MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

ADOPTION OF E-PROCUREMENT PRACTICES, STAFF FUNCTIONAL COMPETENCE, AND PERCIEVED PROCUREMENT PERFORMANCE IN UGANDA. A CASE OF THE UGANDA MINISTRY OF TOURISM AND WILDLIFE ANTIQUITIES.

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A DISSERTATION SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF MASTER OF SCIENCE OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT OF MAKERERE UNIVERSITY.

PLAN A

SEPTEMBER, 2025

DECLARATION

I Kalembe Irene declare that this dissertation is truly my original work and has never been submitted for the award of any academic qualification to any other university or institution.

Signature_____ Date 24/09/2025

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APPROVAL

This dissertation has been submitted under our approval as university supervisors

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DEDICATION

I dedicate this work to almighty God, my Mother Nnalongo Kalembe Christine. My beloved husband Wangwe Emmanuel Godfrey as well as my course mates and my beloved friends Hellen, Betty, Rebecca and Emma.

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My sincere gratitude to the all-powerful God who has supported me during my difficult times; without your unshakable love and unending support, I could not have completed my research. Additionally, I want to express my sincere gratitude to my supervisors, Assoc. Prof. Noah Mwelu, and Mr. Lulagala Ronald for their unflinching support in seeing this project through to completion.

God bless and reward you all

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LIST OF ABREVIATIONS

CIPS	Chartered Institute of Procurement & Supply
FY	Financial Year
PPDA	Public Procurement & Disposal of Public Assets Authority
MAPS	The Methodology for Assessing Procurement Systems
e-GP	Electronic Government Procurement
SPP	Sustainable Procurement Practices
PDU	Procurement and Disposal Unit
TAM	Technology Acceptance Model
RBV	Resource Based View

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ABSTRACT

This study examined the relationship between e-procurement practices, staff functional competence, and procurement performance in the Ministry of Tourism, Wildlife and Antiquities. A quantitative cross-sectional survey design was employed, targeting 186 staff members, of whom 144 responded, representing a 77.4% response rate. Data was analyzed using correlation and regression techniques, and the findings revealed that e-procurement practices, staff functional competence, and their combined effect all positively and significantly influenced procurement performance in the Ministry.

The study concluded that both e-procurement practices and staff competence are critical drivers of procurement efficiency, accountability, and value for money. While e-procurement systems enhance transparency and streamline processes, their impact is maximized when staff are adequately skilled and competent to operate them. Therefore, procurement performance is best realized when technological adoption is supported by continuous staff training and capacity building.

In line with these conclusions, the study recommends that management strengthen e-sourcing and e-tendering processes through continuous monitoring and evaluation. It further suggests regular training and professional development for procurement officers to enhance their skills in using digital platforms and managing contracts effectively. Finally, the Ministry is encouraged to integrate technological reforms with comprehensive staff development programs to ensure sustainable improvements in procurement performance and service delivery.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter covers the background of the study, problem statement, study objectives, study hypothesis, study significance and the conceptual framework

1.1 Background of the study

Procurement performance has been attracting great attention from practitioners, academicians, and researchers (Kakwezi & Nyeko, 2019), however, there is still a knowledge gap on how staff functional competence an organization's procurement performance in developing countries. Procurement performance begins with the efficiency and effectiveness of purchasing activities, shifting from a reactive approach to a proactive one in order to achieve the desired performance levels within an organization.

Kakwezi & Nyeko (2019) suggested procurement efficiency and effectiveness as some of the indicators of procurement performance that embody different competencies and capabilities for proper procurement performance. Accordingly, procurement performance encompasses various benchmarks aimed at improving both quality and quantity, ultimately reducing transaction costs, minimizing time spent, and enhancing the quality and quantity of goods delivered

An analysis of multiple studies on public procurement officer performance revealed that procurement performance also includes achieving high returns on investment, lowering transactional costs, ensuring faster service and supply delivery, securing high-quality purchases, and optimizing supply chains (Ketemaw, 2023). Similarly, procurement quality performance indicates the degree to which procured items meet specified requirements and fulfill end-user expectations (Patrucco et al., 2016; Yeung et al., 2015, as cited in Anin et al., 2022)

The audit reports spanning the years 2020 to 2024 have unveiled significant issues regarding non-compliance with established regulations and guidelines, as well as inadequate procurement practices within the organization. Specifically, these reports highlight instances of overspending that exceeded budgetary allocations, raising concerns about financial management and accountability. Additionally, the findings point to a lack of sufficient training for staff members

involved in procurement processes, which further contributes to these deficiencies. The Report of the Auditor General from 2023 emphasizes the urgent need for improvements in both compliance measures and staff development to enhance overall operational effectiveness and integrity.

As stated by CIPS Australia (2005), efficiency refers to an organization 'doing things right,' while effectiveness is about 'doing the right things.' This implies that an organization may be effective without being efficient. The key challenge lies in balancing both aspects, as achieving this balance is a true indicator of strong procurement performance. Particularly in Uganda, the procurement process is challenged with Slow bidding processes, repetitive eligibility and qualification documents requirements, manual processing, and submission of fake documents (Uganda MAPS Report, 2022).

Relatively, a 2019 PPDA report identified delayed payments and corruption as major barriers to effective procurement, impacting public spending and service delivery. The Ministry of Tourism and Wildlife Antiquities has also noted that delayed financial releases adversely affect project variations and procurement performance. Recently, the ministry improved the Procurement and Disposal Unit (PDU) by allocating resources, enhancing policies, and providing training. However, audit reports from 2020 to 2024 revealed non-compliance and inadequate procurement practices, including overspending and insufficient staff training. This reflects a gap in understanding how reforms such as e-procurement adoption and capacity building translate into improved procurement performance, particularly when the human element of staff competence is underexplored. The Technology Acceptance Model (TAM) suggests that employees' willingness to adopt e-procurement depends on perceived usefulness and ease of use, yet limited research in Uganda has examined how these perceptions, combined with functional competence, affect procurement performance. Accordingly, this study seeks to address the gap of poor procurement performance within the Ministry of Tourism and Wildlife Antiquities by focusing on the role of e-procurement adoption and staff functional competence.

1.2 Problem statement

Public procurement in Uganda, and particularly within the Ministry of Tourism, Wildlife and Antiquities, continues to face significant challenges despite the existence of a comprehensive regulatory framework. Issues such as price inconsistencies, use of non-prequalified providers, incomplete reporting to the Public Procurement and Disposal of Public Assets Authority (PPDA),

and weak budget monitoring have undermined procurement performance. Auditor General's reports from 2020 to 2024 reveal persistent non-compliance with regulations, overspending beyond budgetary allocations, and inadequate staff training. In addition, corruption, delayed payments, and misalignment of strategic plans have negatively impacted service delivery and reduced public trust in the procurement process. These inefficiencies have contributed to increased transaction costs, delays in project execution, and a loss of value for money in public spending.

