

THE ATTITUDE OF PROCUREMENT MANAGEMENT UNIT STAFF MEMBERS TOWARDS E-PROCUREMENT IMPLEMENTATION OF STRATEGIES IN PUBLIC ORGANISATIONS: A Case of Mzinga Corporation and Sokoine University of Agriculture

¹Blandina C. Mcharo, ²Dr. Naomi Mwaikambo

^{1,2} Jordan University College

DOI: <https://doi.org/10.5281/zenodo.17570521>

Published Date: 10-November-2025

Abstract: This research examines how the staff of Procurement Management Unit (PMU) perceives e-procurement implementation strategies in state organizations, specifically, Mzinga Corporation and Sokoine University of Agriculture (SUA). A convergent parallel research design was used in the study, which involved 90 respondents including PMU employees and heads of PMU. Data was collected through questionnaires, interview and focus group discussion. The results indicate that most of the staffs have positive perceptions towards e-procurement strategies although they pointed out critical challenges such as lack of Information communication technology (ICT) infrastructure, lack of training, resistance to change, lack of supplier readiness, gaps in integration, compliance and security of data. According to the study, the implementation of e-procurement is successful only under the condition of the availability of digital systems as well as the ongoing capacity development, change management, effective communication, strategic alignment, and efficient technological infrastructure. The empirical research suggests that the positive attitudes of Mzinga Corporation and Sokoine University of Agriculture towards e-procurement can be largely explained by the fact that the PMU support institutional goals and are strongly supported by senior management. However, obstacles such as poor information and communication technology infrastructure, deep-rooted organizational change resistance, lack of requisite skills, limited integration between old and e-procurement systems and pervasive cybersecurity risks remain in the way to successful adoption. The authors thus propose long-term instructional interventions, expanded infrastructural capacities, increased policy alignment, open communicative mechanisms and strengthened cyber-security provisions, all which are considered necessary to instill effective, clear, and responsible e-procurement practices in the government sector of Tanzania.

Keywords: Attitude, Procurement Management, E-Procurement and Public Organisations.

1. INTRODUCTION

The development of procurement as a governmental management problem can be dated back to the first half of the 20th century when the governments of all countries across the world realized that they had to develop clear, responsible, and effective systems of managing the resources of the population. Before, procurement had been done using manual and paper-based methods that were usually marred by lack of efficiency, corruption, and service delivery delays. In the late 20th century, the emergence (ICTs) led to scholars and policymakers who proposed the use of digital solutions to those systemic flaws. Starting from the 1990s, e-procurement became the subject of a growing awareness of as a social issue to be addressed, as

research by Oppong, 2020; Ahmed, 2024 determined, the traditional procurement model was consuming both state resources and development prospects. With this historical development, one precondition is the evaluation of the attitudes of staff members to e-procurement strategies as a prerequisite to success of these strategies in the public organizations. In order to enhance the governance and cut down on costs, international agencies like UNCITRAL, UNDP and UNICEF have been involved in promoting e-procurement by providing model laws, technical assistance and capacity building programs. Despite the recorded effectiveness of e-procurement in countries like the United States, Canada, United Kingdom and India, there are numerous governments that continue to face challenges in the implementation, such as the lack of ICT infrastructure, employee resistance, and operational capacity, are frequently mentioned as hindering factors that compel the country to actively involve procurement staff because no relying solely on technology can help (Sanchez-Rodriguez et al., 2020; Luo *et al.*, 2023).

