1's findings demonstrate that ERP is useful as a predictive factor when utilized in conjunction with the purchase of both goods and services (p-value=.015.05). However, the model loses significance when the interaction term (X*S) is added. This shown that while ERP can partly anticipate the purchase of goods and services, it has little influence on the relationship between the adoption of e-procurement and the purchase of commodities.

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Discussions

5.1.1 E-Sourcing influence on procurement of goods and services in NYS, Nairobi County

This study's goal was to determine how E-Sourcing functions as a procurement implementation practice for the National Youth Service in Nairobi County when it comes to the purchase of goods and services. According to the descriptive analysis, e-Sourcing was connected to cost savings due to increased process efficiency and was connected to low transaction costs in the procurement process. The investigation revealed that e-sourcing had a favorable impact on the National Youth Service's purchase of goods and services in Nairobi County. Computers can efficiently monitor any supplier details regarding on the purchasing process, as per Davenport and Harris (2017), which minimizes unnecessary costs by only engaging in internet and computer technologies subscriptions at low cost.

Literature claims that e-sourcing is more efficient and speedier since email acts as a middleman for finding suppliers and finding other worldwide information online (Masheti, 2016;Laudon & Laudon, 2016). The research's conclusions were consistent with those of Canan et al. (2015), who examined how strategic sourcing and e-Procurement affected the efficiency of procurement. The results showed a considerable and high association between the effectiveness of e-procurement and e-sourcing. The results agreed with a research Rotich and Okello (2015) conducted in Kericho County to see how e-Procurement affected procurement Performance.

5.1.2E- Tendering influence on procurement of goods and services in NYS, Nairobi City County

This study's goal was to determine how the National Youth Service in Nairobi County uses e-tendering as a procurement implementing practice to impact the purchases of goods and services. The results showed that the time required for the tender invitation exercise has decreased as a result of e-Tendering. Additionally, it was shown that e-tendering had a favorable impact on the National Youth Service in Nairobi County's purchase of goods and services.

The results were consistent with those of a research conducted by Barngetuny and Kimutai (2015) to look into the impact of e-procurement on supply chain management effectiveness in Elgeyo-Marakwet County. According to the study's findings, a well-managed e-procurement that utilized an electronic tendering process resulted in a considerable decrease in transaction costs when compared to a paper tendering exercise. Also, the findings agreed with the results of Ngeno and Kinoti (2017) who revealed that e-tendering led to a reduction in operational costs. The study concluded that e-Tendering had a positive and statistically significant effect on supply chain performance in the energy sector of Kenya. Further, in a study by Kisurkat (2017) exploring the impact of tendering on public institutions where it was concluded that The Kajiado County government adopted the government's recommended tendering methods, which enhanced transparency and consequently procurement performance.

5.1.3E- Ordering influence on procurement of goods and services in NYS, Nairobi County

The study's main goal was to determine how the National Youth Service's purchase of goods and services in Nairobi County is impacted by the practice of using electronic

ordering as an electronic procurement method. According to the analysis and analyzed literature, electronic ordering increases compliance while reducing the amount of time spent in the ordering procedure. According to the correlation coefficients, these characteristics were discovered to have a favorable impact on the National Youth Service's purchase of goods and services in Nairobi County.

The results corroborated those of Afande (2015), who found a favorable statistically significant association between e-ordering and an organization's procurement performance. Nakawooya (2018) found a decrease in transaction costs associated with the ordering process at Ugandan local governments while investigating the impact of e-Procurement planning and service delivery in Jinja Local Government, Uganda. Additionally, Osir (2016) conducted research to assess the impact of e-Procurement adoption on the performance of procurement in Kenyan state businesses and came to the conclusion that e-ordering considerably enhanced procurement performance.

5.1.4 E-Payment influence on procurement of goods and services in NYS, Nairobi County

On the other hand, the study aimed to ascertain the impact of E-Payment as a Procurement Implementing Practices on the National Youth Service in Nairobi County's procurement of goods and services. The results of the study indicated that e-payment has decreased supplier payment delays. As a result, further examination of the study's findings revealed a favorable link between e-payment and the purchase of products and services by the National Youth Service in Nairobi County.