To address these challenges, the government and the Ministry, through PPDA, have introduced several reforms and measures. These include the enforcement of the Public Procurement and Disposal of Public Assets (PPDA) Act of 2003 and its amendments, as well as the adoption of electronic Government Procurement (e-GP) systems to promote efficiency, transparency, and accountability. Sustainable Procurement Practices (SPP) have also been initiated to encourage socially and environmentally responsible procurement. Furthermore, the Ministry has sought to strengthen its Procurement and Disposal Unit (PDU) through staff training, policy enhancement, and resource allocation. PPDA has also emphasized needs and market analysis for better procurement planning, alongside improved disclosure of information, data standardization, and categorization using international standards. These efforts demonstrate the government's commitment to improving procurement performance, though challenges remain in their full implementation. Accordingly, this study seeks to examine the problem of poor procurement performance within the Ministry of Tourism and Wildlife Antiques.

1.3 Purpose of the study

The purpose of the study was to examine the relationship between Adoption of E-Procurement Practices, Staff Functional Competence, and Perceived Procurement Performance in the Ministry of Tourism and Wildlife Antiquities.

1.4 Objectives of the study

i. To assess the relationship between the adoption of e-procurement practices and procurement performance at the Ministry of Tourism and Wildlife Antiquities.
ii. To examine the relationship between staff functional competence and procurement performance at the Ministry of Tourism and Wildlife Antiquities.

iii. To investigate the combined effect of the adoption of e-procurement practices and staff functional competence, on procurement performance at the Ministry of Tourism and Wildlife Antiquities.

1.5 Research questions

i. What is the relationship between the adoption of e-procurement practices and procurement performance at the adoption of e-procurement practices, staff functional competence, and procurement performance at the Ministry of Tourism and Wildlife Antiquities?
ii. What is the relationship between staff functional competence and procurement performance at the adoption of e-procurement practices, staff functional competence, and procurement performance at the Ministry of Tourism and Wildlife Antiquities?
iii. To what extent do the adoption of e-procurement practices and staff functional competence jointly affect procurement performance at the Ministry of Tourism and Wildlife Antiquities?

1.6 Hypothesis

i. Adoption of E-procurement practices positively and significantly predicts procurement performance at the Ministry of Tourism and Wildlife Antiquities.
ii. Employee functional competence positively and significantly predicts procurement performance at the Ministry of Tourism and Wildlife Antiquities.
iii. E-procurement adoption practices and employee functional competence positively and significantly predict procurement performance at the Ministry of Tourism and Wildlife Antiquities.

1.7 Scope of the Study

This comprised of the geographical scope, content scope, and time scope for the adoption of e-procurement practices, staff functional competence, and procurement performance in Uganda.

1.7.1 Content Scope

This study examined the relationship between adoption of e-procurement practices, staff functional competence on procurement performance of employees in the Ministry of Tourism and Wildlife Antiquities in Uganda. The study adopted RBV theory because it helps companies understand how to achieve and sustain competitive advantage through resource building as well as using the

existing components. This study used Technology Acceptance Model (TAM) it is one of the most recognized theories for understanding technology adoption within organizations.

1.7.2 Geographical Scope

This study was geographically located in Uganda, a Case study of Uganda the Ministry of Tourism and Wildlife Antiquities. This was because the Ministry of Tourism, Wildlife and Antiquities is considered as one of the best performing ministries in Uganda.

1.7.3 Time Scope

This research was carried out for one year that is from August 2024 to August 2025 because this time was enough for the Researcher to collect data from the key respondents in the field.

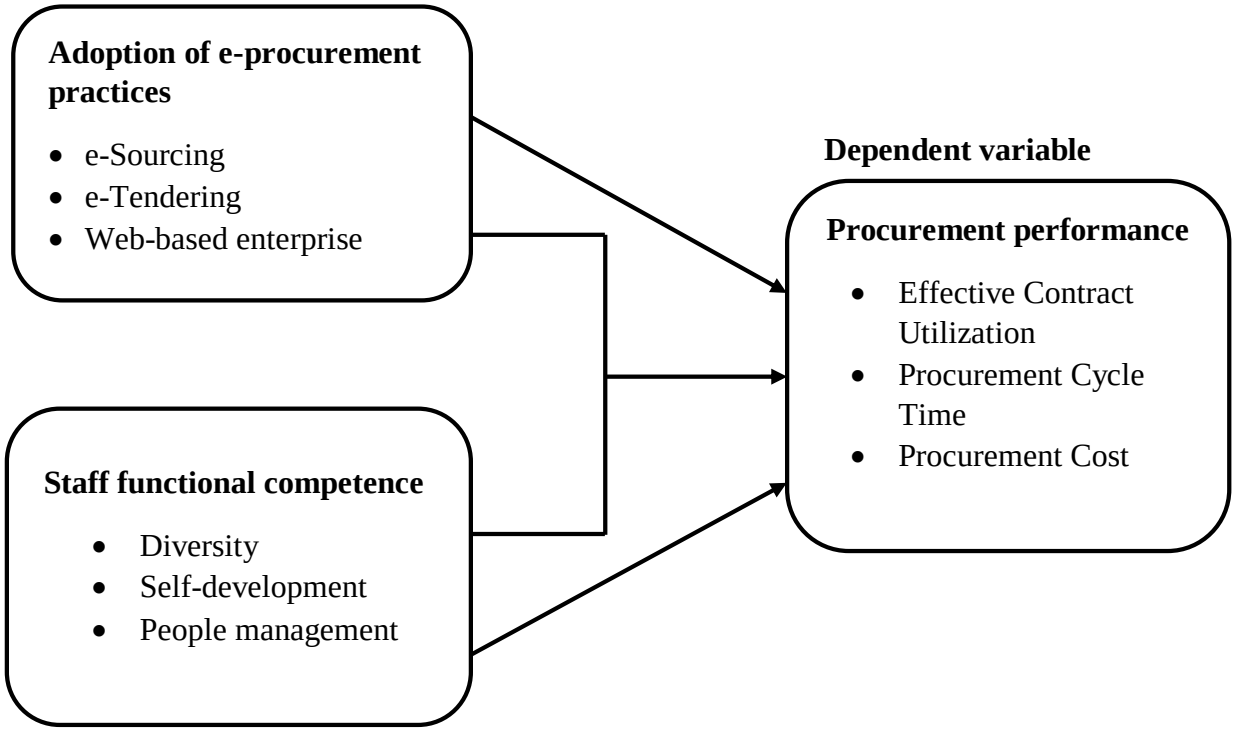
1.8 Significance of the study

This study was impactful in terms of practice, theory, and policy. First, the study contributes to the existing body of literature concerning the adoption of e-procurement, and staff competence on procurement performance and providing insights for future research in procurement management. Additionally, the newness of this study lies in the individual and organizational contribution of e-procurement adoption and staff competence on procurement performance. Such evidence is lacking in the developing industries and the Ministry of Tourism and Wildlife Antiquities.

