



**E-PROCUREMENT AND ORGANISATIONAL PERFORMANCE OF UGANDA
BREWERIES LIMITED**

BY

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REG BU/UP/2021/2137

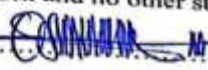
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**A RESEARCH REPORT SUBMITTED TO THE DEPARTMENT OF ECONOMICS
AND MANAGEMENT AS PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF THE BACHELOR'S DEGREE
OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT
OF BUSITEMA
UNIVERSITY**

AUGUST 2025.

DECLARATION

DECLARATION
I **OJAMBO CHRISPINOS**, hereby declare that the contents of this research report are my original work and no other study has been conducted on the topic

Signature... 

Date: 11/9/2025

OJAMBO CHRISPINOS

BU/UP/2021/2137

APPROVAL

APPROVAL

This is to certify that this research report by **OJAMBO CHRISP NOS** on the topic "**e-procurement and organizational performance of Uganda breweries limited**", will be submitted for examination with approval of my supervisor for the award of a Bachelor's degree in Procurement and Supply Chain Management at Busitema University.

ACADEMIC SUPERVISOR

MR. KALENZI ABBEY

Sign:.....

Date:.....01/07/2025.....

DEDICATION

I dedicate this work to my parents and family members (Mr. Onyango Kennedy, Mrs. Nerima Caroline, grandfather Ndubi Dissan Namude, Bro. Onyango peter for their moral support and the encouragement that they gave me during the study. May the Almighty God reward your efforts and bless you abundantly. I strongly hold the view that my success is your pride

ACKNOWLEDGEMENT

With great honor and respect, I pay much gratitude to the Almighty God, my maker who has given me knowledge and wisdom to reach at this level and be able to complete this task.

I acknowledge my support system in my family, friends and well-wishers for their financial, moral, spiritual support and guidance accorded to me during this noble course.

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LIST OF ACRONYMS

EP	- Electronic procurement
MSC	- Multimedia Super Corridor
UBL	- Uganda Breweries Limited
IT	- Information Technology
ERP	- Enterprise Resource Planning
E'-ordering	- Electronic Ordering
Web-based ERP	- Web Based Enterprise Resource Planning
E sourcing	- Electronic Sourcing
E tendering	- Electronic Tendering
E-reverse Auctioning	- Electronic Reverse Auctioning
E informing	- Electronic Informing
SPSS	-Statistical Packages for Social Sciences
Bn	- Billion
UG	-Uganda
SH	- Shillings
GH	- Ghana Cede
GoU	- Government of Uganda

ABSTRACT

The study looked at e-procurement and performance of Uganda breweries Limited. The study objectives were: To examine the influence of E-Ordering on performance of Uganda breweries Limited, ii) To determine the effect of E-Sourcing on performance of Uganda breweries Limited and iii) To find out the influence of E-tendering on performance of Uganda breweries Limited. The study was limited to E-procurement and performance of Uganda breweries Limited. The study anchored on one theory dynamic capability theory. A sample of 52 respondents were determined using Krejcie Morgan (1970). The main purpose of the study was to establish the effect of e- procurement on performance of Uganda breweries Limited. The study based on different e procurement forms like e ordering, e sourcing and e tendering as independent variables and performance in form of quality production, profitability, efficient inventory management and cost reduction as dependent variables. Based on the results and decisions described, it can be concluded that electronic Procurement that consists of e ordering, e sourcing and e tendering has great effect on performance of Uganda breweries Limited. From the findings of objective one, it was concluded that embracing E ordering by performance of Uganda breweries Limited leads to improved performance. An exclusive study on the E-procurement constraints facing Manufacturing firms in Uganda should be carried out. Future research should be conducted on determinants of E procurement adoption and performance in Uganda and compare their performance over a period using secondary data.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter contained the background, Statement of the problem, purpose of the study, research objectives, and research questions, scope of the study, significance of the study, conceptual framework and definition of key terms.

1.1. Background to the study

World over, manufacturing firms are considered as key drivers to sustainable growth and economic development (Koh et al, 2022); Al-Shboul et al., (2023), given that these manufacturing firms add value to existing nation's resources (ADBG, 2024). Given this fact the increased organizational performance of such manufacturing firms should be highly regarded (KAM, 2023, Gerald et al, 2024). Kaplan and Norton, 2023; defines organizational performance (OP) as the transformation of inputs into outputs for achieving certain outcomes.

Studies position effective organizational performance as the most significant and enduring strategy in ensuring survival of manufacturing firms and a fundamental route to economic excellence of any nation (Joseph and Dai, 2020; Katou and Budhwar, 2019).

Despite the above fundamental role of manufacturing firms, performance of most manufacturing firms is poor and further continues to deteriorate at an alarming level (UBOS, 2022; MFPED, 2019).

World Bank report, 2022, highlights challenges due to globalization, high completion for existing sources of materials, and COVID 19, as being the core causes of poor performance in manufacturing firms. As a result, this has led to delayed supply, increase in operational costs, low profitability, among others.

Such situations continue to persist despite numerous interventions and reforms such as investment in research and development, promoting value addition to domestic inputs, improved ICT that encourage innovation to harness the full potential of digital economy, prioritization of infrastructure needs of manufacturers, enhanced banking system that support industrial priorities, active engagements with firms, efficient legislations, sound tariff regime, active support for exporters, developing trade standards, provision of incentives for

manufacturing sector among others (Calabrese et al., 2019; Ggoobi et al., 2017; ADBG, 2014; MFPED, 2019).