The findings were supported by the study results obtained by McIntosh and Sloan (2011) who did a study to examine the effect of electronic procurement and global sourcing within the UK construction industry. The study findings revealed that e-payment had a

reduction in the costs incurred in the transactions involving the acquiring of construction materials from suppliers. Also, the findings agreed with those obtained by Akibate (2015) who did a study in Accra Ghana to find out the level at which construction firms have embraced e-procurement. The study findings revealed that an e-Payment enabled the construction firms to process the payments for accounts payables and receivables in the procurement department hence reduced lead time. The results showed a link between construction businesses' success in procurement and e-payment. Similar to this, Wawuda and Mwangi (2018) conducted a research to examine how information and communication technology affects Kenyan parastatals' performance in procurement. The results confirmed our hypothesis that e-payment speeds up delivery, boosts customer satisfaction, and lowers procurement costs.

5.1.5 Effect of Enterprise Resource planning as a moderating factor on the relationship between e-procurement implementation practices and procurement of goods and services in NYS, Nairobi County

This study's goal was to determine how the National Youth Service's purchases of products and services in Nairobi County related to the implementation of e-procurement strategies. It did this by employing an ERP solution as a moderator factor. Based on the regression analysis done, it was generally agreed that e-procurement and ERP tended to have a positive correlation. However, the relationship is not significant when other predictors are included. The results contradict with the findings of Rotich (2015) who carried out a study analyzing the existing relationship between e-Procurement and output level in the Kenyan County governments' procurement performance. Naveed *et al.*, (2016) also did a study in Oman to determine the adoption level and perceived performance of ERP systems in organizations. ERP system from their study findings has a positive correlation with the organization's overall competitiveness hence improved

performance. Mwangi & Mwangangi (2018) in their study revealed that retail firms who have embraced an ERP system in their operations attained much-improvement, especially in the procurement performance of retail chain stores in Nairobi County, Kenya.

5.2 Conclusion of the findings

This study was carried out with the knowledge that effective e-procurement implementation techniques have a significant impact on how the National Youth Service in Nairobi County purchases products and services. The purpose of this research was to determine how the National Youth Service in Nairobi County improved its procurement of products and services by using e-procurement methods. From the discussion above, the study draws the following conclusions:

- i. Due to increased process efficiency and low transaction costs in the procurement process, e-sourcing has been linked to a decrease in expenses. This in turn had a favorable impact on the National Youth Service, Nairobi County's procurement of goods and services.
- ii. Nairobi County's National Youth Service has benefited from the use of E-bidding since it has shortened the time required for the tender invitation process and increased transparency in the tendering process.
- iii. E-ordering shortened the time required for the ordering procedure while also boosting customer compliance. This e-ordering component was discovered to have a favorable impact on the National Youth Service, Nairobi County's procurement of goods and services.
- iv. The number of bids has increased as a result of e-payment, which has decreased supplier payment delays. Similar to customers, feedback indicates that suppliers are generally pleased and thus pleased with e-Payment. These e-

payment elements had a favorable impact on the Nairobi County purchases products and services through the National Youth Service, procurement has led to a leaner procurement unit since fewer personnel are required, and ERP in e-procurement has reduced transport and delivery charges expenses. The level of ERP's ability to respond to customers' orders and queries in procurement has also improved. Either way, e-procurement and ERP increase transparency, which lowers the expenses associated with corruption. These elements were also connected to the role that enterprise resource planning played in the National Youth Service in Nairobi County's importance of e implementation techniques and the purchase of goods and services.