Secondly, managers at the ministry may use the study findings and recommendations to foster the adoption of e-procurement practices, staff competence in their organizations and sector. Practitioners should be able to promote and integrate the adoption of e-procurement practices, staff competence as well as inculcating confidence among subordinates to enhance procurement performance at work. Lastly, government and ministry officials may rely on the study findings and recommendations to initiate training programs aimed at promoting the adoption of e-procurement practices and staff competence as a key input for improved performance.

1.9 Conceptual Framework

Independent variables



Source: Adopted from reviewed literature: (Innocent & Kalaska, 2016; Ketemaw, A. 2023; Ouma & Nuwagaba, 2023; Okello & Kabanda, 2022; Kihara; Mwangi, 2023).

Description of the model

The conceptual framework illustrated in Figure 1 suggests that the adoption of e-procurement practices, which include e-sourcing, e-tendering, and web-based enterprises, along with factors that enhance staff functional competence, such as diversity, self-development, and people management, positively impacted procurement performance. Furthermore, procurement performance is anticipated to be influenced by effective contract utilization, procurement cycle time, and procurement costs.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers the scholarly literature reviewed by the study, the guiding theories and the relationships between the variables.

2.1 Theoretical Framework

2.1.1 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), introduced by Davis in 1989, is one of the most recognized theories for understanding technology adoption within organizations. TAM identifies two key factors that influence technology adoption: perceived usefulness, which is the belief that using the technology will enhance job performance, and perceived ease of use, which refers to the assumption that the technology is simple to use and requires minimal effort. According to Adebayo (2021), this model has been widely used in several research connected to e-procurement adoption, but with an aim of assessing how public sector employees perceive the benefits and usability related to e-procurement systems.

It should be noted that the adoption e-procurement practices can sometimes be a negative catalyst to an institutional procurement performance when it is seen as a de jure policy change that readjusts the balance of economic power by redistributing resources. So, groups that may fall victims to these innovations may lose benefits as a result of this, hence responding to their losses by engaging in various forms of collective action. These actions can include lobbying, bribery, co-opting existing elites and the media, coordinated economic disruption, intimidation, or even the use of force, all to maintain the previous economic institutions that support widespread rent-seeking (Olson, 1982; Scartascini and Tommasi, 2012).

So, in the case of the Uganda Ministry of Tourism and Wildlife Antiquities, TAM suggests that employees' willingness to adopt e-procurement practices depends on their perceptions of how these systems can enhance procurement efficiency and reduce procedural barriers. Research has shown that when employees have a positive view of e-procurement systems, adoption rates tend

to be higher, as they are more likely to embrace technology, they find both useful and easy to use (Amin, 2022).

2.1.2 Resource-Based View (RBV)

The firm's Resource-Based View (RBV), introduced by Barney in 1991, underscores the critical importance of organizational resources, particularly human capital, in achieving a competitive advantage. According to this theory, skilled personnel and robust technological infrastructure are crucial to an organization’s efforts to attain superior performance outcomes (Barney, 1991). When RBV is applied to procurement studies, Basheka (2020) states that it emphasizes the need for both staff expertise and adequate technical resources in order to have a successful implementation of e-procurement to impact the general institutional procurement performance. This way, staff competency becomes so integral in determining procurement.

According to Mugurusi & Rolfstam, (2022), when procurement professionals have a good grasp of procurement rules, policies, and corresponding technical skills, there are more chances that they will effectively use the e-procurement tools hence improving the institutional overall procurement performance. Therefore, it can be inferred that this approach (RVB) demands for constant training and skills development if public procurement efficiency and accountability is to be realized in a particular institution.

2.2 Perceived procurement performance

According to Thai (2018), procurement performance refers to the rigorous evaluation of the outcomes and impacts resulting from an organization's procurement activities. Basheka & Bisangabasaija (2018) opines that achieving effective procurement performance is paramount in order to obtain value for money as well as simultaneously fostering transparency and accountability in government spending.

Implementing streamlined procurement processes helps organizations not only to achieve significant cost savings, ensure the timely delivery of essential goods and services, but also enhances their overall quality of services provided to their customers. This not only improves operational efficiency but also builds public trust in the procurement system, benefiting the community as a whole.

2.3 E-Procurement adoption

Acheampong & Tella (2022) define E-procurement, or electronic procurement, as the use of digital platforms to effectively manage and streamline procurement and supply chain. They further indicate that bidding, ordering, and supplier management are one the essential activities of e-procurement. In the public sector, e-procurement is increasingly viewed as an essential tool for enhancing transparency, significantly lowering procurement costs, and improving the quality-of-service delivery to citizens (Okello, 2018).

According to Amin (2022), to have a robust and successful adoption of e-procurement systems, factors like an organization's general readiness both technologically and its staff's perception and willingness to readjust to the new technologies are so critical. The Technology Acceptance Model (TAM), is one of the most used models used to evaluate the adoption of e-procurement in organizations. According to this model, perceived usefulness and perceived ease of use are the two critical perceptions when evaluating the adoption of new technologies in a given organization (Davis, 1989; Adebayo, 2021). Public procurement officers will only accept the new procurement technologies only if they perceive them as easy to use and equally time-saving on their administrative backlog (Kabir et al., 2020).

Nanziri and Aine (2021) identify the diffusion of innovation theory (This is considered with role of organizational culture and management support) as the other theoretical frameworks which has a sounding impact on whether an organization can effectively adopt the e-procurement practices. These factors foster a culture that is supportive of innovation, enabling organizations to utilize e-procurement effectively in the realization of their goals.

2.4 Staff functional competence

For a procurement staff to be functionally competent has to possess a broad set of skills, knowledge, and abilities relevant to their day-to-day job experience. According to Basheka, (2020), this multifaceted expertise is essential and also requires a comprehensive grasp of procurement law, rigorous compliance with ethical guidelines, and high proficiency in advanced digital procurement systems.

Kyakuwa and One (2020) highlights the need for a rigorously holistic professional development in developing countries like Uganda through training and skilling programs to best equip these

professionals with up-to-date knowledge about e-procurement. The training is especially appropriate since online purchasing is becoming more common in public sector, which means that workers have to familiarize themselves with new procedures and technology (Kyakuwa & Onen, 2020).

Procurement functional competence is very significant. It plays a crucial role in using and implementing e-procurement systems effectively, and it also improves the performance of procurement. There is evidence that procurement practitioners who possess good skills are much more effective in using e-procurement systems, complying with rules and regulations, and making smart purchasing decisions that lead to organizational success (Mugurusi & Rolfstam, 2022).