Globally, e-procurement and organizational performance has gained popularity especially with the advent of technology .In United States of America for instance; rapid development of e-procurement was reported in early 2000 just before the recession. By the end of the same year, it was reported that all state functions were maintaining web presence in at least some stage of their procurement processes with some participating in online bidding (Reddick, 2004). In Malaysia, the government at some point issued a statement calling for all suppliers to use the e-procurement system (Yossuf, Islam & Yusuf, 2011). Kaliannan, Awang, and Raman (2009) pointed out that Malaysian public sector and private sector are going through a rapid change especially as far as adoption of technology is concerned. Adoption of e-government and particularly e-procurement is inevitable for the government. A review conducted by Commonwealth of Australia indicates that the National governments and private organizations like manufacturing firms of Italy, New Zealand, Scotland, New South Wales and Western Australia in 2005 revealed that there were massive adoption of e-procurement to enhance service delivery as well as overall organizational performance.

In China according to report on the execution of the central and local budgets for (2020) and on the draft central and local budgets for (2021), Its revealed that the COVID- 19 Pandemic brought difficulties and challenges to fiscal operations on the level that has not been seen for many years which hampered service delivery. In the first quarter of 2019, national fiscal revenue fell by a percentage of 14.3 due to outbreak and spread of virus. In February and march alone revenue fell by a percentage of 21.4 and 26.1 respectively with 30 out of 31provincial level units seeing negative growth of fiscal revenue that led to glaring imbalances between government revenue and expenditure and particular difficulties in fiscal operations for local governments thus poor service delivery in china.

In Africa, the concept of e-procurement is just gaining popularity especially in both public and private sectors. In Tanzania for instance, put into place e-procurement systems to allow e sourcing, e tendering, e-advertisement, e-submission, e-evaluation, e contacting, e-payment, e-communication and e checking and monitoring to ensure all public procurement activities are

conducted online (Sijaona, 2010). Consequently, manufacturing firms has slowly done this to increase on the operations.

Correspondingly, in South Africa the quality of service delivery was affected by the national lockdown from March 2020 to September 2021 brought about by COVID 19. There were varying experiences of service delivery, resulting from the availability of new information, best practices, and governments' responses to the pandemic. According to the WHO Continuity Surveys, report, 27% of countries experienced disruption of up to 75–100% of their services in 2020. However, in 2021, Service delivery was disrupted up to 9 % and there was an increase of the disruption of service delivery of up to 18% in 2022, an indicator that countries in Africa are still experiencing interruptions in service delivery. (Service delivery Public health article of South Africa, December 2022).

In East Africa over the last 20 years governments have put in place a number of policies with the view of continuously improving organizational performance and service delivery. Nonetheless, the current data indicates more to be done on quality of the service delivery. According to the Rwanda Governance survey reports of 2022, show most production firms' performances in the year 2018 was at 74.25% which dropped down in the year 2019 to 70.5% and in 2020 to 68%. In Kenya, the government actively got involved in adoption of e-procurement when the Jubilee government came into power. Since then there has been a lot of pressure and reforms to ensure all public procurement functions are conducted online. Consequently, the private sector has also tried to adopt the norm (USAID, 2008).

A report according to Uganda Bureau of Statistics, (2020), revealed that in the FY 2019/2020, the manufacturing sector registered slowdown growth of 2.3 Percent compared to the 10.1 percent growth registered in FY 2018/19. The slower growth in the sector is mainly attributed to poor performance in the manufacturing activities.

For instance, in FY 2021/22 the manufacturing sector performance improved by 7.8 percent compared to 1.4 percent in FY 2022/23. In addition, according to Covid 19 Business Survey conducted between March and April 2023 revealed that 24.5 percent of manufacturing firms closed as a result of volatile economic adversities (UBOS, 2023).

Notably, in Uganda Breweries Limited (UBL), despite efforts to improve the performance in the organization, there are instances of evident failure (Daily Monitor, Jan 3rd, 2023; Lamwaka, 2023). For instance, UBL Audit Report, (2024), as cited by Lamwaka, (2025),

revealed that in 2023, the company's revenue declined by \$1.2 million and \$2.5 million in 2016. Furthermore, UBL Integrated Audit Annual Report, (2024), demonstrate that the Company's revenue declined by \$1.02 million. The decline in the Company's performance remains a worrying condition, and very alarming. This is indicated by decline in customer base, new entrants in the market, high operational costs, limited access to affordable credit, inadequate raw materials, unreliable supply of inputs, disruptive technology, and lack of innovations mastery among others (AFDBG, 2024).

Amidst all the above challenges, UBL fails to improve its performance. While studies have shown that E-procurement improves organizational performance in the manufacturing sector (Sabry et al, 2021; Ayalew, 2020; Mayieka et al, 2020; Gharakhani et al, 2019), there is insufficient data to explain how E-procurement enhances performance in UBL.

This study, intends to examine the influence of E-Procurement on performance of UBL.