The introduction of e-procurement has been centrifugal in developing countries. To reduce corruption and enhance efficiency, regions like Latin America, the Caribbean, Asia, and sub-Saharan Africa have been successful in implementing the process of digitizing procurement, yet the attitude of staff and organizational culture are still critical challenges (Koggalage, 2021; Kassahun, 2024). In Brazil and Rwanda, a relatively successful effort has been made by national systems. Similarly, in Nigeria and Ethiopia efforts have been muted by staff resistance, staff incompetence, and inefficient change management (Emenogu, 2025; Jules, 2022). Another case is that of South Africa, Zambia and Zimbabwe who tested e-procurement reforms in the Southern African Development Community (SADC), this progress has been hampered by the lack of infrastructure and low employee acceptance rates (Mothibi, 2020). All these international and regional experiences help to underline the fact that it is necessary to evaluate not only the technical component of e-procurement systems, but also the positions and willingness of procurement officers to change. Tanzania has made vast procurement reforms by enactment of the Public Procurement Act and creation of the Tanzania National e-Procurement System (TANePS). Nevertheless, issues of ICT infrastructure, training, and staff-level resistance continue to exist and can in most cases impede total adoption despite these efforts (Matto, Ame, & Nsimbila, 2023; Njwayo, 2023). Vendor participation and institutional adoption studies show that in spite of the existence of digital systems, the perception of staff and their willingness are still determinants of their success (Meshack, 2021; Kitundu, 2024). It is against this backdrop that this paper concentrates on Mzinga Corporation and Sokoine University of Agriculture representing Tanzania public organization, to understand the attitude of the members of staff of the PMU on e-procurement implementation strategies, a fact which realizes that their perceptions are the ultimate determinants on whether the procurement reforms in Tanzania are effective or not.

E-procurement is recognized as a paradigm shift tool in making procurement systems in the world more efficient, transparent and accountable; however, its successful adoption cannot be achieved without the necessary technological support and appropriate regulatory capacities but it fundamentally requires the attitude and consent of the procurement staff. Tanzania has implemented mechanisms like TANePS under the published Public Procurement Regulatory Act (PPRA) in an effort to enhance the compliance mechanisms. In spite of such reforms, research indicates that the capacity of staff willingness are not uniform among institutions (Mushi and Nsimbila 202; Njwayo, 2023).

However these challenges still persist in institutions like Mzinga Corporation and Sokoine University of Agriculture due to unfriendly attitudes of the staff, poor ICT skills, and unwillingness to adopt changes, which reduces the effectiveness and sustainability of e-procurement reforms. This gap has given the impetus to evaluate the attitudes of the Procurement Management Unit personnel to e-procurement implementation strategies of Mzinga Corporation and Sokoine University of Agriculture. Specifically, this study set out to: (i) determine the current attitude of PMU staff members towards e-procurement implementation strategies in public organisations (ii) ascertain the problems encountered in e-procurement in public organisations

technology resources and regulatory provisions, the human factor, in terms of the attitudes, skills, and motivation of the procurement department employees, becomes the key factor of successful e-procurement adoption in the government agencies. The study will inform public organization on the attitude of procurement management unit staff members towards e-procurement implementation strategies in public organisations.

2. THEORETICAL FRAMEWORK

The Technology Acceptance Model (TAM),

One of the most popular theoretical frameworks that can be used to explain the way people accept and use new technologies is the Technology Acceptance Model (TAM) created by Davis (1989). The model is established on the assumption that there are two main factors that determine the acceptance of technology among the users: Perceived Usefulness (PU), defining the

scope of a feeling that an individual believes that employing a system will help them improve their work performance, and Perceived Ease of Use (PEOU), which defines a degree to which an individual believes that they will not struggle to use the system. The combination of these aspects affects the attitude of the user towards the system which consequently affects his intention to use the system and ultimately their behavior of using the system.

The TAM is an appropriate framework in the context of e-procurement to understand the perceptions and involvement of staff members in Procurement Management Unit (PMUs) in digital procurement system. When the staff members of PMU consider e-procurement platforms to help enhance efficiency, transparency, and accountability in procurement processes, it is expected that their attitudes would be positive and this would further improve adoption. On the other hand, when they do not perceive the systems as simple, reliable and easy to operate, they can become resistant to adoption irrespective of how much it can help the organization. This shows the importance of staff attitudes in ensuring that strategies of e-procurement implementation are effective or not.

TAM would specifically be pertinent in this study which determine the impact of such perceptions on the attitude of the staff and as a result the general success of e-procurement reforms at Mzinga Corporation and Sokoine University of Agriculture. This is because it clearly connects the attitude of the staff to intention and actual usage which would make it a powerful tool to gauge the acceptance or resistance towards e-procurement.