The Resource-Based View (RBV) perspective focuses on the fact that able staff is not only essential but also an indispensable asset of the organization. Capable staff members offer a competitive edge through maximizing how things operate and minimizing costs, hence driving overall better performance (Barney, 1991). Through this capacity, organizations can work effectively within a tough marketplace, and as a result, should continue developing purchasing professionals.

2.5 E-Procurement Adoption and Procurement Performance

E-procurement adoption has increasingly been recognized as a significant factor for the transformation and enhancement of the overall procurement performance within organizations. This is because the implementation of the digital procurement platforms has shown various advantages like reduced corruption and transaction costs, increased operational efficiency, and improved mechanisms for tracking and accountability (Okello, 2018).

The government of Uganda has launched a lot of initiatives to smoothly digitize the procurement processes not only in public sector but also in the private sector. Although such initiatives have recorded some moderate success in promoting a more transparent and efficient procurement environment, there are still notable challenge like limited technological infrastructure which has undermined the efforts to widespread rolling out of e-procurement adoption, since many organizations still lack the basic necessary resources and tools. Additionally, Balunywa & Kirabo (2020) identified the individual resistance to change among personnel who are already accustomed

to traditional procurement methods as also a reason which has impeded the speedy transition to digital procurement platforms in several organizations.

Adebayo (2021) emphasized that there is a significant relationship between the ratio of e-procurement adoption in public institutions and improvements in their procurement performance. That is; organizations which had fully embraced digital procurement processes reported substantial benefits, especially in terms of time savings streamlining workflows and expediting transactions and a reduction in errors hence minimizing costly mistakes associated with manual procurement practices. Hence, we suggest the following hypothesis;

H1: *Adoption of E-procurement practices positively and significantly predicts procurement performance at the Ministry of Tourism and Wildlife Antiquities*

2.6 Staff Functional Competence and Procurement Performance

The competence of procurement staff is fundamental to the effectiveness and overall performance of procurement processes within organizations. Skilled and knowledgeable employees are crucial, as they are far more adept at navigating the intricate web of regulatory requirements, which can be complex and ever-changing. This expertise not only empowers them to comply with various procurement regulations but also enables them to identify opportunities for cost savings and operational efficiency. Moreover, competent procurement staff can build and maintain strong relationships with suppliers, which is vital for fostering collaboration, negotiating better terms, and ensuring the timely delivery of goods and services, thereby enhancing the viability of procurement initiatives (Kyakuwa & Onen, 2020).

On the other hand, a deficiency in functional competence among procurement staff can severely undermine the implementation and effectiveness of e-procurement systems. E-procurement tools require specific skills and knowledge to operate effectively, and without proper training, staff may struggle to utilize these technologies to their full potential.

Nuwagaba (2022) points out that common barriers to effective procurement include insufficient training opportunities and a lack of exposure to advanced procurement systems, which hinder employees' abilities to adapt and thrive in a rapidly evolving procurement landscape. These deficiencies can result in process delays, increased costs, and ultimately, lower procurement performance.

The Resource-Based View (RBV) theory further emphasizes the importance of functional competence as a valuable organizational asset that contributes to improved procurement performance. According to this perspective, organizations that prioritize investment in developing their staff's skills and competencies can expect to see tangible benefits such as enhanced process accuracy, which reduces the likelihood of errors and discrepancies, and shortened procurement cycle times, leading to quicker fulfilment of organizational needs (Mugurusi & Rolfstam, 2022).

In the context of Uganda's public sector, Nakimera (2023) emphasizes the need for implementing a holistic training and capacity-building programs to public servants. These programs are essential not only for enhancing procurement efficiency but also to ensure that the staff remain compliant with the various regulatory frameworks governing public procurement.

In order to address this issue, organization ought to adopt a strategic approach to training and skilling which incorporates ongoing skill development, practical workshops, and mentorship opportunities to allow procurement professionals to continuously sharpen their abilities and skills.

Moreover, regular capacity-building initiatives should include obtaining relevant certifications that reflect the latest standards and practices in procurement. This approach fosters a culture of continuous improvement and equips procurement staff with the necessary tools to face current and future challenges in the procurement field. By investing in the functional competence of their procurement professionals, organizations will improve their operational efficiency to ensure better compliance with regulations, and ultimately enhance overall procurement performance and outcomes (Opio et al., 2023). This attention to training and capacity building will lead to a more resilient procurement function that can adapt to changes in the market and regulatory environments. Hence the following hypothesis.

H2: Employee functional competence positively and significantly predicts procurement performance at the Ministry of Tourism and Wildlife Antiquities.

2.7 E-procurement practices, staff functional competence, and procurement performance

For procurement practices of any organization to improve, it is important that it does not only adopt the best e-procurement practices but also ensure its staff competence in respect to current trends in the e-procurement is equally enhanced. Indicators like efficiency, cost savings,

transparency, and supplier satisfaction are the yardsticks for the organization to conclusively decide on whether its procurement processes and networks are effectively managed.

According to the research done Rotich et al. (2021), it showed that those public institutions which had not only successfully integrated e-procurement systems in the supply and procurement chain but also prioritized employee training reported a significant percentage of procurement efficiency and efficacy. These were in terms of improved relationships with suppliers to cause better pricing and service levels, as well as reduced procurement cycle times that streamlined operations and contributed to quicker decision-making. Furthermore, improved compliance with procurement policies was also reported, which enabled studied organizations adhere to the basic regulations and standards. Therefore, this interaction between e-procurement practices and staff competencies is so key for any organization if it really wants to achieve the optimal procurement performance.

Ouma et al. (2023) stress that those organizations which invest in a strong e-procurement infrastructure backbone such as electronic bidding platforms, automated invoice processing, and centralized digital repositories, but also best equip their staff with comprehensive training programs register substantial procurement performance. These are often manifested as higher productivity levels, lower operational costs, and improved service delivery. On the other hand, Mukasa et al. (2022) reported that any unbalanced implementation of these two phenomena (technological investment and employee development) undermines the anticipated benefits of the whole system. For instance, when staff members are not adequately trained to appreciate the new technologies which come along with the adoption of e-procurement practices, or when the necessary technological infrastructure is not put in place, organizations fail to register the full potential of their e-procurement initiatives.

It is important to also note that there are other reasons which bar the effectiveness of e procurement as identified by Mukasa et al. (2022) as the personal resistance to change, which mostly comes up as result of the staff's reluctance to adapt to new technologies or processes despite the organization's efforts, limited funding to facilitate staff training programs which handicaps the organization's ability to develop staff skills and inadequate technological infrastructure, which can delay the implementation and utilization of e-procurement systems. Therefore, a holistic approach to these problems is so critical for any organization which aims to augment its procurement performance. Therefore, we hypothesize;

H3: E-procurement adoption practices and employee functional competence positively and significantly predict procurement performance at the Ministry of Tourism and Wildlife Antiquities.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The chapter introduces the research methods employed like the research design, study population, sample size, and the data collection techniques to meet the study objectives.

