

**UNIVERSITY
OF
LUSAKA**

School of Postgraduate Studies

**AN EVALUATION OF THE ROLE OF ELECTRONIC GOVERNMENT PROCUREMENT IN
SERVICE DELIVERY IN THE PUBLIC SECTOR: A CASE OF SELECTED PUBLIC
SECTOR ORGANISATIONS**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE
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BUSINESS ADMINISTRATION-GENERAL**

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Declaration

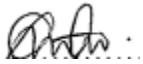
I, Rosalyn Ngombe Kapambwe declare that this dissertation is my own work and contains no material submitted previously except as cited, for a higher degree to the University of Lusaka or any other University.



Signature

22/03/2024
Date

Supervisor: Dr. Chibozu Maambo



Signature

23/03/2024
Date

Dedication

To my lovely family

Acknowledgments

I am thankful for the support my family rendered to me during the time I was doing my school as well as the time taken away from them. My heart felt gratitude also goes to Dr. Chibozu Maambo for her supervision and relentless support throughout the research study.

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Abstract

The study was aimed at evaluating the role of electronic government procurement in service delivery in the public sector, with a focus on selected public sector organisations. The study focused on Ministry of Health (MoH), Ministry of Education (MoE), Zambia Revenue Authority (ZRA), Rural Electrification Authority (REA), Workers' Compensation Fund Control Board, and ZESCO Limited. The sample size comprised 30% of the targeted population, that is 30% of 100, which was roughly 30 respondents from the 6 targeted organisations. The study was guided by the following research objectives: to assess the extent of the adoption of Electronic Government Procurement systems for service delivery; to find out the effect of Electronic Government Procurement Systems on users' service delivery; to determine challenges of Electronic Government Procurement Systems in service delivery in the public sector. In order to carry out the objectives of the study, the concurrent mixed-methods research design was utilised.

In terms of adoption, the findings revealed that the majority of respondents (37.5%) indicated significant adoption of e-GP procurement systems in their respective organisations for service delivery. Furthermore, findings also showed that the majority of 58.33% strongly agreed that the e-GP system has made the procurement process in their organisations more efficient and transparent, highlighting positive outcomes in terms of effectiveness and openness. The predominant concern, as presented in the findings by 45.8% of the respondents, revolved around a deficiency in training and the failure to upload necessary documents for specific tenders.

The findings of the study also revealed that e-GP systems have positively influenced various aspects within their organisations, including daily output, procurement efficiency, transparency, and supplier management. Positive correlations between e-GP usage and enhanced productivity, efficient procurement processes, effective supplier selection, and reduced processing time are evident. Well-implemented e-GP systems significantly contribute to operational efficiency, procurement effectiveness, and transparency, aligning with the broader empirical literature on electronic procurement.

Identified challenges, such as deficiencies in training, document uploads, computer literacy, supplier paperwork, and system understanding, underscore the need for enhanced awareness, education, and training. Addressing these challenges is crucial for the successful integration and utilisation of e-GP systems in the context of public service delivery. This is not only imperative for efficiency but also for promoting transparency and fairness, aligning with broader e-government literature.

Overall, the findings highlight the transformative potential of well-implemented e-GP systems in reshaping public service delivery in Zambia. The positive trajectory in adoption, the positive impact on users' service delivery, and the identification of challenges offer valuable insights for policymakers, practitioners, and researchers. Addressing challenges through strategic training, awareness programmes, and user education will be instrumental in maximizing the benefits of e-GP systems.

Key Words: *Electronic Government Procurement, Public Sector, Adoption*

CHAPTER ONE:

1.0 Introduction

This chapter presents the background of the study, problem statement, research objectives, research questions, scope and significance of the study in line with the research topic which was assessing the role of electronic government procurement in service delivery in the public sector.

1.1 Background of the study

The emergence of new technologies has ushered in a plethora of breakthroughs that have led to various improvements in the manner in which corporations and a wide variety of organisations carry out their respective operations. According to Mustafa, Farida, and Yusriadi (2020), during the course of history, a great number of organisations have endeavoured to find techniques that are more efficient for executing their operations while simultaneously sustaining standards of excellence and protecting sensitive data. When compared to other industries, the public sector has always been characterised by a more glacial rate of technical advancement (Gathima & Njoroge, 2018). Owing to the prevalence of unskilled personnel in public offices, who may demonstrate resistance to change owing to their low literacy skills with regard to such technology (Ateto, 2013), the aforementioned problem has frequently been ascribed to this aspect. This is because their low literacy skills may cause them to be resistant to change.

Due to the fact that it is unable to address inadequacies in the procurement process, the Zambian procurement system, along with the procurement systems of other nations that are in a situation that is analogous to Zambia's, has come under scrutiny (Chilembo & Tembo, 2020). This is because it is unable to bring about improvements in the procurement process. There has been a rise in the number of instances of corruption, as well as practices that are problematic in the distribution of contract awards (Gihozo, 2020). This is due to the weaknesses that have been identified. Concerns over a lack of openness and poor auditing have been a recurring concern in the purchasing operations

of a number of countries for a considerable amount of time (Chipeta & Ngoyi, 2018). It is a direct result of this that governments have taken attempts to put into place measures that can assist in alleviating the challenges that were discussed earlier. The electronic government procurement system is a technological advancement that aims to alleviate the procurement challenges that were discussed before and that are encountered by a range of ministries and quasi-governmental entities (Chilembo & Tembo, 2020). Among these issues is a lack of openness in the procurement process, as well as a lack of consistency in the process.

The E-GP System, also known as the Electronic Government Procurement System, is a web-based platform that was built with the purpose of easing the process of acquiring goods and services from a variety of suppliers (Chipeta & Ngoyi, 2018). This organization's primary objective is to enhance procurement relations between the public sector and suppliers, notably in the domains of works and consultant services. Specifically, this organization's focus is on procurement (Bwalya & Mutula, 2016). The Zambia Public Procurement Authority, generally known as ZPPA, is the governing agency in Zambia that is assigned with the role of monitoring the implementation of the electronic general procurement system (Sikaonga & Tembo, 2020). In 2016, ZPPA made the announcement that the Electronic Government Procurement (e-GP) system will be launched. Subsequently, seven government and quasi-government organisations participated in a pilot project to test the technology. During the course of the organization's existence, the ZPPA, the Ministry of Health, the Ministry of Higher Education, the Ministry of Works and Supply, and the Workers Compensation Fund Control Board were all involved in various capacities (Sikaonga & Tembo, 2020).