3. METHODOLOGY

This research follows the pragmatist research philosophy, which focuses on practical solutions to real-life issues and interprets the world through the objective and subjective lens (Creswell and Plano Clark, 2017). Pragmatism also recognises that experiences construct reality and enables the researcher to integrate various methods of comprehending complex phenomena (Tashakkori and Teddlie, 2003; Morgan, 2014). The convergence parallel research design was utilized in collection of qualitative and quantitative data. Quantitative data was collected through likert scale to determine the attitude of PMU members. The common likert scale which range from 1 to 5 were employed, where 1 represents a negative attitude and 5 represents a positive attitude. The scale was used to collect information on attitude of PMU members from SUA and Mzinga toward e procurement implementation strategies. In this study, numerical value were assigned to the attitude response such as 1=strongly disagree, 2= disagree, 3= neutral, 4= agree and 5 = strongly agree. (Creswell, 2014). Focus group discussions (FGDs) were used to collect qualitative data. to capture more detailed experiences, perceptions and problems. Purposive sampling method was applied in selection of PMU staff and heads of PMU at Mzinga Corporation and Sokoine University of Agriculture, these respondents were selected due to the appropriate expertise they have in procurement (Palinkas et al., 2015). Thematic analysis of data was used to identify patterns and insights whereas quantitative data were summarized through descriptive statistics, i.e. frequencies, percentages, and means using SPSS.

4. RESEARCH FINDINGS

The demographic data of the 90 participants with Mzinga Corporation and Sokoine University of Agriculture indicate that the majority of the participants are males (66.7 percent) as opposed to the females (33.3 percent) thus depicting a male-dominated culture that might affect the procurement decisions. Most of the respondents (44.5) fell within the age group of 27-35 years, then 33.3% between 36-44 years indicating that most of the respondents are in the active professional age with high exposure to prevailing procurement practices. In education, respondents were highly educated with 44.4% having either a Certificate or Diploma, the same number had a Bachelor degree and 12.2% having a Master degree, which means that they had adequate academic background to learn and participate in the e-procurement processes. Regarding professional experience, 33.3% had a working experience of 1-3 years and another 33.3% of 4-6 years, with 20% of 7-10 years and 15.5% of over 10 years of working experience. During data collection despondence with four years and above in procurement professional indicate the greater knowledge in procurement practice which shows that the majority (66.7%) of the respondents had sufficient working experience to present informed opinions on the implementation and effectiveness of e-procurement strategies.

Attitude of Respondents Towards E-procurement Implementation Strategies

This section gives a discussion on the attitudes of different procurement members and Heads of PMUs regarding the implementation strategies of e-procurement in public organizations SUA and Mzinga Corporation. Questionnaires and interviews regarding e-procurement strategies were in collected data on staff perception of clarity, alignment, training, support, resources, review processes and communication in e procurement. It is important to comprehend these attitudes, as they determine the success and effectiveness of e-procurement implementation.

Table 1. Attitude of Procurement Members towards e-Procurement Implementation Strategies (n = 90)

Statements	Scales						
	SA	A	Sub Total	UN	D	SD	Sub Total
	%	%	%	%	%	%	%
Strategy is clearly defined	28.9	52.2	81.1	5.6	2.2	11.1	13.3
Alignment with goals	27.8	45.6	73.4	11.1	11.1	4.4	15.5
Staff members are well-trained	20.0	35.6	55.6	26.7	13.3	4.4	17.7
Management supports	37.8	34.4	72.2	17.8	8.9	1.1	10
Resources are sufficient	23.3	40.0	63.3	16.7	13.3	6.7	20
Regularly reviewed and updated	13.3	38.9	52.2	26.7	2.2	6.7	21.1
Communication is clear	27.8	43.3	71.1	12.2	11.1	10.0	16.7
Mean	25.6	41.4	67.0	16.7	8.9	6.3	16.3