3.1 Research Design

The research design serves as a structured blueprint for the collection, measurement, and analysis of data (Kothari, 2005). This study employed a quantitative cross-sectional design to gather responses from selected staff members of the Ministry, aligned with the research objectives. This design is appropriate as it utilizes a questionnaire as the primary data collection tool, allowing for a better understanding of employee behavior towards the adoption of performance-enhancing practices within the Ministry.

A descriptive research design was employed to collect both quantitative and qualitative data that illustrate the nature and characteristics of e-procurement adoption, perceived staff competence, and procurement performance. According to Sekaran (2003), descriptive research aims to obtain information on the current status of a phenomenon and to describe existing conditions or relationships. Similarly, Kothari (2003) notes that descriptive research includes surveys and fact-finding inquiries, with the primary goal of presenting the state of affairs as they currently exist. Additionally, a correlational research design was used to examine the degree of association among the three study variables. This design applies a statistical measure the correlation coefficient to assess the strength and direction of linear relationships between variables.

3.2 Study population

The population (N) for this study consisted of the 360 workers in the Procurement departments of the ministry's four (4) institutions, Uganda Tourism Board, Uganda Wildlife Authority, Uganda Wildlife Research & Training Institute, and Uganda Wildlife Education Center. (Ministry of Tourism Wildlife and Antiquities report, 2024.)

3.3 Sample size and sampling techniques

The researcher drew a sample of 186 staff members from a total population of 360 employees, determined using Krejcie and Morgan's sample size table (1970). A simple random sampling technique was employed to ensure that each respondent had an equal chance of being included in the study. Staff were organized in their respective institutions namely, the Uganda Tourism Board, Uganda Wildlife Authority, Uganda Wildlife Research & Training Institute, and Uganda Wildlife Education Center.

3.4 Unit of Analysis and Unit of Inquiry

3.4.1 Unit of analysis

The unit of analysis refers to the specific entity being studied, which can encompass individuals, groups, organizations, countries, technologies, or objects that are the focus of the research (Kaur, 2017). The unit of analysis for this study were staff responses under the Ministry of Tourism and Wildlife Antiques particularly the Uganda Tourism Board, Uganda Wildlife Authority, Uganda Wildlife Research & Training Institute, and Uganda Wildlife Education Center.

3.4.2 Unit of Inquiry

The unit of analysis for this study were departmental senior procurement officers, procurement managers, accountants, assistant procurement officers and others.

3.5 Data Sources

The study used both primary and secondary data.

3.5.1 Primary data

Primary data was obtained using a self-administered questionnaire to respondents following systematic and established academic procedures, as suggested by (Nunnally & Bernstein, 1994). The questionnaire was administered by the researcher with an introduction letter from Makerere University Business School to sanction the study.

3.5.2 Secondary Data

Secondary data was obtained from existing literature like journal articles, previous research paper findings, textbooks, newspapers, conference proceedings, and annual reports.

3.6 Data collection instrument

The researcher used a closed-ended five (5) point Likert scale, ranging from 1= strongly disagree to 5= strongly agree which was designed according to the study variables to collect data from the respondents. An odd Likert scale was preferred to cater for the interest of neutral respondents for gathering more accurate data without bias. As regards secondary data, analysis of annual reports and other published material, quarterly reports, and previous research articles on procurement performance is sought.

3.7 Validity and Reliability

3.7.1 Validity

Validity is a measure of relevance and correctness of inferences which are based on the research results. It was guaranteed by ensuring statements/questions are objective and by pre-testing the instrument for any ambiguous, awkward, or offensive statements/questions, as emphasized by Cooper and Schindler (2003). Expert opinion was sought to improve the content validity of the data to be collected**.** This was achieved by dividing the relevant number of items by the total number of items per variable.

3.7.2 Reliability

The instruments used in collecting data produced reliable, consistent results under the same conditions in different contexts. In this study, the Cronbach's Alpha Coefficient was used to test the reliability of the measures used in the instrument. A test with reliability of values greater or equal to 0.7 is an acceptable indicator of internal consistency (Mugenda & Mugenda, 2003).

Table 3.1: Reliability and validity of the study

	Cronbach Alpha Coefficients	Items	Relevant items	Content Validity Index
E-procurement practices	.824	12	9	0.75
Staff functional competence	.707	10	7	0.70
Perceived procurement performance	.735	11	8	0.72
Total	**.755**	**33**	**24**	**0.723**

3.8 Data Processing and Presentation

All the variables in the quantitative data were coded and entered in the computer system using the Statistical Package for Social Scientists (SPSS) version 25 software for analysis. Demographic data was analyzed using percentages. Correlation analysis was used to analyze results for all the objectives, while regression analysis was used to predict the results.

3.9 Measurement of variables

To evaluate the concepts of e-procurement adoption practices, perceived employee functional competence, and perceived procurement performance, the measures outlined by Innocent and Kalaska (2016), Ketemaw (2023), Ouma and Nuwagaba (2023), Okello and Kabanda (2022), Kihara, and Mwangi (2023) was utilized. E-procurement adoption practices were assessed by examining e-sourcing, e-tendering, and web-based enterprises (Innocent & Kalaska, 2016). Perceived employee functional competence was measured by adaptability to technological changes, analytical skills, and decision-making ability (Ouma & Nuwagaba, 2023; Okello & Kabanda, 2022; Kihara & Mwangi, 2023). Additionally, perceived procurement performance was evaluated by considering effective contract utilization, procurement cycle time, and procurement cost (Ketemaw, 2023).

3.10 Ethical Considerations

Before administering the questionnaires, the researcher explained the purpose and procedures of the study. Respondents were informed that the study is for academic purposes. Participants were made aware that they are free to seek clarifications, that there are no legal risks associated with their participation, and that integrity and confidentiality regarding the obtained information was guaranteed. The researcher also sought supervisors' approval before proceeding to the next stage. An introductory letter for this purpose was obtained, and no names are required from the respondents.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter covers data analysis, interpretation and presentation of the research findings. The chapter includes; the background information relating to perceived procurement performance in the ministry of tourism, wild life and antiquities that was studied, individual characteristics of respondents, correlation, multiple regression analysis. The study findings were presented in an effort to fulfill the research objectives below;

I. To assess the relationship between the adoption of e-procurement practices and procurement performance at the Ministry of Tourism and Wildlife Antiquities.
II. To examine the relationship between staff functional competence and procurement performance at the Ministry of Tourism and Wildlife Antiquities.
III. To investigate the combined effect of the adoption of e-procurement practices and staff functional competence, on procurement performance at the Ministry of Tourism and Wildlife Antiquities.