In accordance with Gihozo (2020), the phrase "electronic government procurement" (e-GP) is a word that describes the utilisation of electronic platforms and tools for the purpose of the public sector obtaining goods and services. In order to effectively handle procurement activities, it is necessary to make use of a wide range of digital technologies, including online portals, electronic tendering systems, and electronic payment methods, amongst others. Due to the numerous advantages that it provides in terms of enhanced transparency, efficiency, and accountability in the procurement process, the adoption of

electronic government procurement, also known as e-GP, has been getting a lot of momentum in contemporary times. This is because of the many benefits that it gives.

According to Chilembo & Tembo (2020), there is the possibility that the implementation of electronic government procurement, which is commonly referred to as e-GP, has the ability to make a substantial contribution to the enhancement of the overall quality of service provision in the public sector setting. Additionally, it is probable that the introduction of e-GP would result in a reduction in the amount of time and resources required for procurement activities (Chilemebo & Tembo, 2020). This, in turn, would make it easier to streamline the procedures involved in procurement. It is feasible that this will make it easier for organisations that are a part of the public sector to give citizens better priority when it comes to the delivery of services. Additionally, the implementation of e-GP has the potential to enhance the efficiency and precision of procurement processes, hence lowering the probability of mistakes, tardiness, and unethical business practices inside the organisation.

According to Ateto (2013), one of the additional benefits of utilising electronic government procurement (e-GP) is that it raises the amount of openness that is present throughout the process of procurement. Using electronic systems makes it easier to create a transparent record of procurement activities, which in turn simplifies the process of monitoring procurement choices and discovering any abnormalities or possible instances of fraud. This is because electronic systems promote the creation of such a record. The research that was conducted in the year 2020 by Mustafa, Farida, and Yusriadi indicates that improved openness has the potential to guarantee that choices about public procurement are both equal and unbiased. Additionally, it has the power to raise the degree of trust that the general public has in the government sector. Within the context of procurement procedures, it is feasible that the use of E-GP will result in an increase in the quantity of competition that is present. When electronic platforms are utilised for the purpose of publicising potential procurement possibilities, it is feasible for a greater number of suppliers to participate in the procurement process. This is because electronic platforms are more easily accessible. Because it requires vendors to provide pricing that are more competitive and products or services of superior quality in order to obtain

contracts, the intensification of competition can lead to an increase in the value that customers receive for their money. This is because it forces vendors to compete with increasing levels of competition.

To carry out e-GP in a manner that is both efficient and successful, one must first perform in-depth strategic planning, then exhibit experience in project management, and last request the cooperation of all important stakeholders (Bwalya & Mulandano, 2023). Only then can one hope to achieve the desired results. It is of the utmost importance that organisations operating within the public sector allocate resources towards the development of the essential infrastructure and skills in order to make it possible for electronic government procurement (e-GP) systems to be implemented (Bwalya & Mulandano, 2023). In addition, it is of the utmost importance to provide all relevant parties with intensive training in order to guarantee that the systems are employed to the fullest extent of their capabilities. In addition, it is essential that electronic government procurement (e-GP) systems be constructed with a comprehensive consideration of the requirements of all parties involved, including suppliers, procurement professionals, and members of the general public. This is necessary in order to ensure that the systems are adapted to the requirements of the parties involved and are user-friendly. This is due to the fact that all of the parties involved will be utilising electronic government procurement (e-GP) systems.

One of the goals that is intended to be accomplished by increasing the use of information and communication technology (ICT) in procurement procedures within the public sector of Zambia is to achieve a number of goals (Bwalya & Mulandano, 2023). These goals include the improvement of efficiency, transparency, and competitiveness; the reduction of instances of corruption; and the enhancement of access to information (Nani & Ali, 2020). The application of information and communications technology in the public sector faces a number of challenges, the most significant of which are the prerequisites of suitable infrastructure, training, and participation from stakeholders (Nani & Ali, 2020). Despite this, the benefits of information and communications technology are remarkable and have the potential to improve service delivery in the public sector (Malodi et al, 2021). On the other hand, there is a dearth of published information concerning the function of

the e-GP in the context of the provision of services in the public sector. As a result, the purpose of this study is to fill in this gap in the existing literature.

1.2 Statement of the Problem

Despite the fact that electronic procurement could have a positive impact on service delivery in the public sector of Zambia, not a lot of research has been done on the topic. In the public sector of Zambia, including the Ministry of Health (MoH), Ministry of Education (MoE), Zambia Revenue Authority (ZRA), Rural Electrification Authority (REA) Workers Compensation Fund Control Board, and ZESCO Limited, there exists a significant gap in research regarding the implementation and effectiveness of electronic procurement (e-procurement) systems. Despite the potential benefits of e-procurement in streamlining procurement processes and enhancing service delivery, limited research has been conducted in this area (Bwalya & Mulundano, 2023). This lack of empirical evidence raises concerns about the extent to which the introduction of e-procurement systems has improved procurement procedures and subsequently impacted service provision in these public sector organisations.

Furthermore, the deployment of electronic procurement systems in Zambia's public sector may encounter various challenges that could potentially hinder the effectiveness of these systems in increasing the quantity and quality of services provided (Chilembo & Tembo, 2020). Given these circumstances, it is imperative to address this knowledge gap through rigorous research aimed at understanding the role that electronic procurement plays in the delivery of services within the specified organisations. In addition, the deployment of electronic procurement systems in the public sector of Zambia can run into some challenges, which might hinder the effectiveness of the system in terms of increasing the number of services that are provided.

Therefore, it is of the utmost importance to carry out research that can help close this knowledge gap by researching the role that electronic procurement plays in the delivery of services within the Zambian public sector. As a result, the purpose of this research at evaluating the role of electronic government procurement in service delivery in the public sector, with a focus on selected public sector organisations. The study focused on

Ministry of Health (MoH), Ministry of Education (MoE), Zambia Revenue Authority (ZRA), Rural Electrification Authority (REA), Workers Compensation Fund Control Board and ZESCO Limited.