1.2. Statement of the problem:

Increase in organisational performance in the dimensions of profitability, quality products, efficient inventory management and reduction in operation costs especially in manufacturing firms is essential to their long run survival (Nelson, etal; 2022; Abiodun etal 2021)

According to audit reports by UBL (2022), reveal that in 2019, the company's revenue declined by \$1.2 million and \$2.5 million in 2020. Annual reports by the Uganda national bureau of statistics (2021) revealed that UBL was poorly performing. In their report, they indicated that the company had experienced decline in its customer base, high operational costs, inadequate raw materials, and unreliable supply of inputs. This resulted into; low level of sales revenue, low market share, reduced profit margin on sale, poor return on investment and lack of competitive advantage among others (Joshua Ivan Muwema, 2022; UBL audit report, 2021). It is urged that if this problem is not resolved immediately, the company may face greater consequences (UBL audit report, 2021).

While studies have shown that E-Procurement improves performance in the manufacturing sector (Sabry et al, 2021; Ayalew, 2020; Mayieka et al, 2020; Gharakhani et al, 2019), there is insufficient data to explain how E-procurement enhance performance in UBL.

This study, intends to examine the influence of E-procurement on performance of UBL.

1.3. Purpose of the study

To examine the effect of E-Procurement on the performance of Uganda breweries Luzira Kampala.

1.4. Specific objectives

The following will be the objectives of this study.

- i) To examine the effect of E-Ordering on the performance Uganda breweries limited Luzira.
- ii) To determine the effect of E-Sourcing on the performance Uganda breweries limited Luzira.
- iii) To find out the impact of E-tendering on the performance Uganda breweries limited Luzira.

1.5. Research questions

- i) What is the effect of E-Ordering on the performance of UBL?
- ii) What is the effect of E-Sourcing on the performance of UBL?
- iii) What is the impact E-tendering on the performance of UBL?

1.6. Scope of the Study

1.6.1 Content Scope

The study was limited to E-procurement and performance of UBL, where E-procurement was studied in terms of e-ordering, e-sourcing and e-tendering and performance was studied in terms of.

1.6.2 Geographical Scope

The study will be carried out in Uganda Breweries limited located in Luzira Nakawa division Kampala district, plot 3-17 port bell. Kampala sits on an area of about 8451 square kilometres. This is because the headquarters of UBL are located there and because that is where all governance decisions are centralized.

1.6.3 Time scope

The study will be carried out for 3 years ranging from 2020 and 2023. This period is selected because there was an observable decline in the performance of UBL Luzira.

1.7 Significance of the study

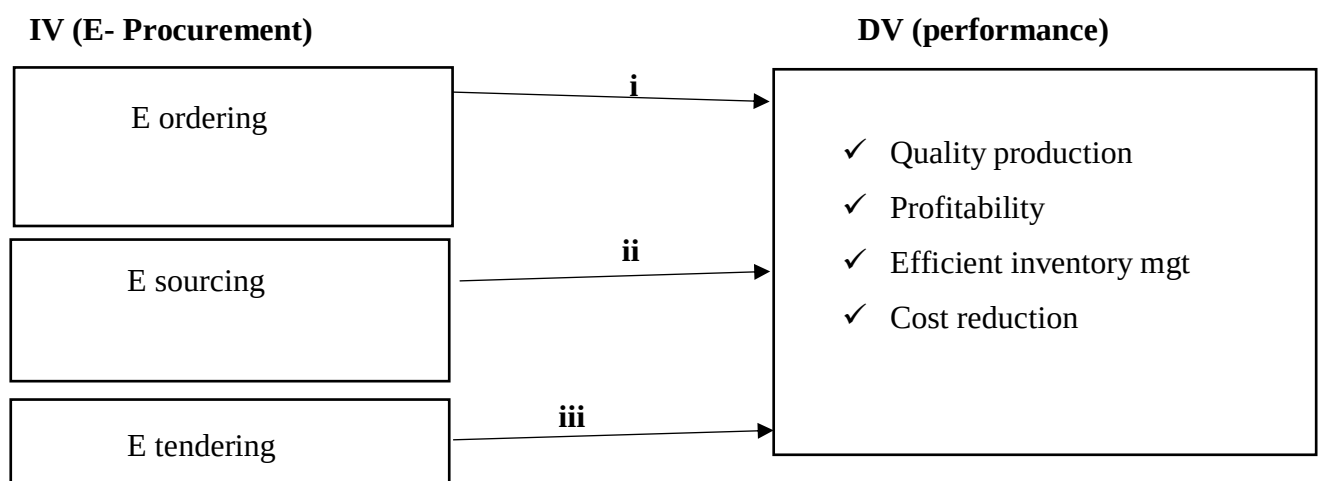
In Uganda manufacturing firms wishing to implement E-procurement as it will enable them to identify challenges posed while implementing best practices and be able to mitigate such challenges.

The study will also be useful to the government and its policy-making agencies as it serve to guide policy makers on existing E-procurement technologies among research institutions and challenges faced in implementing SCM practices.

In the field of academia community will benefit from the results of the study as it will serve as a reference point on empirical data pertaining to E-procurement and it will also identify areas for further study.

1.8. Conceptual framework

Figure 1 A conceptual framework showing the relationship between E-Procurement and performance



Source: Suman Tiwari, Shiau Wei, Chan M. F .Ahmad (2019) Article, adopted from (Abdi Hassan 2019)

1.8.1 Explanation of the conceptual framework

- ✓ Figure 1 above show that there is a relationship between e-procurement and performance, e procurement was measured in terms of e ordering, e- sourcing and e tendering whereas performance was measured in terms of Quality production, Profitability, Efficient inventory management and Cost reduction.