4.1 Response rate

The response rate was determined by total number of respondents divided by the sample size *100. That is (144/186) *100=**77.4%** as indicated in the table below;

Table 2: Response rate

Target response	**Attained response**	**Response rate (100%)**
186	144	77.4%

4.2: Respondents Demographic characteristics

These include both the individual and organizational characteristics as analyzed below;

Table 4.2: Respondents Demographic Characteristics

		Frequency	Percent
Gender	Male	97	64.7
	Female	47	32.6
Total		**144**	**100**
Age	18-24 years	1	0.7
	25-29 years	1	0.7
	30-34 years	27	18.8
	35-39 years	102	70.8
	Above 40 years	13	9.0
Total		**144**	**100**
Education	Diplomas	15	10.4
	Degrees	74	51.4
	Postgraduate Diplomas	23	16.0
	Masters	25	17.4
	Others (specify)	7	4.9
Total		**144**	**100**
Longevity	1-5 years	24	16.7
	6-10 years	59	41.0
	11-15 years	49	34.0
	16-20 years	12	8.3
Total		**144**	**100**

Department. Uganda Tourism Board	44	30.6
Wildlife Education Centre	12	8.3
Uganda Hotel and Tourism Training Institute	60	41.7
Uganda Wildlife and Research Training Institute	28	19.4
Total	**144**	**100**
Position. Senior procurement officer	10	6.9
Procurement officer	70	48.6
Assistant procurement officer	47	32.6
Accountant	7	4.6
Others (specify)	10	6.9
Total	**144**	**100**

Primary data

The results above indicate that out of the 144 respondents, 97 (67.4%) were male and 47 (32.6%) were female. This gender distribution was explained by the fact that most work in the ministry of tourism, wild life and antiquities was performed by the male than the female. Also, in line with age, the respondents in the different departments in the Ministry of Tourism, Wild life and Antiquities were dominantly aged between 35-39 (70.8%), followed by those between 30-34 (18.8%), above 40 years (9.0%), 24-29 years (0.7%) and only 0.7% were between 18-24 years of age group. The results are an indication that the majority of the respondents were relatively middle-aged and could be relied upon to give information for the study which is quite credible and constructive. Additionally, in line with education, most of the respondents had bachelors' degree 74 (51.4%), followed by masters 25 (17.4%), 23 (16.0%) had post graduate diplomas, 15 (10.4%) diplomas and lastly others 07 (4.9%). Therefore, the results show that all respondents were educated to be able to understand the questions on their own. The results above also reveal that

majority of the respondents 41.0% had worked for the ministry for between 06-10 years, 34.0% between 11-15years, 16.7% had worked for 1-5 years while only a few of the respondents had worked for above between 16-20 years (8.3%). With the majority of respondents between 06-10 years of experience in the ministry's activities, they were well knowledgeable to provide dependable answers. Also, in line with the respondent's attachment to departments, the results indicate that out of the 144 respondents, 60 worked in under Uganda Hotel and Tourism Training Institute, 44 were under Uganda Tourism Board, 28 under Uganda Wildlife and Research Training Institute while 12 were under Wildlife Education Centre. Lastly, in line with the position held in the ministry, majority of the respondents were procurement officers at 48.6%, followed by the assistant procurement officers 32.6%, senior procurement officers and others all at 6.9%, while at the level of an accountant at 4.9%. The results are reliable as the majority (48.6% and 32.6%) of respondents were procurement and assistant procurement officers who were well knowledgeable about perceived procurement performance.

4.3 Correlation Results

To investigate the relationship between variables and provide answers to study objectives, the Pearson (r) correlations coefficient was used. Table 3 below shows the results;

Table 4.3: Correlation results

Study variables	1	2	3
E- procurement practices (1)	1.00		
Staff functional competence (2)	.477**	1.00	
Perceived procurement performance (3)	.457**	.577**	1.00

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

Source: primary data

4.3.1 Relationship between Adoption of E-procurement Practices and Perceived Procurement Practices

The correlation results suggest that E-procurement practices are positively and significantly related with perceived procurement performance ($r=.457^{**}$, $p<0.01$). The findings imply that

organizations that use E-procurement practices like e-tendering, e-sourcing among others tend to exhibit greater perceived procurement performance in the ministry of tourism, wildlife and antiquities. This is an indication that both variables will move in the same direction given changes in one variable.

4.3.2 Relationship between Staff Functional Competence and Perceived Procurement performance

The findings show a substantial and positive correlation between staff functional competence and perceived procurement performance ($r=.577^{**}$, $p<0.01$). This implies that anything done in line with staff functional competence is associated with changes in perceived procurement performance. This is an indication that both variables will move in the same direction given changes in one variable.

4.4 Regression Analysis

The regression analysis was applied to examine the level to which the predictor variables such as e-procurement practices and staff functional competence can predict perceived procurement performance. The model was also employed to test the combined effect of e-procurement practices and staff functional competence on the perceived procurement performance in the ministry of tourism, wildlife and antiquities. The findings are shown in the table below;

Table 4.4.1: Regression Analysis

Model1	Unstandardized Coefficients		Standardized Coefficients			Collinearity	
	B	std. Error	Beta	t	Sig	Tolerance	VIF
(Constant)	.652	.443		1.474			
E- procurement practices	.254	.074	.256	3.456	.001	.754	1.325
Staff functional competence	.495	.080	.461	6.210	.000	.751	1.332

a. Perceived procurement performance

R= .664	**R^2 Change= .441**
R^2= .441	**Sig= .000**
Adjusted R^2=.408	**F. Statistics= 13.311**
Durban Watson	***1.778***

Source: primary data

Results from the table above reveal that E-procurement Practices and Staff Functional Competence greatly influence Perceived Procurement Performance ($\beta = 0.256$, $p < 0.01$), ($\beta = 0.461$, $p < 0.01$), respectively. This implies that, any improvement in E-procurement practices and Staff Functional Competence will bring about a change of 0.254 and 0.495 respectively in levels of Perceived Procurement Performance. In addition, the model was also found to be well specified and its predictive power is .408 which implies that E-procurement Practices and Staff Functional Competence can explain 40.8% changes in Perceived Procurement Performance. Those results also indicate that Staff Functional Competence is more important at explaining Perceived Procurement Performance ($\beta = .461$, $p < 0.01$) than E-procurement practices which is also in line with the correlation coefficient results in Table 4 above. This model was also statistically significant ($p < 0.01$).

Table 4.4.2 Regression analysis

Model2	Unstandardized Coefficients		Standardized Coefficients			Collinearity	
	B	std. Error	Beta	t	Sig	Tolerance	VIF
(Constant)	.937	.339		2.767	.004		
E- procurement practices and Staff functional competence	.762	.082	.615	9.293	.000	1.000	1.000

a. Perceived procurement performance

R= .615	**R^2 Change= .378**
R^2= .378	**Sig= .000**
Adjusted R^2=.364	**F. Statistics= 86.355**
Durban Watson	***1.636***

Source: primary data

Results from the table above indicate a combined effect of E-procurement practices and staff functional competence on perceived procurement practices. The result reveal that E-procurement practices and staff functional competence combined positively and significantly predict perceived procurement performance ($\beta = 0.615$, $p < 0.01$), this model was found to be specified as its predictive power is .364 implying that their combined effect on perceived procurement performance is 36.4%. this model was statistically significant.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the discussion of the findings and thereafter delivers conclusions, recommendations and limitations of the study.