The absence of research in this field raises questions regarding the impact that electronic procurement platforms have had on the procedures involved in public service delivery and procurement.

1.3 Research Objectives

1. To assess the extent of the adoption of Electronic Government Procurement systems for service delivery.
2. To find out the effect of Electronic Government Procurement Systems on users service delivery.
3. To determine challenges of Electronic Government Procurement Systems in service delivery in the public sector.

1.4 Research Questions

1. What is the extent of the adoption of Electronic Government Procurement Systems for service delivery?
2. What is the effect of Electronic Government Procurement Systems on users' service delivery?
3. What are the challenges of Electronic Government Procurement Systems in service delivery in the public sector?

1.5 Scope of the Study

The target population for the study includes key informants comprised of non-management and management staff that use the electronic government procurement system at Ministry of Health (MoH), Ministry of Education (MoE), Zambia Revenue Authority (ZRA), Rural Electrification Authority (REA), Workers Compensation Fund Control Board and ZESCO Limited.

1.6 Significance of the study

By comprehending the role of Electronic Government Procurement Systems in the realm of service delivery, one can effectively ascertain the potential for enhancing efficiency and expediting administrative processes through the streamlining and automation of electronic procurement procedures. Consequently, this would result in a reduction in the volume of paperwork, mitigation of errors, and significant time savings. Conducting an in-depth analysis of the impact of Electronic Government Procurement Systems on operational efficiency holds significant promise in enabling governments to discern superior methodologies, streamline operations, and judiciously allocate resources. These endeavours, in turn, culminate in notable enhancements in service delivery.

The utilisation of Electronic Government Procurement Systems solutions presents a strategic opportunity to effectively mitigate and curtail the financial burden associated with various expenditures encountered during the procurement process. In order to comprehensively analyse the financial ramifications associated with the adoption and utilisation of electronic procurement systems, it is imperative for researchers to conduct a thorough investigation into the pivotal role that electronic general ledgers assume in the process of service delivery. This research endeavour has the potential to facilitate the discernment of economically advantageous resolutions, cost minimizations, and streamlined acquisition methodologies that foster enhanced provision of services while concurrently optimising resource allocation.

The study on "evaluating the role of electronic government procurement in service delivery in the public sector, with a focus on selected public sector organizations" holds paramount importance in understanding the intricate relationship between e-government expansion and service delivery enhancement. Through the utilisation of a two-step cluster analysis, Chen and Aklikokou (2020) successfully unraveled the dynamics between e-government proliferation and its impact on combating corruption and improving government operations effectiveness. Their findings underscore the pivotal role of e-government in shaping administrative reforms and fostering accountability among top government officials. By applying the Public Service Bargaining Theory (PSB Theory) across multiple countries, the researchers shed light on professionalisation levels, civil

service autonomy, and political-administrative ties, thereby enriching the discourse on e-government's transformative potential.

Furthermore, Abd et al. (2016) delved into the predictors of continued intention to use e-government services, elucidating the critical links between perceived usefulness, perceived ease of use, and user satisfaction. Their exploration among government officials in Malaysia underscores the significance of user-centric perspectives in fostering e-government adoption. Similarly, Sharma (2015) unraveled the intricate relationship between service quality, demographic characteristics, and e-government service consumption in Oman, emphasising the pivotal role of user acceptance in bolstering e-government utilisation.

In addition, Rodrigues et al. (2016) elucidated key factors influencing the user-centric of e-governments, unveiling crucial determinants such as technology trust and anonymity demand. Meanwhile, Rana et al. (2015) scrutinised the efficacy of India's online public grievance redressal system, providing insights into factors driving system success and residents' satisfaction. Moreover, Muhammad et al. (2017) and Mensah (2020) shed light on factors influencing e-government adoption in small island states, emphasising performance expectancy, perceived value, and government competence as critical determinants. AlHamad et al. (2022) extended the discourse by examining the impact of electronic human resource management (E-HRM) on organisational efficiency and employee well-being, reinforcing the transformative potential of e-government across sectors.

In light of these studies, evaluating the role of electronic government procurement in service delivery emerges as a critical endeavor to harness the transformative potential of e-government in enhancing governance efficiency and public service delivery. By elucidating the complex interplay between e-government expansion, service quality, and user acceptance, this study offers valuable insights for policymakers and practitioners striving to leverage technology for effective governance and citizen empowerment.

The implementation of an Electronic Government Procurement System (e-GPS) facilitates enhanced transparency and responsibility within the realm of procuring goods and services. The examination of the impact of electronic systems on transparency can

be conducted through an investigation into the role of eGP in service delivery. This research would delve into how these systems enhance transparency by facilitating access to procurement information, fostering fair competition, and mitigating the risks of corruption and favouritism. Enhanced transparency serves as a catalyst for reinforcing the public's trust and confidence in the delivery of services.

1.7 Limitations of the Study

The researcher is anticipated to face challenges arising from personnel who were not part of the organisations during the implementation of the electronic government procurement system. Consequently, there may be a deficiency in their understanding of the system's performance. Anticipated delays in questionnaire response can be attributed to the engagement of staff in various organisational tasks. Acquiring comprehensive and up-to-date information regarding the utilisation of e-GP poses a considerable challenge. Given the potential absence of consistent data collection and dissemination by governments, ascertaining the exact extent of adoption could pose a formidable challenge.

The researcher had challenges in collecting qualitative data. The data presented only had quantitative data and a small portion of qualitative data in nature gotten from the questionnaire administered. The presence of data does not necessarily ensure the presence of high-quality data. The presence of outdated, inaccurate, or incomplete data has the potential to yield misleading outcomes. In the realm of strategic management, researchers may find it imperative to depend on self-reported data procured from governmental organisations, albeit acknowledging its susceptibility to biases and discrepancies. The generalizability of the study's findings may be limited when applied to other line ministries or public sector entities that have implemented the e-GP system. This is due to variations in the level of technology acceptance within their respective organisations. Consequently, it is anticipated that the findings will diverge in terms of the perception of e-GP in relation to Service Delivery.