NB: SA = Strongly Agree, A = Agree, UN = Uncertain, D = Disagree, and SD = Strongly Disagree

Table 4.2 shows that the overall attitude of procurement members towards e-procurement implementation strategies on average is positive, with a mean of 67.0 per cent agreed that Strategy is clearly defined, it is alignment goals, staff member area well trained in e procurement training, management support financial and providing tools. They also agreed that resources available, there is review and update e procurement strategies processes and there is clearly communication between management and PMU members in e procurement. This implies an overall positive perception among staff regarding the availability of articulated strategic plan guiding efforts to digitize procurement. This is similar to what Tsuma and Kanda, (2017) who found that strategic alignment can correlate with adoption success rate significant when strategies are well understood and intergraded. Meanwhile, 16.3 per cent expressed negative attitude toward e procurement implementation strategies while 16.7 per cent remained undecided, indicating that while the majority support the strategies, a notable portion of respondents are either uncertain or opposed. Supporting this view, one head of a procurement unit noted:

“Honestly, the strategy is there, but it’s not well communicated. Many lower-level staff just follow instructions without understanding the broader goals of the e-procurement system.”

This comment is aligned with Mohungoo et al. (2020) who warn that the well-aligned strategies cannot only be effective when they are not properly communicated or even when they do not align with the operational environment of an organisation. Implementation of e-procurement cannot be successfully implemented without formulation of sound policies as well as effective dissemination and contextual adjustment of these strategies to every concerned stakeholder.

Another respondent, the HPMU had this to say,

“Our e-procurement plan is ideal as far as it is presented on paper but in the real world, it has gaps. The strategy is interpreted differently by the different departments and in some cases priorities are lost without the appropriate communication process. This forms a gap between the leadership vision and the reality on the ground. More regular communication and capacity building would help close that gap and make everyone aware of their contribution to the overall strategy. Furthermore, it was indicated that nearly one in five staff members feel unable to use the e-procurement system effectively, suggesting that the lack of comprehensive training poses a significant vulnerability to the successful implementation of the system. Consequently, inadequate training not only undermines user confidence and system utilization but also impedes the broader goal of achieving procurement efficiency and institutional effectiveness.”

This finding highlights a critical gap in capacity building, it was observed this study that only 55.6% of respondents agreed that employees are adequately trained in e-procurement processes. Approximately one-quarter (26.7%) expressed uncertainty regarding the extent to which procurement officers have been exposed to relevant training programs. Although strategic considerations are key to purchase and approaches based on e-procurement systems, Addo (2019) cautions that well-aligned strategies can still face constraints in the absence of the necessary background legal frameworks and technical infrastructure, highlighting the importance of an integrated strategy.

The challenge of inadequate training was directly acknowledged by another HPMU who stated,

“Not all staff are fully trained. Some still struggle with system navigation, which leads to data entry errors and slows down the process.”

Another added,

“There have been some workshops and circulars, but the message hasn’t trickled down effectively. Some departments are still not fully aware of how e-procurement fits into their daily operations.”

This critical gap in capacity building needs urgent attention to realize the full benefits of e-procurement. Previous studies further reinforce the critical role of training in the successful implementation of e-procurement systems. Premathilaka and Fernando (2020) found that employee knowledge, when combined with strong management support, accounts for over 66 percent of the variance in e-procurement adoption outcomes. Conversely, Belisari et al. (2020) found that limited technological literacy continues to pose a significant barrier, particularly within public sector institutions. These findings underscore the need for continuous and adaptive training interventions that accommodate varying levels of staff proficiency while keeping pace with evolving technological requirements. Sustained capacity development, therefore, remains essential not only for improving user competence but also for ensuring the long-term effectiveness and resilience of e-procurement systems.