5.1 Discussion of the study

5.1.1 E-procurement practices and Perceived Procurement Performance

The correlation results revealed that E-procurement practices are positively related to perceived procurement performance. Relatedly the regression results revealed that E-procurement practices are a significant predictor of perceived procurement performance ($\beta = 0.244$, $p < 0.01$). this means that organizations that adopt e- procurement practices like e-tendering, e-sourcing and web-based enterprises are likely to experience improvements in perceived procurement performance. This is in line with the previous scholars that argue that implementation of the digital procurement platforms has shown various advantages like reduced corruption and transaction costs, increased operational efficiency, and improved mechanisms for tracking and accountability (Okello, 2018). Relatedly, Adebayo (2021) emphasized that there is a significant relationship between the ratio of e-procurement adoption in public institutions and improvements in their procurement performance. That is; organizations which had fully embraced digital procurement processes reported substantial benefits, especially in terms of time savings streamlining workflows and expediting transactions and a reduction in errors hence minimizing costly mistakes associated with manual procurement practices. In relation to the above, the Resource Based View underscores the critical importance of organizational resources, particularly human capital, in achieving a competitive advantage. According to this theory, skilled personnel and robust technological infrastructure are crucial to an organization's efforts to attain superior performance outcomes (Barney, 1991).

5.1.2 Staff Functional Competence and Perceived Procurement Performance

The correlation results indicate that Staff functional competence is positively related to Perceived procurement performance. The regression analysis also indicate that staff functional competence

is a significant predictor of perceived procurement performance (β = 0.740, p <0.01). the findings reveal that organizations that acquire staff functional competences like diversity, self-development and personal management are more likely to improve on procurement performance in line with effective Contract Utilization, reduced Procurement Cycle Time and reduced Procurement Cost. This conquers with the previous authors that argue that Skilled and knowledgeable employees are crucial, as they are far more adept at navigating the intricate web of regulatory requirements, which can be complex and ever-changing. This expertise not only empowers them to comply with various procurement regulations but also enables them to identify opportunities for cost savings and operational efficiency. Moreover, competent procurement staff can build and maintain strong relationships with suppliers, which is vital for fostering collaboration, negotiating better terms, and ensuring the timely delivery of goods and services, thereby enhancing the viability of procurement initiatives (Kyakuwa & Onen, 2020). Relatedly, Nuwagaba (2022) points out that common barriers to effective procurement include insufficient training opportunities and a lack of exposure to advanced procurement systems, which hinder employees' abilities to adapt and thrive in a rapidly evolving procurement landscape. These deficiencies can result in process delays, increased costs, and ultimately, lower procurement performance.

The Resource-Based View (RBV) theory further emphasizes the importance of staff functional competence as a valuable organizational asset that contributes to improved procurement performance. According to this perspective, organizations that prioritize investment in developing their staff's skills and competencies can expect to see tangible benefits such as enhanced process accuracy, which reduces the likelihood of errors and discrepancies, and shortened procurement cycle times, leading to quicker fulfilment of organizational needs (Mugurusi & Rolfstam, 2022).

5.1.3 E-procurement practices, Staff Functional Competence and Perceived Procurement Performance

The regression results in table 4.4.2 indicate that E-procurement Practices and Staff Functional Competence have combined on Perceived Procurement performance (β = 0.615, p <0.01). In addition, the results were also found to be well specified and its predictive power was .364% which implies that E-procurement Practices and Staff Functional Competence can explain 36.4% changes in Perceived Procurement Performance. These findings agree with the previous studies of Ouma et al. (2023) who stresses that those organizations which invest in a strong e-procurement

infrastructure backbone such as electronic bidding platforms, e- sourcing, automated invoice processing, and centralized digital repositories, but also best equip their staff with comprehensive training programs register substantial procurement performance. These are often manifested as higher productivity levels, lower operational costs, and improved service delivery. Furthermore, according to the research done Rotich et al. (2021), it showed that those public institutions which had not only successfully integrated e-procurement systems in the supply and procurement chain but also prioritized employee training reported a significant percentage of procurement efficiency and efficacy. These were in terms of improved relationships with suppliers to cause better pricing and service levels, as well as reduced procurement cycle times that streamlined operations and contributed to quicker decision-making.

5.2 Conclusions

The study comes to the conclusion that web-based businesses, e-sourcing, and e-tendering significantly impact procurement performance in the ministry of tourism, wildlife, and antiquities' procurement performance. Through lead time reduction, transparency promotion, and improved supplier selection, e-tendering enhance procurement performance. Virtual evaluations and digital requisitions increase sourcing's effectiveness and accountability in regulatory organizations. Additionally, the results showed significant advancements in the use of e-sourcing and e-tendering, but with differing levels of success. The moderate use of e-tendering and e-sourcing methods notwithstanding, correlation and regression analysis demonstrate their substantial potential to enhance perceived procurement performance.

One of the primary goals of the study was to ascertain the role that staff functional competence plays in the ministry of tourism, wildlife, and antiquities' procurement performance. According to the data, procurement performance is positively impacted by diversity, self-development, and people management. This implies that improved procurement performance will be attained when employees come from a variety of social and ethnic origins, are of diverse genders and sexual orientations, have a culture of learning new things, and are skilled at mentoring team members. Therefore, in order to be able to handle new developments that occasionally occur in the procurement area, the ministry's administration should make sure that procurement staff members have a variety of backgrounds and that their proficiency is periodically enhanced. Additionally,

the organization's management should encourage procurement employees to be more inventive and innovative in their work.

The study concluded that the two factors jointly and significantly improve procurement performance, explaining a substantial proportion of the variations in efficiency, cost reduction, and contract utilization. This finding implies that while e-procurement systems create transparency and streamline processes, their effectiveness is maximized when staff possess the requisite skills and competencies to operate them. Therefore, procurement performance is best achieved when technological adoption is integrated with continuous staff development.

5.3 Recommendations

To assess the relationship between the adoption of e-procurement practic*es* and procurement performance, *t*he study recommends that management should strengthen the use of e-procurement by continuously monitoring and evaluating e-sourcing processes such as supplier search, classification, and prequalification. Regular reviews will help identify weaknesses, enhance transparency, and ensure that e-procurement delivers efficiency, cost savings, and value for money.