1.8 Justification of the Study

The justification for this research is supported by empirical evidence from multiple studies. Abd et al. (2016) examined the factors that influence people's ongoing intention to use e-government services. They specifically focused on the important connections between perceived usefulness, perceived ease of use, and user happiness. Their investigation among government personnel in Malaysia highlights the need of user-centric viewpoints in promoting the adoption of e-government. Sharma (2015) investigated the complex connection between service quality, demographic variables, and the use of e-government services in Oman. The study highlighted the crucial role of user acceptance in increasing the utilisation of e-government services. Rodrigues et al. (2016) revealed important elements that influence the user-centric approach of e-governments. They identified major determinants such as trust in technology and the requirement for anonymity.

Rana et al (2015) conducted a detailed examination of the effectiveness of India's online public grievance redressal system. They provided valuable information on the aspects that contribute to the system's success and the happiness of citizens. In addition, the studies conducted by Muhammad et al. (2017) and Mensah (2020) provide insights into the elements that affect the adoption of e-government in small island nations. These studies highlight the importance of performance expectancy, perceived value, and government competence as key factors influencing e-government adoption. AlHamad et al. (2022) expanded on the topic by investigating how Electronic Human Resource Management (E-HRM) affects organisational efficiency and employee well-being, highlighting the significant changes that e-government can bring to various industries.

Given these findings, it is crucial to assess the impact of electronic government procurement on service delivery. This is necessary in order to fully utilise the transformative effects of e-government in improving the efficiency of governance and public service delivery. This study provides significant insights for policymakers and practitioners who aim to use technology for successful governance and citizen empowerment. It elucidates the intricate relationship between e-government expansion, service quality, and user approval.

1.9 Definition of key Terms and Concepts

Electronic government procurement system (e-GP) - A digital platform or software application used by government agencies to expedite and automate the procurement and tendering processes is known as an Electronic Government Procurement (e-GP) system, also known as Electronic Procurement or e-Procurement.

Service Delivery – in the context of this research this referred to the quality of service that has come with the adoption of the electronic government procurement system based on the SERQUAL Measure.

SERVQUAL- This is a service quality measuring tool that is used in assessing systems or products which have been developed based on a predefined measurement standard.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature in line with the study on assessing the role of electronic government procurement in service delivery in the public sector. The empirical literature from the global, regional and local perspectives are presented, the research gap and theoretical framework, and conceptual framework are also covered under this chapter.

2.1 Empirical Review

One of the objectives of the study project that Nani and Ali (2020) carried out was to investigate the strategy-technology-organization-people-environment (STOPE) factors that have an influence on the efficiency of the adoption of electronic procurement. For the purpose of the study, the major attention was placed on Indonesian local government entities, particularly with relation to electronic procurement. For the objective of this investigation, questionnaires were utilised to collect information from 96 out of 289 Local Government Procurement Services (LPSE), which were also chosen through a method of random selection. As a result of the findings of the study, it was indicated that the operations of the government in the field of procurement might be improved through the execution of strategies, the integration of organisations and systems, and the provision of support for human resources. This would lead to enhanced accountability, openness, efficiency, and effectiveness over the course of the situation.

When a method that uses a simple random sample is utilised, there are issues that arise with regard to the representativeness of the completed findings. It is probable that a more complete perspective might have been acquired if a sampling approach that was more strategic had been utilised, taking into consideration the diverse areas and sizes of local governments. Based on the 33% response rate, there is a possibility that a response bias

might be developed. An increase in the proportion of individuals who participated in the survey would result in conclusions that are more trustworthy and applicable to a wider range of situations. The findings of the study are restricted in their ability to be generalised to other circumstances due to the fact that the study is primarily focused on Indonesian local government entities. The majority of the research is carried out with professionals in the field of information technology, which may lead to some slanted perspectives. Through the engagement of a greater variety of stakeholders, it is possible to gain a perspective that is more thorough.

For the purpose of determining the effectiveness of the delivery of public services, Hermana and Silfianti (2011) carried out an examination of the websites of Indonesian local governments. Using site qualities, popularity, and analytics, the research aimed to examine the digital gap that exists between areas that use Java and regions that do not use Java. This was accomplished by comparing and contrasting the two types of regions. The findings indicated that there were significant discrepancies in the quality of the internet as well as its presence across a variety of levels of government and locations. The majority of the study is devoted to website metrics; however, it does not carry out an in-depth analysis of the overall effects that e-government platforms have on the effectiveness of the delivery of public services. Due to the fact that website statistics are the major focus of the investigation, the perspective that is taken into consideration is somewhat restricted. It is possible that the level of depth of the study might be increased by conducting a more complete assessment that takes into consideration both the user experience and the delivery of services. Despite the fact that the study explores regional variances, it might be enhanced by performing a more extensive examination into the factors that drive these variations. This inquiry should take into account concerns that are connected to infrastructure, socioeconomic conditions, and cultural norms.

Rotchanakitumnuai (2013) conducted multiple-case research that evaluated the strategies that procurement managers in private plastics manufacturers in Nigeria utilised in order to reduce costs and prevent delays. The study was carried out with the help of Weiss's theory of change. A number of key questions about the implementation of change, the reduction of costs, the impediments, the variables that impact personnel, and

the options for addressing the external environmental repercussions were discovered over the course of the research.

The findings are difficult to generalise to other areas of business or to other regions of the globe since the research is only performed on private plastics firms in Nigeria. This makes it impossible to generalise the findings to other countries of the world. Due to the fact that there are just three procurement managers participating in the study, there are concerns regarding the study's capacity to draw relevant conclusions and its capacity to be representative. On the other hand, despite the fact that Weiss's theory of change is utilised as a conceptual framework, the appropriateness and applicability of the theory to the context of procurement might be investigated in greater detail. There is a potential that the qualitative nature of the study will limit its ability to provide quantitative insights or to generalise the findings to a wider environment. This is a possibility.