1.9. Definition of key terms

E-procurement has been defined differently by various scholars. For example Wu, (2022) defined e-procurement as the use of information technologies to facilitate business purchase transactions for materials and services. This research recognizes the extensive nature of e-

procurement and uses the definition by Evans P Wurster, (2023) where e-procurement is referred to as business-to-business purchasing practices that utilize electronic commerce to identify potential sources of supply, to purchase goods and services, to transfer payments and to interact with suppliers. Many companies have adopted the use of internet with an aim of improving their service delivery both in the internal and external processes and those processes beyond their boundaries frihlich M Westbrook, (2022).

Performance refers to how well an organization is performing. Good performance is an indicator of success and development of all organizations. Performance is the state of the organization health in terms of profitability, work efficiency and production operations (Brown John, 2021).

E sourcing is the process of identifying new suppliers for a specific spend category, using Internet technology (usually the Internet itself). By identifying new suppliers a purchaser can increase the competitiveness in the tactical purchasing process for this spend category. E-sourcing is a way of decreasing the supply risk associated with this spend category Chen, I.J. and Paulraj, A. (2004)

E tendering is the process of sending RFI's and RFP's to suppliers and receiving the responses of suppliers back, using Internet technology. Usually e tendering is supported by an e-tendering system. Often the e-tendering system also supports the analysis and assessment of responses. E tendering does not include closing the deal with a supplier. As a matter of fact, e-tendering smoothens a large part of the tactical purchasing process Chen, I.J. and Paulraj, A. (2004), without focusing on the content (i.e. spend category) of that process.

E-ordering as well as web-based ERP is the process of creating and approving purchasing requisitions, placing purchase orders as well as receiving goods and services ordered, by using a software system based on Internet technology. In the case of e ordering the goods and services ordered are indirect goods and services (i.e., non-product related goods and services). All employees of an organization usually use the supporting software system (an ordering catalog system).

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction.

This chapter deals with theoretical review, literature review, empirical review and summary of the literature review.

2.1 Theoretical review

The study anchored on one theory dynamic capability theory.

2.1.1 Dynamic Capability Theory

The aspect of dynamic capability was first coined by David J Teece, Gary Pisano and Amy Shuen, 1997 (Chien &Tsai, 2012). The theory describes an organization's ability to deliberately organize its resources in an effort to improve performance. According to Chien and Tsai (2012), dynamic capability is the capability of an organization to purposefully adapt an organization's resource base. An organization should be able to react adequately and timely to external changes. This requires the adoption of different strategies that will harness multiple capabilities of the organization and put them into use. This will give the company the ability to integrate, develop, and leverage on the environmental competitive advantage. Indeed, the current business world is very dynamic. Changes ranging from organizational structures, culture, marketing and customer's tastes and preferences are taking a different path. As such, organizations should have the ability to respond to these changes in the most effective manner. The dynamic capability theory asserts that only those organizations able to achieve this will actually be able to break even in this competitive world (Chien &Tsai, 2012).

2.2 Literature review

2.2.1 E-Ordering on Performance

To begin with, according to Nepelski (2021) electronic ordering affects Performance by increases market transparency, lowers search and supplier switching costs thus improving the management and supply chain performance of an organization.

On the other hand, Quesada, Gonzalez and Mueller (2010) argued that using electronic Ordering technologies positively affects organizational Performance most importantly on managers' perceptions of procurement practices are enhanced thus attainment of organizational performance from those practices.

Further studies by Chepkwony and Lagat (2020) reveal that e-ordering affects firm's performance in a way that e-ordering and e informing which are elements of e-procurement are major factors in the procurement process increases and enhances the speed of procurement process by eliminating delays that improved the product manufacturing, lessen operational costs hence increased performance.

Oteki (2020) in his studies asserts that electronic ordering has huge effect on performance of sugar processing firms in Kenya especially the electronic order processing practice that helped the sugar processing firms in Kenya to maintain the relationship with their suppliers of the sugar cane.

2.2.2 E-Sourcing on service delivery.

Kamaru and were (2018) stated that E-Sourcing adoption positively affects performance of the public sector particularly state corporations under the State Department for Infrastructure by widening the supplier base and the catalogues , also eliminating fear from suppliers over the procurement process.

Further Kimutai and Ismael (2023) established that strategic e-sourcing practices affects a firm's of the supply chain performance by cost reduction, increasing return on investment and attainment speedy service delivery.

According to Ochari and Kwasira (2016), e sourcing had a significant role on service delivery and overall organization performance in the County Government of Nakuru by easing comparison of the data between suppliers, its cost effective and better vendor management.

Nepelski (2006) argued that electronic sourcing positively influences the organization service among firms in Netherlands by increasing market transparency, lowers search and supplier-switching costs, improves the management of supply chain, and contradicts the predictions that ICT will lead to a dominance of network-like organizational form and an increasing reliance on hybrid forms of organizing economic transactions.

In addition, Vaidya, Sajeev and Callender (2021) concluded that e-sourcing Implementation leads to success in service delivery in the Public Sector in England a

nd Australia in a way that it establishes systems and feedback mechanisms used in procurement.

2.2.3 E-tendering on service delivery.

According to Gathimo and Njoroge (2022), e tendering affects organizational performance of by increasing transparency, high quality vendors and also increasing efficiency.

Munyao and Moronge (2023) asserts that e tendering affects organizational performance by increasing accountability , reduces the cost of evaluating tenders and reduces the time to source.