To examine the relationship between staff functional competence and procurement performance, it is recommended that the Ministry invests more in staff capacity building through regular training, professional development, and mentorship programs. By equipping procurement officers with updated knowledge and skills in contract management, digital tools, and regulatory compliance, staff will be better positioned to improve procurement performance and service delivery.

To investigate the combined effect of the adoption of e-procurement practices and staff functional competence on procurement performance, the study suggests that management should adopt an integrated approach where technological systems like e-procurement are rolled out alongside comprehensive staff development programs. Ensuring that procurement staff are adequately trained to effectively use digital platforms will maximize the benefits of e-procurement, leading to improved compliance, reduced costs, shorter procurement cycles, and enhanced overall performance.

5.4 Limitations of the study

There are some study limitations to the findings of the study that need more research and these include;

- The present study's participants consist of public entities that utilize the electronic procurement system in Ghana. Therefore, it is imperative to note that the study's outcomes cannot be generalized to other nations with distinct cultural backgrounds. Subsequent investigations may incorporate different entities and may generalize the findings to a broader demographic.
- The study used a cross-sectional research approach to look at factors at one particular moment in time. E-procurement procedures and employee functional competency, however, require extensive study over time. One could argue that longer-term studies would produce more useful findings.

5.5 Areas of future research

The study was conducted in the public sector only, therefore, the findings cannot be generalized to private institutions and suppliers. Therefore, future studies should consider private institutions and suppliers**.**

Furthermore, the study recommended that more research be done to examine how user training and capacity building affect the effectiveness of e-procurement practices in the ministry of tourism, wild life, and antiquities. Future studies could look into how procurement personnel's performance in the public and private sectors in Uganda and abroad is impacted by training and development programs, as the successful implementation of e-procurement systems frequently depends on staff competence and skills.

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APPENDIX A

QUESTINNAIRE

Dear respondent,

I am a Makerere University Business School student pursuing a Master's in Procurement and Supply Chain Management. To fulfil this qualification's requirements, I am researching *"Adoption of E-Procurement Practices, Staff Functional Competence, and Perceived Procurement Performance in Uganda: A Case Study of the Uganda Ministry of Tourism and Wildlife Antiquities."* Your unique experience and role within this organization make you a valuable participant in this study. I kindly ask you to answer the questions as honestly as possible. Please rest assured that the information collected will be used solely for research purposes and kept anonymous and confidential. Therefore, I respectfully request that you complete this questionnaire accurately in the spaces provided or by selecting the appropriate options.

SECTION A: BACKGROUND CHARACTERISTICS (Tick the Most Appropriate for You)

1. **Gender**

Male ☐ Female ☐

2. Age

18-23 years	24-29 years`	30-34 years	35-39 years	Above 40 years
1	2	3	4	5

3. Educational level

Diploma	Degree	Post graduate	Masters	PhD	Others (specify)
1	2	3	4	5	6

4. How long have you participated/ been involved in the Ministry of Tourism and Wildlife Antiquities

Less than a year	1-5 years	5-10 years	10-15 years	15-20 years	20-25 years	Above 26 years
1	2	3	4	5	6	7

5. Which department do you work at?

Uganda Tourism Board	Wild Life Education Centre	Uganda Hotel and Tourism Board	Uganda Wildlife Research and Training Institute
1	2	3	4

6. What is your current position at the institution?

Senior procurement officer	Procurement officer	Assistant procurement officer	Accountant	Others(specify)
1	2	3	4	5

SECTION B: **Tick (✓) the most appropriate. strongly disagree (SD) =1, disagree (D) =2, Not sure (N) =3 agree (A) =4 and strongly agree (SA) =5.**

EPP	**E-Procurement Practices**	**SD**	**D**	**N**	**A**	**SA**
EPP1	The Ministry has fully implemented e-procurement systems.	1	2	3	4	5
EPP2	Staff regularly use e-procurement platforms in daily procurement tasks.	1	2	3	4	5
EPP3	The e-procurement system is user-friendly and accessible.	1	2	3	4	5
EPP4	The Ministry has trained staff on how to use e-procurement tools.	1	2	3	4	5
EPP5	E-procurement has reduced paperwork and manual processing.	1	2	3	4	5
EPP6	The use of e-procurement has improved procurement transparency.	1	2	3	4	5
EPP7	E-procurement helps reduce procurement lead times.	1	2	3	4	5
EPP8	The Ministry's e-procurement system is well integrated with other financial systems.	1	2	3	4	5
EPP9	E-procurement has minimized procurement-related errors.	1	2	3	4	5
EPP10	The system supports efficient supplier selection and evaluation.	1	2	3	4	5
EPP11	Staff receive technical support when challenges arise with e-procurement.	1	2	3	4	5
EPP12	There are clear guidelines and policies guiding e-procurement use.	1	2	3	4	5
SFC	**Staff Functional Competence**	**SD**	**D**	**N**	**A**	**SA**
SFC1	Staff possess adequate ICT skills to use e-procurement systems.	1	2	3	4	5
SFC2	Employees understand procurement regulations and procedures.	1	2	3	4	5

SFC3	Employees can evaluate suppliers effectively.	1	2	3	4	5
SFC4	There is ongoing training to enhance staff procurement skills.	1	2	3	4	5
SFC5	Staff demonstrate integrity in procurement practices.	1	2	3	4	5
SFC6	The Ministry recruits' staff with relevant procurement qualifications.	1	2	3	4	5
SFC7	Employees are competent in contract management and monitoring.	1	2	3	4	5
SFC8	Staff can handle complex procurement transactions efficiently.	1	2	3	4	5
SFC9	Interdepartmental collaboration improves staff performance.	1	2	3	4	5
SFC10	Supervisors provide feedback that enhances staff procurement skills.	1	2	3	4	5
PPP	**Perceived Procurement Performance**	**SD**	**D**	**N**	**A**	**SA**
PPP1	Procurement processes at the Ministry are efficient and timely.	1	2	3	4	5
PPP2	The Ministry achieves value for money in most procurements.	1	2	3	4	5
PPP3	There is transparency in procurement decisions and outcomes.	1	2	3	4	5
PPP4	E-procurement has led to cost savings in the procurement process.	1	2	3	4	5
PPP5	The quality of goods and services procured has improved.	1	2	3	4	5
PPP6	The Ministry complies with Public Procurement and Disposal laws.	1	2	3	4	5
PPP7	Procurement activities are aligned with Ministry objectives.	1	2	3	4	5
PPP8	Procurement staff meet their performance targets consistently.	1	2	3	4	5

PPP9	Supplier relationships have improved due to better communication.	1	2	3	4	5
PPP10	There are fewer procurement-related complaints from suppliers.	1	2	3	4	5
PPP11	The procurement system has improved over the past five (5) years.	1	2	3	4	5

Adopted and modified by the researcher from Okello (2022), Barve (2021) and Kakwezi and Nyeko (2008).

THANK YOU FOR YOUR TIME