Frimpong, Andoh-baidoo, and Asamoah (2020) did a study that investigated the influence that absorptive capacity has on electronic procurement in the public sector of Ghana from the perspective of the research that they conducted. It has been hypothesised that absorptive competence has a continuous impact on the adoption and integration of electronic procurement, which in turn contributes to an increase in the efficiency of the procurement process. The public sector in Ghana is the primary subject of the study; thus, it is conceivable that the results of the study may not be instantly relevant to other areas or sectors unless further validation is achieved. The research takes use of structural equation modelling, which implies that readers who are not familiar with complex statistical methods may find it difficult to comprehend the findings of the study. It would be beneficial to offer a more in-depth explanation of the procedure in order to make it more accessible. Although the study emphasises the positive influence that absorptive capacity has on electronic procurement, a comparison analysis with other components or models would give a more thorough understanding of the subject matter. According to the findings of the study, it is suggested that those who engage in procurement should concentrate on improving their capacity for absorption. On the other hand, when it comes to increasing absorptive capacity, the specific strategies or interventions that are being investigated are not described in great detail.

A research study was conducted in Rwanda by Gihozo (2020) with the objective of evaluating the numerous applications of the electronic procurement system, as well as the advantages and disadvantages that are connected to the incorporation of this system into Rwanda's governmental institutions. The research was conducted in the country of Rwanda. The study was carried out in order to accomplish the job, which was performed in order to reach this purpose. This investigation was carried out in order to get a more comprehensive understanding of the procedure that is utilised in the utilisation of the system. It was agreed that a case study would be carried out inside the Ministry of Economics and Financial Planning in order to carry out qualitative research. During the course of doing qualitative research, this was carried out as a component of the entire process. When it came to the empirical investigation, the data came from a wide range of sources, including both primary and secondary sources of information. Personal interviews with the participants served as the major source of information. These interviews were done with the participants. According to the findings of this research project, the implementation of a system for electronic procurement at the Ministry of Finance and Economic Planning (MINECOFIN) resulted in a number of results that were favourable for the ministry. A number of favourable results were experienced by the ministry, and these outcomes were among those outcomes. On the other hand, it also brought up a number of challenges that are associated with the adoption of electronic procurement. However, it was a positive development.

In the research that Mustafa, Farida, and Yusriadi (2020) carried out with the intention of investigating and evaluating the efficiency of public services that were accomplished through the adoption of government electronic systems (e-government), this aim served as the major focus of the investigation. It was with the purpose of gaining a knowledge of and assessing the efficiency of public services that the research was carried out. The purpose of this article is to offer a comprehensive explanation of a research approach that serves as an example of the descriptive qualitative methodology. In this specific instance, the methods of data collection that are utilised are as follows: observation, interviews, and the assessment of documents that are pertinent to the investigation. After conducting an investigation, it was found that the implementation of electronic government in the city of Makassar had a favourable effect on the effectiveness with

which public services were delivered to the residents of Makassar city. The aforementioned conclusion was arrived at as a consequence of the findings. In addition, the execution was deemed to be satisfactory in its totality, taking into consideration all of the relevant factors.

For the purpose of analysing the impacts that e-procurement has on the performance of procurement at Kenya's Ports Authority, Peina and Stephen (2017) conducted a research study on the influence of e-procurement. The study was carried out with the objective of collecting data. The purpose of the project was to do research, and it was begun with that intention. With the purpose of determining the effects that electronic procurement will have on the organisation, the study was carried out with the objective of understanding those effects. According to the findings of the study, the implementation of electronic procurement by the Kenya Port Authority resulted in a considerable rise in the quantity of business that was completed throughout the procedures of the procurement process. For the organisation, this was a development that was to their advantage. During the course of the evaluation, it was discovered that the independent components had a significant influence on the performance of the Kenya Ports Authority in terms of procurement. E-procurement technology, e-procurement policy, e-procurement personnel competencies, and e-procurement management support are some of the essential components that make up this framework. Other components include e-procurement management support.

A study was carried out by Ateto et al. (2013) to investigate the influence that electronic procurement has on the effectiveness of the procurement procedures that are carried out by public hospitals. They came to the conclusion that this influence is considerable based on the outcomes of their investigation. The Kisii Level 5 hospital in Kenya served as the major research subject for the study, which focused primarily on the hospital as its primary research issue. The study was conducted in Kenya. The outcomes of the study indicated that the hospital utilised electronic sourcing, electronic tendering, and electronic quoting as the most significant applications for electronic procurement. These applications were utilised by the hospital. The applications that were deemed to be the most significant were the ones that were included here. On the other hand, the hospital encountered the most

difficulties when it sought to make use of the electronic market function that was a part of the electronic procurement process. There were a number of causes that were ascribed to this predicament, including inadequate financing, the hospital's inability to cope with change management, and employees who lacked the necessary training about the utilisation of the system. In spite of the challenges that were experienced, the hospital was able to effectively implement the computerized procurement system. This was a possibility. E-procurement has also maximized efficiency by lowering the amount of time spent on the sourcing of commodities and by cutting administrative costs, which had been quite high under the old method of acquiring products and services. Both of these factors had contributed to the time and money savings. A reduction in the amount of time spent on the sourcing of goods was the means by which this objective was achieved. The findings showed that the issues that had been brought about by a lack of accountability had been resolved, which was a positive turn of events that had occurred. Furthermore, the findings seemed to indicate that the issues that had been brought about by a lack of accountability had been remedied. This was a significant discovery.

In his study titled "The Case of Malawi Housing Corporation, Lilongwe City Council, Kamuzu Central Hospital, Immigration Department, and Malawi Defence Force," Kanyambo (2017) utilised both qualitative and quantitative research methods in order to evaluate the barrier that is preventing the implementation of electronic procurement in the Malawi Public Sector. Specifically, he was interested in determining the factors that are preventing the implementation of electronic procurement. His goal was to identify the obstacles that are inhibiting the deployment of electronic procurement, and he intended to do so. Kanyambo's research paper has the title "The Case of Malawi Housing Corporation, Lilongwe City Council, Kamuzu Central Hospital, and Malawi Immigration Department." With regard to the implementation of electronic procurement, the findings of the study reveal that it is essential to allocate resources, provide training, and enact legislation within the context of public procurement in order to fulfil the requirements. There will be an increase in output as well as an improvement in the quality of the service that is offered as a result of the cumulative influence of all of these elements. The study went on to discover that executive management of public institutions was required to involve staff during implementation, as well as to train staff on the utilisation of e-

procurement systems and tools, and to require employees to acquire the necessary skills by attending short-term or long-term courses from relevant learning. This was one of the findings of the study. One of the conclusions of the investigation was that this was the case. The inquiry came to the conclusion that this was the case, which was one of its conclusions. It has been decided that individuals who hold executive management positions in public institutions are needed to have this before they may be considered for appointment. This requirement also applies to those who are applying for appointments. As a result of the fact that it is necessary for the executive management of public institutions to include staff in the process of implementation, the findings of the study show that this is something that is something that does need to be done. The fulfilment of this criteria is of the utmost urgent importance.