5.3 Recommendations of the findings

This study's objective was to determine how the National Youth Service in Nairobi County's procurement of goods was affected by implementation techniques for e-procurement. The study suggests the following things in light of its findings;

5.3.1 Managerial Recommendations

- i. Management in various government and non-governmental organizations need to consider introducing e-payment so as to reduced delays in payment of suppliers, as well as increasing the numbers of bidders. By doing so, suppliers will generally get satisfied and translating to better procurement of goods and services.
- ii. Organizations including National Youth Service in Nairobi County should have automated systems to embrace e-ordering so as to reduce the time spent in ordering process and at the same time it increased compliance during ordering process. By doing so, this will enhance procurement of goods and services

5.3.2 Policy Recommendations

- i. The National Youth Service in Nairobi County's procurement of goods and services has been favourably impacted by the adoption of e-tendering, which has reduced the time required for the exercise of tender invitation as well as enhanced transparency in the tendering process.
- ii. There is need for organizations to consider e-sourcing as it was linked to the National Youth Services in Nairobi County purchases products and services.
- iii. Finally, the study suggests for integration of ERP in all E-procurement implementation practices to enhance transparency and efficiency. This will reduce corruption related cases as ERP procurement responsiveness will be improved in terms of customer orders and inquiries in addition to lowering transport and postage costs.

5.4 Areas for further study

The National Youth Services in Nairobi County's acquisition of supplies, works, and services was the primary focus of this study's examination of e-procurement implementation methodologies. The National Youth Service's original data from Nairobi County was used in the study. The study did not look at any other branches. As a result, in-depth study that focuses on these disciplines is necessary.

Additionally, it is advised that comparable research be done while using comparisons from other counties rather than only Nairobi County. Future research should include additional crucial variables that are crucial in influencing procurement success, such as the corporate environment, culture, and political climate, such as political goodwill, among others. The researcher suggests additional studies that, aside from using a structural approach, estimate e-procurement practices using various modeling criteria.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER



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SCHOOL OF BUSINESS AND ECONOMICS

OFFICE OF THE COORDINATOR, POST-GRADUATE PROGRAMMES

REF: KSU/SBE/CBM15/10310/15

Monday 20th January, 2020

The Director,
National Commission for Science, Technology &
Innovation (NACOSTI)
NAIROBI.

Dear Sir,

REF: APPLICATION FOR A RESEARCH PERMIT FOR
MATANO FERDINAND REG. NO. CBM15/10310/15

The above named is a Masters student in our institution who intends to carry out a Research. The intended study is titled; "Effect of e-Procurement Practices on Procurement Performance of the National Youth Service, Nairobi County."

The purpose of this letter is to request you to give him a research permit to enable him conduct the research.

Thank you.



Dr. Joshua Wanjau, PhD
COORDINATOR, POST-GRADUATE PROGRAMMES

WJC/pa

APPENDIX II: RESEARCH QUESTIONNAIRE

Kindly answer the following questions with the best of your knowledge. Information given will be treated with total confidentiality. Where alternative are given, tick the correct answer in the blank space as appropriate as possible.

PART A: PERSONAL DETAILS

1. What is your Gender? Male Female

2. What is your Age Bracket?

21 –30 31-40 41-50 51 and above

3. What is your Highest Level of Education?

O level College University other

4. What is your Professional qualification?

Certificate Diploma Bachelors Post graduate

5. How long have you been working in this organization?

5-10 10-15 15-20 Over 20 years

6. Kindly indicate your department of work

Finance Procurement Human Resource Transport and Logistics
Administration OJT Instructor Lectures, , Accounts , Driving School
Instructor , and ICT

, Account, Driving School Instructors, OJT Instructors, Lectures,

PARTB:E-PROCUREMENT IMPLEMENTATION PRACTICES AND PROCUREMENT OF GOODS AND SERVICES

Your feedback is requested in the part that follows regarding how the implementation of e-Procurement has affected the purchase of products and services. on a scale of 1 to 5, strongly agree with Contradict (SD) = [1] Contradict (D) = [2] Indifferent (N) = [3] Concur (A) = [4] SG = 5 (Strongly Agree),

How many years have passed since your institution adopted e- Procurement?

< 1 year 1<5 years

5<10 years Over 10 year

Effect of E-Sourcing on procurement of goods and services.