The available empirical evidence shows that the management support is strictly considered as a key facilitator of e-procurement implementation. Most of the respondents (72.2 %) supported the sufficiency of organization leadership in its provision of support to e-procurement programs. However, 17.85% were neutral and 10% denied this statement, which suggests that all the departments did not have a positive perception toward managerial support. This heterogeneity implies that even though leadership has admirable efforts like resource allocation to upgrade the systems, hold sensitisation workshops to the staff, and constitute monitoring teams, may not be equally felt or made available to every employee. Such unequal perceptions may be caused by variations in managerial engagement, the exposure of commitment and allocation of developmental resources. Such discrepancies are a threat of demoralising employees and might hinder gradual achievement of e-procurement goals especially when frontline employees feel left out in leadership-led enhancement initiatives.

A head of procurement noted the challenges related to system support and infrastructure.

“System stoppages and lack of integration with other platforms like IFMIS create major gaps. At times, we have to revert to manual processes, which undermines compliance and delays procurement cycles. It becomes frustrating because even when staff are well trained and willing to use the system, technical limitations make it difficult to sustain full automation.”

The observation above represents a larger-systemic problem that has been revealed in the study, that is, the effectiveness of e-procurement projects is determined not only by the ability of users and compliance with the policy but also by the stability of the technological backbone. Without the reliability of the work of the systems and the integration with the supporting platforms, the expected advantages in terms of transparency, speed of the processing and accountability are diluted. Therefore, long-term investments into the modernization of infrastructure, the enhancement of interoperability, and the availability of responsive technical support systems will always be necessary to ensure the regular use of the system and the achievement of the higher goals of procurement reform.

Academic studies consistently agree that the critical role of leadership in technology adoption. Premathilaka and Fernando (2020) identify top management support as one of the strongest predictors of adoption success. Moreover, Kumar et al. (2023) indicate that insufficient transparency and inconsistent leadership involvement can impede progress, highlighting the need for sustained, visible, and proactive management engagement to foster a supportive environment.

About Sixty-three per cent of the respondents agree that resource is sufficient for e procurement while 16.7% remain neutral, and 20% disagree that perceptions of resource constraints, including insufficient technological infrastructure, inadequate staffing and limited financial support. Such shortages threaten the smooth operation and scalability of the e-procurement system.

A procurement head reinforced these concerns with remarks on cost savings and efficiency:

“We’ve observed a notable reduction in administrative expenses—printing, courier services, and even staff overtime costs have decreased since we transitioned to e-Procurement.”

Likewise, another HPMU argued that

“The system ensures competitive bidding and reduces overpricing. We’re able to compare supplier prices more transparently, which has helped control procurement costs.”

Thus, regular review and updating of e-procurement strategies appear to be an area of improvement. Because in this study only 52.2 per cent indicate that the strategy is updated on time, while, a significant number of respondents, 26.7 per cent, were neutral, and the remaining 21.1 per cent disagree. It indicates that strategic updates are not by any means frequent enough. Without ongoing refinement, the strategy may become outdated, limiting the system’s responsiveness to evolving technological, legal, and operational environments.

The results also show that there is sound communication between top management and employees, this was indicated by over 71% of the respondents who agree with the statement that communications clear and effective. Nevertheless, 12.2% were neutral while 16.7% disagree. These results suggest that significant minority fraction faces obstacles regarding information flow and clarity. In essence, poor communication can result in miscommunication, cause misunderstandings across the organization and even diminished morale, all issues that could severely hinder e-procurement implementations.

In another observation, one HPMU observed the transparency benefits of effective communication is that?

“Every transaction is now traceable. We can easily generate reports and audit trails that show who approved what, when, and why. This level of transparency was impossible with manual systems.”

In another observation, one HPMU had the following:

“The system has improved accountability. Suppliers and internal users can see updates in real time, which reduces favouritism and creates a more open process.”

These statements highlight the critical role of transparent communication in building trust and ensuring accountability throughout the procurement cycle.

Therefore, clear communication and good training are considered to be among the most critical factors leading to success of e-procurement adoption (Oppong, 2020). Similarly, Mohungoo et al. (2020) in their literature review, point out that implementation gaps may arise because of inadequate communication and staff resistance, making clear the need for a dialogue and participatory approach during digital transition.