Furthermore, Rotich and Okello (2022) argued that e-tendering affects service delivery especially by attracting large supplier base, setting up the system of interactions and communication between the suppliers and entities especially the County Governments in Kenya thus improving their service delivery.

In relation to above Ho, Tai, Wu and Jou (2020) sated that e tendering especially Web-based e-tendering system not only could enhance the service delivery of the buyer organization but also could enhance the service delivery of the supplier organization by improving partner relationship management.

2.3 Summary of the literature review

From the foregoing literature review, it was evident that a number of studies have been carried out to explain the influence of E-Procurement practices in organization performance. Every organization needs good E-procurement practices through e-ordering, e-sourcing and e-tendering that will lead to Quality production, Profitability, Efficient inventory management and Cost reduction

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research methodology that was used during the study. This includes the Research design, study population, sample size and selection, sampling techniques, data collection methods, Data collection instruments and procedure of data collection.

3.1 Research Design

This study adopted cross sectional research design using quantitative approach in studying the effects of E-Procurement on organization performance. A cross sectional research design helped to collect data from different individuals at a single point in time and it enabled to observe variables without influencing them (Martins' et al 2018). Quantitative approach was selected since it allowed the researcher to gather quantitative data to explain the existence of the phenomena and understand existence of reality. It also eased collection of large amount of data and testing the effect between variables using inferential statistical methods of presentation (Creswell 2023).

3.2 Study population

A population refers to an entire group of individuals, events or objects having a common observable characteristic (Kothari, 2024). The total population of the study was 60 employees, permanent staff selected from the records of organization structure in Uganda breweries ltd (UBL human resource management, 2024). The unit of inquiry was the permanent employees (workers) of UBL and the unit of analysis was UBL.

3.3 Sampling method

The researcher used simple random sampling to select the respondents from the target population because it gave each member an equal chance of being selected and included in the sample size. Simple random sampling refers to the mechanism that identifies and locates the sampling units within the population (Gregoire & Valentine, 2008). Therefore, numbers were allocated, written on small pieces of paper, shuffled and randomly picked by respondents until all the required respondents were over.

3.4 Sampling Size

A representative sample of 52 employees was acquired from the population of 60 permanent working staff, as guided by Krejcie & Morgan (1970) table for sample size determination through stratified and simple sampling method as shown in Table 1 below;

Table 1 Showing the target population and sample size

Category	Population	Proportion	Sample size
Procurement department	8	0.13	7
Finance department	10	0.17	9
Store department	15	0.25	13
Human resource department	10	0.17	9
Marketing department	17	0.28	14
Total	60	1	52

Source: Human Resource Uganda breweries limited, 2024

3.5 Source of data

Data was both primary and secondary. Primary data is the first hand data collected by the researcher through sources such as observations, questionnaires and interviews (Ajayi, 2017). Questionnaires were used to collect primary data. Secondary data is one that has undergone reconstruction (Ajayi, 2017). Secondary data was got from internet, journals, minutes and reports.

3.6 Data collection techniques

The researcher used questionnaires while in the process of data collection from the respondents. A questionnaire is a data collection instrument consisting of series of questions and other prompts for gathering information from respondents (Dr. Karim 2013). Additionally, he argued that questionnaires are useful because they will help the researcher to meet the research goals and objectives and minimize un answered questions from respondents.

3.7 Data collection Instruments

Data collection instruments refer to the tools used by the researcher to collect data in the research process. The researcher used questionnaires to collect data from respondents. A self-administered questionnaire was designed using Likert scale and was distributed to staff members of UBL who filled them within 4 days of research period.

3.8 validity and reliability

Reliability and validity are appropriate concepts for introducing a remarkable setting in research.

Reliability is referred to the stability of findings, whereas validity is represented the truthfulness of findings (Altheide & Johnson, 1994). These are important concepts in modern research, as they are used for enhancing the accuracy of the assessment and evaluation of a research work (Tavakol & Dennick, 2011). Without assessing reliability and validity of the research, it will be difficult to describe for the effects of measurement errors on theoretical relationships that are being measured [Forza, 2002]. Therefore, the purposes of validity and reliability questionnaires were drafted and then piloted in order to make sure that all questions were clear to all respondents.

Table 2 Reliability table

Variables	Number Of Items	Cronbachs Alpha
E ORDERING	6	.921
E SOURCING	6	.922
E TENDERING	5	.896
SERVICE DELIVERY	10	.776

3.9 Data processing, analysis and presentation

Data collected was edited and sorted for completeness after which it was presented into frequency tables, and graphs. However, statistical packages for social sciences (SPSS version 2020) was used in data analysis. Quantitatively, regression and correlation was used to determine whether e- procurement affects organizational performance.

3.10 Ethical considerations

Ethics refer to an “ethos” or “way of life”, “social norms for conduct that distinguishes between acceptable and unacceptable behavior” (Shah, 2011, p.205; Akaranga & Ongong’a, 2013, p.8). Researchers are professionals hence, research ethics as a branch of applied ethics has well established rules and guidelines that defines their conduct. Research ethics is important in our daily life research endeavors and requires that researchers should protect the dignity of their subjects and publish well the information that is researched (Fouka & Mantzourou, 2011). The researcher beginning with research report writing will follow every step in research that is vital, approval of the proposal leading to the actual research study, select the appropriate

methodology to employ, relevant ways of collecting data, present the research findings and interpret them accordingly, and analysis of data all aimed at promoting ethics.