In a scale of 1-5 where 1=strongly disagree (SD), 2= disagree (D) 3= Neutral (N), 4= Agree (A), 5= strongly agree (SA), kindly tick where appropriate. E-Sourcing process has enhanced procurement of goods and services in your organization.

SD (1) D (2) N (3) A (4) SA (5)

Kindly Indicate the extent to which you agree with the following statement where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

| | SD | D | N | A | SA |
|---|----|---|---|---|----|
| Statement | 1 | 2 | 3 | 4 | 5 |
| Costs have decreased as a result of enhanced processes and efficiency brought about by e- | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| sourcing. | | | | | |
| Low transaction costs in the procurement process are a result of e-Sourcing. | | | | | |
| E-sourcing has decreased the amount of time it takes to supply goods and services to user departments. | | | | | |
| e-Sourcing makes it easier to track procurement processes and guarantees the quality of the commodities delivered to the user department. | | | | | |
| E-sourcing enhances communication between the procurement department and new vendors. | | | | | |
| Innovation in e-Sourcing has resulted in value creation | | | | | |

The effect of E- Tendering on procurement of goods and services

Please indicate the extent to which you agree with how the following statements on e-Tendering as a procurement implementation practice and how it affects your organizational procurement of goods and services. Use the following statement where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

| e-Tendering process | S D | D | N | A | SA |
|---|------------|----------|----------|----------|-----------|
| | 1 | 2 | 3 | 4 | 5 |
| e-Tendering has reduced the tender cycle period | | | | | |
| The tendering procedure is now more transparent thanks to e-Tendering. | | | | | |
| The cost of transactions involved in the tendering process has been significantly | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| decreased thanks to e-Tendering. | | | | | |
| The public can now submit their tenders on time thanks to e-Tendering. | | | | | |
| E-Tendering caused the tender invitation exercise to take less time. | | | | | |
| E-tendering has improved the tendering process' accuracy and efficacy. | | | | | |
| Due to e-reduced Tendering's paperwork, tender offers can now be retrieved more quickly. | | | | | |

The effect of E- Ordering on procurement of goods and services.

Please rate how much you agree or disagree with the following: 1 = strongly disagree, 2 = disagree. 3 = Undecided, 4 = Agree, and 5 = Strongly Agree

| Variable | SD 1 | D 2 | N 3 | D 4 | S D 5 |
|---|---------|--------|--------|--------|----------|
| e-Ordering has reduced the time spent in ordering process | | | | | |
| e-Ordering has increased compliance during ordering process | | | | | |
| e-Ordering has reduced costs involved in sending orders | | | | | |
| e-Ordering has reduced chances of duplication of orders | | | | | |
| e-Ordering has led to increased savings on file storage of orders | | | | | |

The effect of E- Payment on procurement of goods and services.

Please rate how much you agree or disagree with the following: 1 = strongly disagree, 2 = disagree. 3 = Undecided, 4 = Agree, and 5 = Strongly Agree


| e-Payment Process | SD | D | N | A | SA |
|---|----|---|---|---|----|
| | 1 | 2 | 3 | 4 | 5 |
| e-Payment has reduced delays in payment of suppliers | | | | | |
| With E-payment the numbers of bidders have increased | | | | | |
| Suppliers are happy with e-Payment from their feedbacks | | | | | |
| E-Payment has led to reduced cases of theft in the organization | | | | | |
| e-Payment has reduced the transactions costs involved in payment of suppliers | | | | | |
| e-Payment has led to efficiency and accuracy in the payment procedures | | | | | |
| e-Payment has enhanced auditing exercise in the institution | | | | | |

Effect of Enterprise Resource planning on the relationship between e-Procurement implementation practices and procurement of goods and services.