Problems Facing E-Procurement in Public Organizations

This study also explores the problems encountered in implementing e-procurement systems within public organizations which can cause the implementation strategies to be ineffective. The results are presented in 2. The analysis draws from qualitative data obtained through a multiple-response survey of 90 procurement member from Mzinga Corporation and SUA with qualitative insights from key informant interviews.

Table 2: Problems Facing e-Procurement in Public Organizations (N = 90)

Challenge	n	%
Inadequate infrastructure	65	72%
Resistance to change	69	77%
Limited training and technical skills	82	91%
Poor supplier readiness	57	63%
Integration changes	47	52%
Compliance and regulation	74	82%
Data security	44	49%
Total	438*	486%

*Multiple response

The study revealed that infrastructural inadequacies remain a major impediment to effective e-procurement implementation, with 72% of respondents identifying weak ICT systems, unreliable internet, and limited technical infrastructure as key barriers. These challenges often force institutions sometimes to revert to manual processes, undermining system reliability and compliance. Relatedly, system integration issues were reported by 52% of respondents, who noted that e-procurement

platforms often fail to synchronize with financial and inventory systems, resulting in duplication of effort and delays. Supplier readiness was another concern, with 63% citing difficulties among vendors particularly SMEs in using the online platforms. This gap in supplier capacity contributes to reduced competition and non-compliance. Furthermore, 82% highlighted regulatory misalignment, explaining that the e-procurement system does not always reflect current policy changes, creating confusion and compliance risks. Data security concerns were also prevalent (49%), with respondents expressing anxiety over weak backup systems and exposure to potential cyberattacks.

Equally significant were organizational and human capacity challenges. Resistance to change was reported by 77% of respondents, particularly among older staff who remain skeptical about digital systems and prefer traditional procurement methods. Limited training and technical competence emerged as the most prevalent barrier, cited by 91%, indicating that most employees lack adequate hands-on experience to effectively navigate e-procurement functionalities. This shortage of continuous professional development undermines confidence and utilization rates. These findings mirror previous studies by Vaidya et al., (2006); Ameyaw et al., (2012), which underscore that infrastructural, cultural, and capacity-related barriers are interlinked and collectively constrain e-procurement effectiveness. Addressing these challenges therefore requires a multifaceted approach—strengthening ICT infrastructure, enhancing system integration, aligning regulatory frameworks, improving cybersecurity, and instituting sustained training and change management programs for both staff and suppliers.

5. CONCLUSIONS

The research finds that the general attitude of PMU staffs towards e-procurement implementation strategies at Mzinga Corporation and Sokoine University of Agriculture is positive. The employees are aware that the e-procurement plan is articulate, in line with the organizational objectives, and that management is behind it. Good communication and leadership dedication were also one of the proven enabling implementations. Nonetheless, training and capacity-building gaps are still important obstacles, and one of the key factors is the lack of constant progression of the professional development of the staff to make them be able to effectively work with e-procurement systems.

Regardless of the depicted positive perceptions, a number of challenges still continue to act as obstacles in the successful implementation of e-procurement within the public organisations. Among the major issues, there is the lack of proper ICT infrastructure, staff resistance to change, lack of technical skills, a lack of supplier readiness, integration of the systems between each other, lack of alignment with the new procurement policies, and security issues related to data. These difficulties demonstrate that effective implementation of e-procurement requires not only the technological solutions but also human factors and policy alignment as well as organizational preparedness.

In general, the paper highlights that although e-procurement can contribute to transparency, efficiency and accountability in the process of public procurement, one must consider the whole process of e-procurement in order to obtain these advantages. The adjustment of training gaps, building good staff attitudes, enhancement of ICT infrastructure, supplier capacity, and the ability to integrate systems are some of the important steps to take. The results have practical implications on policymakers, managers and practitioners who want to maximize the use of e-procurement in Tanzanian state entities.