The purpose of the research that Chen and Aklikokou (2020) conducted was to get an understanding of the nature of the link that existed between the expansion of e-government and this concept. The use of a two-step cluster analysis was ultimately successful in accomplishing this goal. In order to put administrative reforms into effect, top government employees were exposed to a comprehensive study of the primary responsibilities that they are accountable for. As part of the process of putting administrative reforms into operation, this inquiry was carried out as part of the process. In order to carry out an investigation into the various levels of professionalism, the degree of autonomy of civil services, and the various kinds of political-administrative ties that are present in each of these countries, the Public Service Bargaining Theory (PSB Theory) was applied to a number of countries. This was done in order to carry out the investigation. The findings of the empirical research suggested that there is a significant association between the growth of e-governments and their ability to combat corruption, as well as between the development of e-governments and the effectiveness of government operations. This was the conclusion reached by the researchers. The findings of the research provided evidence that led to this conclusion. Furthermore, it was demonstrated that there is a relationship between the growth of e-governments and the capacity of governments to combat corruption. This was verified by the findings of the study. This hypothesis was validated by the results of the research that was conducted.

In the study that Abd et al. (2016) conducted, they explored the correlations between the predictor variables, namely perceived usefulness and perceived ease of use, and the criterion variable of continued intention to make use of e-government services. namely, they focused on the perceived usefulness and perceived ease of use of the e-government services. More specifically, they were interested in looking at the links between these things. To provide a more particular example, the researchers were interested in the link that occurs between these two qualities. Participants in the research were selected from a pool of 543 government officials in Malaysia who were employed in teaching roles at public institutions in the nation. The participants were selected from the Malaysian government. Malaysia was the country of employment for the vast majority of these officials. After completing a questionnaire, these individuals were taken into consideration for participation in the research. This was done after they had completed the questionnaire. Following the completion of the study, a multiple regression analysis was carried out in order to achieve the goal of providing answers to the problems that were brought to light by the investigation. The findings of the study suggest that there is a relationship between the perceived utility of e-government and the convenience of using it, as well as the desire to continue using it. This is indicated by the possibility that there is a connection between the two. Benefits can be gained from these linkages.

Sharma (2015) designed a study model to help understand the relationship between service quality, demographic characteristics, and e-government service consumption in Oman. This was done to help understand these aspects' relationship and help people comprehend the relationship between these features. To boost user uptake and use of electronic government (e-government) services, research on the main factors that affect them is crucial. This study should include significant elements affecting these services. This study will considerably improve user acceptability and utilisation, hence it is highly recommended. A representative sample of 248 Google form users who use e-government services provided the data. The sample was chosen because it represented the population. Since the sample was representative of the population, it was examined. The researchers examined hierarchical regression to determine the model's trustworthiness. The study found that dependability, security, efficiency, and responsiveness affect the likelihood that people will use e-government services. It has been shown that these

characteristics greatly impact the likelihood of people using these services. The respondents' age and education level were also statistically associated with their willingness to use e-government services. This was shown by the study. This was established with customer service quality characteristics.

Rodrigues et al. (2016) investigated the key factors that influence the user-centricization of e-governments. This work was accomplished by identifying major components and determinants. The research focused on achieving this goal. The model of the all-encompassing Unified Theory of Acceptance and Use of Technology was followed throughout the study's development. This ensured the research was well-designed. This study used data from UAE e-government clients or prospective customers. Researchers collected data from participants. Exploratory factor analysis was used to uncover and extract important constructs from the 19 components presented in the literature for this study. The goal was achieved by executing this plan. Exploratory factor analysis achieved this goal. Regression analysis helped academics determine how different factors affect happiness. To examine the relationship between internet use and user satisfaction, correlation analysis was utilised. It was done to progress the investigation. This study used the t-test and analysis of variance. Both methods were used. Both methods were used. These methods were used to examine demographic differences and e-government service satisfaction. This was determined to determine if there were likely differences. This study found two key factors that affect e-government service satisfaction and adoption. These features boost e-government service satisfaction. Users' trust in technology and demand for anonymity are being investigated here. The survey also found significant gender differences in e-government service consumption. One research finding was this.

With the primary objective of assessing the efficacy of the online public grievance redressal system (OPGRS) in India, Rana et al (2015) conducted a study with the intention of determining the effectiveness of the system. Over the course of the inquiry, this particular facet was the primary focus of emphasis. The objective of the researchers was to ascertain the degree to which the residents were content with the system and to ascertain whether or not they anticipated making use of it in the future. This was done

with the intention of offering a more specific explanation. In order to determine whether or not the electronic government system was successful in achieving the goals that it had endeavoured to achieve, a model for the success of integrated information systems was devised. During the process of creating the model, there were a number of different factors that were taken into examination and consideration. A variety of elements are covered in this category: the quality of the system, the quality of the information, the quality of the service, the perceived utility, the perceived ease of use, the perceived satisfaction, the perceived risk, and the behavioural intention. For the purpose of determining the dependability of the integrated research model of Information Systems (IS) that was suggested, answers were collected from a representative sample of 419 individuals who lived in a range of cities throughout the Indian subcontinent. From this point forward, the whole population of the Indian subcontinent was represented. For the purpose of determining whether or not the model that was suggested could be depended upon, this was carried out. According to the findings of the empirical inquiry, there were positive relationships that were statistically significant throughout the complete set of twelve hypothesised links that involved eight distinct components. These associations were shown to be present throughout the entire set. It was the complete collection of twelve linkages that was impacted by these relationships.