3.11 Expected limitations and anticipated solution

Confidential information was not sufficient to the researcher. However, the researcher convinced them that the research was intended to help them improve on their problems.

There was too much pressure because of limited time for the researcher. However, the researcher might devoted most of the time on the research.

Financial constraint since research requires money for printing and transport. However, the researcher minimized the costs as low as possible.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF THE FINDINGS

4.0 Introduction

This chapter presents findings from the study about the impact of Supply chain management practices and organizational performance of Uganda Breweries Limited. The data is presented in form of tables followed with analysis and interpretation of the findings.

4.1 Response Rate

The study attained an overall response rate where the questionnaires issued were 52 in total and the respondents filled all the 52 questionnaires. This was a 100% response rate.

4.2 Demographic information

The study put into account the gender of the respondents, age, marital status, and their academic qualification and working experience, which were considered relevant to this study.

4.2.1 Gender of respondents

Table 3 showing Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	28	53.8	53.8	53.8
	FEMALE	24	46.2	46.2	100.0
	Total	52	100.0	100.0	

Source: Primary Data, (2025)

Table 3 above is about the gender distributions of the respondents. It is evident from this gender frequency distribution table that the majority of respondents were males at 53.8% while 46.2% were females. This tentatively implies that UBL employees more male than female employees. Because during the recruitment process more males apply and meet the requirements than female.

4.2.2 Years served in the Organization

Table 4 showing Years served

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid LESS THAN A YEAR	9	17.3	17.3	17.3
1 TO 5 YEARS	23	44.2	44.2	61.5
5 TO 10 YEARS	13	25.0	25.0	86.5
ABOVE 10 YEARS	7	13.5	13.5	100.0
Total	52	100.0	100.0	

Source: Primary Data, (2025)

Table 4 shows that 17.3 % of respondents had worked in UBL for less than a year, 44.2% worked for 1-5 years, 25.0% worked for 5-10 years and 13.5% worked for more than 10 years at the Company. The low number of experienced employees that worked for above 10 years was as a result of the company's retrenchment exercise that has occurred in the recent years. However, the 35.8% who worked for more than 5 years gives us confidence that data about E-Procurement and organizational performance is obtained from experienced workers of the company.

4.2.3 Education Level

Table 5 showing education level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DIPLOMA	18	34.6	34.6	34.6
BACHOLORS DEGREE	26	50.0	50.0	84.6
MASTERS DEGREE	8	15.4	15.4	100.0
Total	52	100.0	100.0	

Source: Primary Data, (2025)

The findings in the Table 5 shows that 34.6% of the respondents are Diploma holders, 50% have bachelor's degree, and 15.4% have master's qualification. This implies that data for the study was obtained from learned respondents and hence the reliability of the data is assured.

4.3 Findings on the effect of eProcurement on performance

In order to determine the effect of eProcurement and organizational performance regression and correlation was used to determine whether e- procurement affects organizational performance.

Table 6 showing Correlation analysis

	(1)	(2)	(3)	(4)
E ORDERING(1)	1			
E SOURCING(2)	.226	1		
E TENDERING(3)	.137	.634	1	
SERVICE DELIVERY(4)	.337	.440	.477	1

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

Source primary Data, (2025)

4.3.1 Effect of E-Ordering on organizational performance

From table 6 above there is evidence of positive correlation between e ordering and organizational performance. This is evidenced by ($R=.337$, $P<0.01$) and this shows that increase in e ordering have a positive effect on organizational performance.

4.3.2. Effect of E-Sourcing on organizational performance.

From table 6 above there is evidence of positive correlation between e sourcing and organizational performance. This is evidenced by ($R=.440$, $P<0.01$) and this shows that increase in e sourcing have a positive effect on organizational performance.

4.3.3 E-tendering on organizational performance.

From table 6 above there is evidence of positive correlation between e tendering and organizational performance. This is evidenced by ($R=.477$, $P<0.01$) and this shows that increase in e tendering have a positive effect on organizational performance.

4.4.1 Regression analysis of e ordering and organizational performance

Table 7 showing Regression analysis of e ordering and organizational performance

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	B	t	
1 (Constant)	29.766	2.739		10.869	.000
EORDERING	.302	.119	.337	2.533	.014
	R	R²	Adj. R²	F	Sig.
	.337	.114	.096	6.419	.014 ^b

Note: n=52, a. ORGANIZATIONAL PERFORMANCE

Source: Primary Data, (2025)

The findings from the Table 7 above shows that 9.6% variation in organizational performance is caused by e ordering ($\text{Adj } R^2 = .096$; $p > 0.01$). These results is further supported by a positive and a significant effect between the study variables of e ordering and organizational performance ($F = 6.419$; $p > 0.01$). The Table further shows standardized beta coefficient of ($\beta = .337$; $p > 0.01$) and this demonstrates that an increase in e ordering can lead to increase in organizational performance.

4.4.2 Regression analysis of e Sourcing and organizational performance

Table 8 showing Regression analysis of e Sourcing and organizational performance

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	B	t	
1 (Constant)	29.571	2.110		14.017	.000
ESOURCING	.402	.116	.440	3.460	.001
	R	R²	Adj. R²	F	Sig.

CHAPTER FIVE

INTERPRETION OF THE FINDINGS, SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the interpretation of the findings, summary of study findings, conclusions and recommendations based on the major findings and limitations of the study.