6. RECOMMENDATIONS

In order to retain e procurement in government institution, the Training and Change Management; e-procurement system adoption requires a continuous and thorough training. The PMU employees and the suppliers ought to be provided with practical trainings in which they learn how to navigate the system, troubleshooting, generating reports and submitting bids. In addition to technical training, specific change management courses are required in order to overcome the resistance associated with the fear of technology, the lack of confidence, or the fear of losing a job. With the skill development coupled with awareness programs, organizations can create the culture of acceptance, decrease the reluctance and enhance the general user participation with the e-procurement platform.

Enhance Infrastructure and System Integration; Proper ICT infrastructure is the key to an effective e-procurement. The investments in the stable internet connection, modern hardware, power back-ups, and credible network coverage are particularly important to guarantee the uninterrupted operation of the system. Moreover, e-procurement systems should be integrated well with other systems of the institution including accounting, inventory, and budget management systems. Effective integration ensures that data is not duplicated, errors are reduced and procurement operations become more efficient so that real-time processing and improved decision-making is possible.

Ensure Policy Alignment and Effective Communication; e-procurement systems should be legally relevant and functional in that they should mirror the latest procurement policies, laws and institutional directives. It must also update the system on a regular basis to prevent any confusion, mismanagement or even non-compliance. Moreover, direct, regular and open communication among the leaders, employees and suppliers will enable all stakeholders to know the goals, procedures and advantages of e-procurement. The strategy will aid in aligning the strategic objectives, enhancing accountability, and developing a sense of commitment to the digital procurement practices.

Enhance security and round the clock monitoring; Strong cybersecurity systems are essential to block breaching, unauthorized access and loss of sensitive procurement information. Encryption, access controls, backup systems, and audit trails should be adopted by institutions to protect the integrity of the systems and ensure the confidence of the stakeholders. Moreover, constant surveillance, frequent appraisals of the system, and feedback systems ought to be put in place to identify the gaps in operations, solve emerging issues, and to make sure the e-procurement system is efficient, reliable and responsive to emerging technological and regulatory environment.

REFERENCES

- [1] Ahmed, F. (2024). *E-procurement as an instrument in improving public procurement processes: a Bangladesh perspective* (Doctoral dissertation, RMIT University).
- [2] Braun, V., and Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101.
- [3] Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.
- [4] Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). SAGE Publications.
- [5] Creswell, J. W., & Plano Clark, V. L. (2018). *Designing and conducting mixed methods research* (3rd ed.). SAGE Publications.
- [6] Emenogu, A. C. (2025). Application of E-procurement Systems for Effective Procurement Management in Nigerian Public Sector Among Staff of the Nigerian Ports Authority Lagos. <https://papers.ssrn.com/sol3/Delivery.cfm?abstractid=5246824>
- [7] Emukah, A. O. (2025). Comparative Analysis of E-Government Adoption and Implementation in Selected Countries in Africa, the Americas, Europe, Asia, and Oceania.
- [8] Field, A. (2018). *Discovering Statistics using IBM SPSS Statistics* (5th ed.). SAGE Publications.
- [9] Fowler, F. J. (2014). *Survey Research Methods* (5th ed.). SAGE Publications.
- [10] Israel, M., & Hay, I. (2006). *Research Ethics for Social Scientists*. SAGE Publications.
- [11] Jibril, A. (2023). User Acceptance and Implementation of E-Procurement System in the Public Sector: A Case of the Public Procurement Regulatory Authority, Kenya. *Kenyatta University*. <https://ir-library.ku.ac.ke/server/api/core/bitstreams/958e5053-098b-4a57-bce4-4a95c15ffd4d/content>
- [12] Jibril, A. (2023). User Acceptance and Implementation of E-Procurement System in the Public Sector: A Case of the Public Procurement Regulatory Authority, Kenya. *Kenyatta University*.
- [13] JULES, J. S. (2022). Effect of E-Procurement Adoption on the Procurement in the Public Institutions in Rwanda. *Social Science Learning Education Journal*, 7(12).
- [14] Kassahun, D. (2024). *Factors Affecting The Effective Implementation Of Electronic Government Procurement In Ethiopia: In The Case Of Nine Selected Federal Budgetary Organizations* (Doctoral dissertation, Ethiopian Civil Service University).
- [15] Kitundu, Samson. (2024). Factors Affecting the Adoption of Electronic Procurement Systems in Public Institutions in Tanzania: Evidence from Tanzania Prisons in Morogoro Municipal. *International Journal of Innovative Science and Research Technology (IJISRT)*. 2470-2475. 10.38124/ijisrt/IJISRT24SEP344.
- [16] Koggalage, P. D. (2021). Barriers and strategies to implement e-procurement in the State Pharmaceuticals Corporation (SPC) of Sri Lanka. *Sri Lankan Journal of Medical Administration*, 22(1).