Please rate your agreement with the following assertions, with 1 denoting significant disagreement and 2 denoting disagreement Undecided at 3, agreed at 4, and strongly agreed at 5


| ERP, e-Procurement implementation practices and procurement of goods and services | SD | D | N | A | SA |
|--|-----------|----------|----------|----------|-----------|
| Since e-procurement and ERP have increased transparency, the expenses associated with corruption have decreased. | | | | | |
| Regarding orders and inquiries from clients, ERP procurement response has increased. | | | | | |
| Given that fewer workers are needed as a result of e-procurement and ERP, the procurement unit is now leaner. | | | | | |
| Transport and postal costs have decreased thanks to ERP in e-procurement. | | | | | |
| ERP has significantly decreased the cost of material management and procurement, resulting in better revenues. | | | | | |
| ERP has significantly decreased the cost of material management and procurement, resulting in better revenues. | | | | | |
| Communication with our customers and suppliers has been made effective and cheaper with ERP | | | | | |
| ERP has ennobled staff to be more competent in customer service operations | | | | | |

APPENDIX III: NACOSTI



REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation


Ref No: **494736**



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: **16/March/2020**

RESEARCH LICENSE




This is to Certify that Mr. FERDINAND OTOYO MATANO of Kibii University, has been licensed to conduct research in Nairobi on the topic: EFFECT OF E-PROCUREMENT PRACTICES ON PROCUREMENT PERFORMANCE OF NATIONAL YOUTH SERVICE, NAIROBI COUNTY for the period ending : 16/March/2021.

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APPENDIX IV:PUBLICATION

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EFFECTS OF E-PROCUREMENT IMPLEMENTATION PRACTICES ON PROCUREMENT OF GOODS, WORKS AND SERVICES IN THE NATIONAL YOUTH SERVICE, NAIROBI CITY COUNTY

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ABSTRACT

The purpose of this study is to establish the effect of e-procurement implementation practices on procurement of goods, works and service in National Youth Service, Nairobi City County. The study sought to find out the effect of e-sourcing and e-tendering on the procurement of goods works and services in the National Youth Service, Nairobi City County as the main objectives. Numerous studies have been done on e-procurement and its contribution on procurement performance. This study sought to determine the knowledge gaps in e-procurement implementation practices by reducing cost, streamlining service leading to short lead time, customer satisfaction and timely payment of goods, work and services delivered without delay. A pilot test was carried out at Utalii Collage to ascertain the reliability of the research instrument and was confirmed by the supervisors and other experts that the instrument was reliable. The study was carried out in the National Youth Service Headquarters Ruaraka, Nairobi City County after numerous allegations of misappropriation of funds from the branch due to centralization of most of procurements functions as per the media reports and other investigative agencies. The study was guided by two main theories including, Network Perspective Theory, and Resource-Based View theory. The target population for the study was 500 staff working in various departments at the

National Youth Service, Nairobi City County. A representative stratified sample of 30% was considered representative and in this case, a sample of 150 respondents was considered for the study. The study adopted a descriptive research design. The researcher confirmed both construct and content validity by consulting supervisor and other experts. Cronbach alpha of 0.7 or above was considered to check for reliability of instruments. The quantitative data collected was sorted and entered into the current statistical package SPSS version 25 for analysis. Frequencies mean and standard deviation was used for descriptive and inferential analysis. The result was presented in form of tables and bar graphs for easy interpretation. In order to establish the effect of e-Procurement implementation practice on procurement of goods, works and services, regression analysis was employed to establish the relationship among the study variables. E-tendering was associated with reduced time for tender invitation exercise as well as led to increased transparency in tendering process. Based on the findings, the study recommended for full adoption of e-procurement implementation practices to enhance procurement of goods, works and services in National Youth Service, Nairobi City County.

Key Words: *e-procurement, implementation practices, procurement of goods, works and services, national youth service, Nairobi City County*

INTRODUCTION

Electronic procurement prominence has grown immensely in many industries across the globe. According to Lucking-Reiley & Spulber (2001), the usage of e-procurement to conduct business supply chain transactions is projected to rise from \$75 billion in 2000 up to

APPENDIX V: PLAGIARISM REPORT

E-PROCUREMENT IMPLEMENTATION PRACTICES ON EFFECTIVE PROCUREMENT OF GOODS AND SERVICES IN THE NATIONAL YOUTH SERVICE, NAIROBI COUNTY, KENYA

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