5.1 Interpretation of the findings

Based on the findings from chapter four above this chapter provides interpretation of the data of these findings on the objectives of the study.

5.1.1 Effect of E-Ordering on organizational performance

The study thought to examine the effect of E-Ordering on organizational performance. The study indicated a positive relationship between e ordering and service delivery ($R=.337$, $P<0.01$) It's therefore noted that e Ordering is an effective organizational tool that has a positive effect and relationship with organizational performance and can deal with the upcoming challenges development of organizational plans and its operations to achieve development. Therefore, this shows that e ordering is important in attaining service delivery and this shows that increase in e sourcing will lead to an increase in organizational performance.

5.1.2 Effect of E-Sourcing on organizational performance.

The Study thought to determine the effect of E-Sourcing on organizational performance. The study indicated a positive relationship between e sourcing and organizational performance ($R=.440$, $P<0.01$). These results are in line with Kamaru and were (2023) who carried out studies on sourcing and organizational performance. The findings stated that E-Sourcing adoption positively affects organizational performance of the public sector particularly state corporations under the State Department for Infrastructure by widening the supplier base and the catalogues, also eliminating fear from suppliers over the procurement process. Therefore, this shows that e sourcing is important to attaining service delivery thus; increase in e sourcing will lead to increase in organizational performance.

5.1.3 E-tendering on organizational performance.

The study thought to find out the impact of E-tendering on organizational performance. The study indicated a positive relationship between e tendering and organizational performance ($R=.477$, $P<0.01$) This finding is also in line with Rotich and Okello (2015) who studied e tendering and organizational performance and found out that e tendering has a positive effect on organizational performance especially by attracting large supplier base, setting up the system of interactions and communication between the suppliers and entities especially the County Governments in Kenya thus improving their organizational performance an indicator that increase in e tendering has a positive effect on organizational performance.

5.2 Summary of Findings

The main purpose of the study was to establish the effect of e- procurement on organizational performance. The study based on different e procurement forms like e ordering, e sourcing and e tendering as independent variables and organizational performance in form of reduced lead-time, value for money and reduced bureaucracy as dependent variables. On examining the effect of e ordering and organizational performance, results show that 9.6% variation in organizational performance is caused by e ordering ($\text{Adj } R^2 = .096$; $p> 0.01$). These results is further supported by a positive and a significant effect between the study variables of e ordering and organizational performance ($F= 6.419$; $p>0.01$).

On determining the effect of e sourcing and organizational performance results also show that 17.7% variation in organizational performance was caused by e Sourcing activities ($\text{Adj } R^2 = .177$; $p> 0.01$). These results was further supported by a positive and a significant effect between the study variables of e sourcing and service delivery ($F= 11.972$; $p>0.01$). Therefore, E sourcing positively and significantly influences organizational performance.

Lastly, on finding out the effect of e tendering and organizational performance results show that 21.2% variation in organizational performance was caused by e tendering ($\text{Adj } R^2 = .212$; $p> 0.01$). These results are further supported by a positive and a significant effect between the study variables of e tendering and organizational performance ($F= 14.714$; $p>0.01$).

5.3 Conclusions of the Study

Based on the results and decisions described above, it can be concluded that electronic Procurement that consists of e ordering, e sourcing and e tendering has great effect on organizational performance. From the findings of objective one, it is concluded that embracing E ordering by UBL leads to improved organizational performance.

Also from the findings of objective two, it can be concluded that use E-sourcing leads to better organizational performance.

Lastly based on the findings of objective three, the study concludes that adopting E-tendering also improves organizational performance.

5.4 Recommendations of the Study

Based on conclusion of objective one, UBL should intensify use of E-ordering. From the conclusion of objective two, UBL should enhance application of E-sourcing as this was found to improve organizational performance. Similarly, from conclusion of objective three, UBL should continue embracing E-tendering as this was found to improve organizational performance.

5.5 Limitations of the Study

The outcome of the study cannot be generalized to all manufacturing firms in Uganda since the study was limited to UBL in Uganda and did not incorporate all other manufacturing firms in Uganda. The study adopted use of questionnaire for data collection. The use of predetermined questions may have forced respondents to respond to questions even without properly understanding them, I suggest another data collection method.

5.6 Suggestions for Further Research

In order to improve this study, the researcher would like to suggest the following for further investigation. An exclusive study on the E-procurement constraints facing service sector firms in Uganda should be carried out. Future research should be conducted on determinants of E procurement adoption and performance in Uganda and compare their performance over a period using secondary data. Future studies could also explore the relative importance of E-procurement practices. Further research could be conducted based on District in regions in various parts of Uganda since such areas represent a variation in cultural orientation and habits. Comparisons could be done on whether or not there is any variation or similarity. Lastly, future research efforts could dwell on comparative analysis of E-procurement and service delivery

among Districts in Uganda and use more robust research designs such as time series and panel methodologies.

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APPENDICES

Appendix I: Letter of introduction

 **BUSITEMA UNIVERSITY**
Pursuing Excellence

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Tel: +256 772 810900 / +256 701 810900
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FACULTY OF MANAGEMENT SCIENCES

To: UGANDA BREWERIES LIMITED
P.O. BOX 7130 KAMPALA UGANDA

Date: 16th AUG 2025

Dear Sir/Madam,

RE: DATA COLLECTION

On behalf of Busitema University, Faculty of Management Sciences, please allow me extend my appreciation to your organization for the continued support and commitment to providing services to our community. The Faculty looks forward to continuously partner with your organization in pursuance of excellence of our students by exposing them to practical learning experiences. It's a University requirement that every student must carry out research and write a report in order to satisfy the requirement for the award of a Master's Degree. The purpose of this letter is therefore to humbly request you to allow our fore mentioned student, who is in 3rd year of study on a programme of Master of Business Administration / Master of Public Administration of Busitema University, to carry out research by way of collecting data in your esteemed organization.