- [17] Kothari, C. R. (2019). *Research Methodology: Methods and Techniques* (4th ed.). New Age International.
- [18] Kumar, P., Khan, A. M., & Aziz, S. (2023). Factors affecting the integration of e-procurement in the public sector of Pakistan with an emphasis on combating corruption. *Dutch Journal of Finance and Management*, 6(2), 1-16.
- [19] Luo, G., Serrao, C., Liang, D., & Zhou, Y. (2023). A relevance-based technology–organisation–environment model of critical success factors for digital procurement adoption in Chinese construction companies. *Sustainability*, 15(16), 12260.
- [20] Matto, M. C., Ame, A. M., & Nsimbila, P. M. (2023). Measuring compliance in public procurement: the case of Tanzania. *International Journal of Procurement Management*, 18(2), 188-212.
- [21] Meshack, L. S. (2021). *Determinants of Vendors' Participation in Public Electronic Procurement System: A Case of Ilala District, Tanzania* (Doctoral dissertation, Moshi Co-operative University (MoCU)).
- [22] Mohungoo, I. (2025). Seeking legitimation from stakeholders in the implementation of e-procurement-the case of the government of Mauritius.
- [23] Mothibi, G. M. (2020). *A framework for the implementation of e-procurement practices in the South African public sector* (Doctoral dissertation, Vaal University of Technology (South Africa)).
- [24] Mothibi, G. M. (2020). *A framework for the implementation of e-procurement practices in the South African public sector* (Doctoral dissertation, Vaal University of Technology (South Africa)).
- [25] Mushi, G. O., & Nsimbila, P. M. (2022). Determinants of Electronic Procurement System Adoption in Tanzania. *African Journal of Applied Research*, 8(1), 309-323.
- [26] NGAJILO, E. (2023). *Assessment on the Factors Affecting the Participation of Special Group in Electronic Procurement in Public Institutions in Tanzania* (Doctoral dissertation, IAA).
- [27] Njwayo, J. A. (2023). *Assessment of Legal Framework for Electronic Procurement in the Public Sector in Tanzania* (Doctoral dissertation, The Open University of Tanzania).
- [28] Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16(1), 1–13.
- [29] Oppong, W. A. (2020). Effective e-procurement implementation in the public sector. *doi, 10, 22501991*.<https://www.academia.edu/download/63062356/PMSJ-03-020-00320200423-108469-yhgz9v.pdf>
- [30] Ruth, K. (2022). *Adoption of Integrated Financial Management System and Procurement Performance in Uganda A Case Of Kabale District In Uganda* (Doctoral dissertation, Kabale University).
- [31] Sánchez-Rodríguez, C., Martínez-Lorente, A. R., & Hemsworth, D. (2020). E-procurement in small and medium sized enterprises; facilitators, obstacles and effect on performance. *Benchmarking: An International Journal*, 27(2), 839-866.
- [32] Shatta, D. N. (2020). *Critical Success Factors for Adoption of National Electronic Procurement System in the Public Sector in Tanzania* (Doctoral dissertation, The Open University of Tanzania).
- [33] Tshilo, M., & Joyce, A. (2020). *The Development Of A Framework For The Management Of Suppliers As Part Of Public Procurement Management And Supply Chain Management Practices In District Municipalities Of The Free State Province* (Doctoral dissertation, Central University of Technology, Free State).
- [34] Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods* (6th ed.). SAGE Publications.