During the course of the research that Muhammad et al. (2017) conducted, the researchers had the objective of identifying the factors that play a part in deciding whether or not a small island developing state will use electronic government services. Within the scope of the study, this was the major aim. For the purpose of achieving the objectives of the inquiry, a thorough framework was utilised. The structure of this framework was designed to combine both the e-Government Adoption Model and the Unified Theory of Acceptance and Use of Technology 2 into its organisational framework. According to the findings of a survey that was done in a cross-sectional way on a total of 247 participants, there was a positive link between performance expectancy, enabling conditions, perceived value, and behavioral intention. The investigation was conducted out on a total of 247 persons. The perceived worth of the object was another criterion that was taken into consideration. The results of the research demonstrate that there is a substantial negative correlation between self-efficacy in utilising a computer and both the intention to

modify one's behaviour and the unwillingness to change one's conduct. This is the case regardless of whether the individual is willing to modify their conduct or not. The findings of our research present additional pieces of data that lend credence to the argument in favour of the theory that a person's level of trustworthiness is inversely linked to their amount of unwillingness to change. Campaigns to create awareness about the benefits of e-government services have been effectively undertaken by tiny island governments that are still in the process of growing their operations. Individuals who are between the ages of 18 and 39 have been given a particular attention as a result of these joint efforts. The target audience consisted of people of this age and gender, and the objective was to establish a substantial user base that was comprised of users who fit this demographic.

During the course of their analysis, Mensah (2020) explored the ways in which individuals' inclination to utilise electronic government services is impacted by variables such as the competency of the government and the performance of the implementation of e-government. The Technology Acceptance Model, which is more generally referred to as TAM, was amended to include the aspects that were described earlier. This activity was conducted in order to attain the purpose that was laid out. The findings of the study reveal that the perceived usefulness of services offered by the government online is governed not only by the capabilities of the government but also by the performance of the government. This is the case regardless of whether the services are portrayed as being useful or not.

Research was conducted out by AlHamad et al. (2022) with the objective of examining the effect that Electronic Human Resource Management (E-HRM) has on the day-to-day operations of businesses as well as the overall health and happiness of the individuals working for such firms. The majority of the research was focused on enterprises in the sector of telecommunications that have their headquarters situated inside the boundaries of Jordan and are actively conducting business within the nation itself. The utilisation of self-reported questionnaires that were produced via the use of Google Forms was one of the most significant ways that was utilised for the goal of reaching the objective of data collecting. After that, an email containing these questions was sent to a specific set of senior managers who had been picked using a random selection procedure. The email

contained the questions. It was established that AMOSv24 was the instrument that would be employed in order to put the assumptions that were being researched to the test. The findings of the study suggest that the implementation of electronic human resource management (E-HRM) resulted in beneficial repercussions. These results included an improvement in the general well-being of the company as well as an increase in the efficiency of the organisation. One piece of evidence that supports this assumption is the fact that E-HRM had a good impact on the findings in question. In light of the findings, the researchers advised that managers and decision-makers working in the telecommunications sector in Jordan should give some attention to the prospect of investing in electronic human resources systems. This suggestion was made in light of the findings. When the findings were taken into consideration, this recommendation was made. The entire electronic application of human resources operations would be made feasible as a consequence of this investment, which would lead to cost savings as well as improved capacity to recruit talent. Consequently, this expenditure would lead to huge rewards.

2.3 Research Gaps

The majority of the referenced studies focus on electronic procurement in countries such as Indonesia, Nigeria, Ghana, Rwanda, and Malaysia. There is a lack of representation from the African region, specifically Zambia. The studies vary in their focus, covering areas like local government procurement, websites of local governments, private sector procurement, public hospitals, and telecommunications companies. However, there is a gap in studies specifically addressing electronic procurement in the Zambian public sector. The studies employ diverse research methodologies, including surveys, case studies, qualitative approaches, and structural equation modeling. There is a lack of consistency in methodological approaches across the studies.

None of the studies specifically include case studies or empirical data from Zambia. The absence of local case studies limits the applicability of the findings to the Zambian public sector. Incorporating case studies and empirical data from Zambian public procurement entities to provide a nuanced understanding of the challenges and successes in implementing electronic procurement.

Some studies focus on websites and online services but may not explicitly explore the integration of digital platforms or services into the procurement process. There is a need to assess the level of digital integration in procurement systems. Evaluating the extent to which electronic procurement in Zambia integrates with other digital services and platforms, such as e-government portals, to streamline the overall delivery of public services.

While studies touch upon government services and citizen satisfaction, there is a gap in explicitly assessing the citizen perspective on the efficacy and transparency of electronic procurement systems. Many studies provide a snapshot of the situation at a specific point in time, but there is a lack of longitudinal analyses to track the evolution of electronic procurement practices over time.

By addressing these research gaps, this study on the role of electronic procurement in the Zambian public sector can contribute valuable insights and recommendations tailored to the local context.

2.4 Theoretical Framework

The theories that guided the research are presented under this segment of the chapter. The technology acceptance model was the most prominently used theory of amongst the two under the theoretical framework in this research.

2.4.1 Technology acceptance model (TAM)

Davis (1986) proposed the Technology Acceptance Model (TAM), which states that newly developed technologies cannot improve an organization's overall performance if the users of these technologies demonstrate resistance towards the changes that these technologies bring about. It is generally acknowledged that the TAM theory is a major paradigm that may be utilised to derive valuable insights from applications of computer technologies. Furthermore, it is regarded as one of the hypotheses that is accepted by the greatest number of people. As well as having an awareness of the potential solutions to this problem, it is essential to have a comprehension of the reasons that are responsible for people's reluctance to change. Providing insight into the process by which individuals

embrace and make use of various types of technology, the Technology Acceptance Model (TAM) is a theoretical framework that gives this information. Members of the research community linked with the University of Southern California were the ones that developed the TAM. It lays importance on the criteria that consumers view to be significant when making decisions regarding whether or not to embrace and make use of new technology. As per the model, the degree to which an individual is inclined to make use of a particular piece of technology is significantly influenced by their evaluations of the utility of the technology as well as the convenience with which it can be utilised. Simply said, people are more likely to want to use technology if they believe that it will make their lives easier. This is because using technology will make their lives easier.