We look forward to your supportive and positive response to our request above.

Yours faithfully,


Esaku Joseph
+256772(810900)/+256701(810900)
Ag. HOD (Economics & Management)



APPROVED
Permission granted
to collect data
16/8/2025

APPROVED
Please help the student
with data collection
16/8/2025

Scanned with CamScanner

Appendix II: Questionnaire

QUESTIONNAIRE

Dear respondent.

I **Ojiambo Chrispinos** registration number **BU/UP/2021/2137** a student at Busitema University, pursuing a Bachelor's degree in procurement and supply chain management. I am carrying out a research study on the effect of E-Procurement on organization performance. You have been selected to participate in the study as a respondent. The information you are going to offer will be used for academic purposes and will be treated with strict confidence and your individual names will not be included and identified in the published results.

SECTION A: BIODATA

1. What is your gender?

a) Male ☐ b) Female ☐

2. What age bracket do you belong to?

a) 21-30 ☐ b) 31-40 ☐ c) 41-50 ☐ d) 51 and above ☐

3. State the highest educational level attained.

a) Diploma ☐ b) Bachelor's degree ☐ c) Master's degree ☐ d) Phd ☐

e) others (specify)

4. What post do you hold in the District?

Procurement ☐ Finance ☐ Store ☐ Human resource management ☐ Marketing ☐

5. For how long have you worked in this District ?

a) Less than a year ☐ b) 1-5 years ☐ c) 5-10 years ☐ d) above 10 years ☐

SECTION B

To what extent are the following e-procurement activities carried out in UBL? (Tick one box to indicate extent)

E-Procurement	Extent
---------------	--------

		Very High 5	High 4	Moderate 3	Low 2	Very Low 1
EO1	E-Ordering In our organization procurement orders are made online					
EO2	In our organization procurement orders are made online					
EO3	Acknowledgement is done by our suppliers online					
EO4	Approvals are done online by the responsible officers in our organization					
EO5	Acknowledgement of goods in our organization is done on line					
EO6	In our Organization, suppliers' and contractors' Invoicing is done on line					
ES1	E-Sourcing In our Organization, Search for new suppliers, contractors and service providers is done online					
ES2	In our Organization Supplier evaluation is done online					
ES3	In our Organization , we trace suppliers, service providers and contractors location online					
ES4	In our Organization we use supplier catalogues on their web sites					
ES5	In our Organization we are able to get information about the previous supplier performance using internet					
ES6	In our Organization we distributing pricing information and exchanging other technical information online					

ET1	E-Tendering In our Organization bid advertisement is done online.					
ET2	In our Organization our bidders submit their bids on line					
ET3	In our Organization display of best evaluated bidders is done online					
ET4	In our Organization award of tenders is done on line					
ET5	Delivery of contract documents is done onlinen in our organization					
ET6	Procurement contracts are signed online in our organization					

SECTION C

What is the extent of organizational performance in UBL in terms of the following (Tick one box to indicate extent)

	Performance	Extent				
		Very High 5	High 4	Moderate 3	Low 2	Very Low 1
OP1	Reduced Lead time In our Organization we use of systems for tracking orders on line					
OP2	In our Organization online integrated vendor system are put place					
OP3	In our Organization transportation is readily available in case need arises					
OP4	In our Organization Proper inventory Management system used in stores					
OP5	Supplier Consolidations done In our Organization					

OP6	In our Organization we use domestic suppliers					
SDO7	In our Organization we use Increase of order frequency					
SDO8	Value for money Numbers of projects completed against the schedules In our Organization					
SDO9	Numbers of projects initiated against numbers planned In our Organization					
SD10	In our Organization there is spread of essential services.					
SD11	In our Organization there is Quality of essential services					
SD12	Collaboration with suppliers is there In our Organization.					
SD13	In our Organization we manage procurement risk					
SD14	Reduced bureaucracy In our Organization we Conform with standards of th organization					
SD15	In our Organization there is reduction in numbers of staff in different functions					
SD16	Increase in coordination of processes of service delivery is in our Organization					
SD17	In our Organization there is Provision of weekly reports by the officer to HODs					
AD18	Elimination of paper work is there In our Organization					
SD19	In our Organization we Cut off of some processes					

Thanks for participating.

Appendix III: Work plan for 2025

ACTIVITIES	MAY 2025	JUNE 2025	JUNE 2025	JULY2025	JULY2025	AUG2025	AUG 2025
Problem identification							
Formulation of the problem statement							
Proposal writing							
Confirmation and submission of the proposal							
Data collection							
Analysis of data							
Writing of the final report							
Submission of the research project report							

Appendix IV: Research Budget

ITEM	AMOUNT (UGX)
Typing of research work	200,000
Stationary	300,000
Data (internet)	100,000
Travelling	200,000
Miscellaneous	100,000
Grand Total	900,000

Appendix IV: Krejcie and Morgan (1970) table of sample size determination

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970