Through the application of the Technology Acceptance Model (TAM) to an electronic government procurement system, we are able to gain an understanding of the factors that influence the adoption and utilisation of the system by government workers and stakeholders. It is essential to have this information in order to improve the quality of service delivery in procurement operations. Specifically, this is due to the fact that TAM makes it possible for us to appreciate the manner in which individuals accept and make use of modern technology, as well as the cause behind their actions. According to the Technology Acceptance Model (TAM), "perceived usefulness" refers to the degree to which an individual believes that the utilisation of a particular technology would result in an increase in their level of performance or productivity. The extent to which an individual is aware of the benefits that can be gained from making use of the technology is the foundation upon which this idea is built. It is possible for users of an electronic government procurement system to make the mistaken assumption that using the system will improve efficiency, boost transparency, reduce the amount of paperwork that is required, and optimise the procurement process. The acknowledgment of these benefits has the potential to have a positive influence on the acceptability and adoption of the system being discussed.

The technology acceptance model is based on the premise that an individual's intention to embrace a technology is a reliable predictor of their later actual usage of that technology. This is the fundamental idea that underpins the model. If individuals who use

the electronic government procurement system believe that it is both advantageous and easy to use, they are more likely to make use of the system for activities that are associated with procurement. In many cases, an increase in the rate of adoption that results from an increase in the intention to use a particular product or service can be attributed to an improvement in the level of service supply (also known as an increase in the rate of adoption). Furthermore, TAM understands that the desire of an individual to use something might have an effect on the actual usage behaviour of that particular object; this is something that is acknowledged. Upon user uptake and use of the system, the electronic government procurement system offers a variety of different routes via which it has the potential to improve service delivery. The potential advantages include a reduction in the number of errors, a faster decision-making process, more transparency, improved vendor management, and cost savings. Improved efficiency in purchasing processes is also a potential advantage. As a result, each and every one of these benefits can be attained successfully. In the end, these improvements improve the government's ability to provide services in a manner that is both more efficient and effective than it was in the past.

In order to better understand the factors that influence the acceptance and adoption of an electronic government procurement system, a framework known as the Technology acceptance Model (TAM) has been developed. In order to accomplish this goal, it is necessary to get a more thorough understanding of the factors that contribute to the acceptance and adoption of the system. In order to improve the efficiency, transparency, and productivity of the government's procurement of goods and services, the TAM provides useful insights that may be used to enhance service delivery. The way in which this is performed is by taking into consideration a wide range of characteristics, including the perceived ease of use, predicted benefit, intention to use, and actual usage behaviour.

2.4.2 New Public Management Theory

When it comes to the field of public administration, scholars are very familiar with the New Public Management (NPM) framework as well as the components that make up this framework (Lapiente & Van de Walle, 2020). The idea is influential beyond the confines

of the profession and can be interpreted in a variety of ways. Due to the nature of its complexity, defining "New Public Management" (NPM) presents a number of issues. According to Hood (2005), the NPM is more than just a conceptual framework; rather, it might be compared to a paradigmatic entity due to its expansive nature. An alternative definition would be a body of religious views (Barzelay, 2000). The fundamental rationale for this attitude may originate from the opinion that governmental sectors, particularly in Western democracies, have grown excessively large and inefficient, either from an intellectual or emotional point of view. This may be the case because of the belief that governmental sectors have grown excessively large and inefficient. In recent decades, the concept of New Public Management (NPM) has been the subject of extensive discussion and has been implemented in a great number of reforms in the public sector. These reforms frequently include efforts that might not fit with the NPM's essential principles. In addition, it is important to point out that NPM is connected to a wide variety of reforms that not only display a wide range of features but also occasionally contradict one another (Dunleavy, Margetts, Bastow, and Tinkler, 2006).

Despite this, there is a widespread agreement among specialists concerning a description that is universally recognised as well as the key components of New Public Management (NPM). According to Haynes (2003), a suitable working definition of New Public Management (NPM) is "the effort to incorporate management concepts and practises from the business and private sectors into the realm of public services." This is the minimum definition of NPM. As a direct consequence of this, New Public Management (NPM) is distinguished by a collection of distinguishable central themes, as Lodge and Gill (2011) have articulated.

New Public Management (NPM) has been deemed to be in a "middle-aged" stage for a long period of time, resulting in the appearance of negative effects, according to certain researchers, including some of the initial proponents of the concept (Hood & Dixon, 2015). Among these early proponents are also some of the scholars who were among the first to write about NPM. According to Dunleavy et al. (2006), one may make the case that the effectiveness of NPM has suffered from a major decrease in recent years. As a consequence of this, a great number of industry professionals are working hard to go

beyond the tenets of New Public Management (NPM) (Laegreid & Christensen, 2017), and they are focusing their efforts on post-NPM reforms. On the other hand, one may make the case that these reforms, which were adopted after the era of New Public Management (NPM), deviate from the ideas of NPM itself only somewhat (Wegrich, 2010). The writers combine certain traits of Neo-Weberian theory, such as a renewed focus on impartiality, with elements of New Public Management (NPM), such as marketization and the utilisation of management tools in the NPM style (Pollitt & Bouckaert, 2017). Specifically, the authors combine marketization and the utilisation of management tools in the NPM style. Alternately, they may make use of similar components, which would be bolstered by the reintegration tendencies that are made possible by governance practises in the digital era (Dunleavy et al., 2006). The era that follows New Public Management (NPM) is characterised by a reassertion of the fundamental values that have always guided public administration. At the same time, this era seeks to resolve those unsettling features that are connected to NPM, rather than fully abandoning the changes that NPM ushered in. The strategy that was developed after the New Public Management (NPM) was implemented might be regarded as an additional framework rather than a replacement for NPM. Christensen and Laegreid (2008) state that it improves the qualities of NPM reforms known as specialisation, fragmentation, and marketization by introducing new elements of coordination, centralization, and collaborative capabilities. As a result, it is recommended that the idea of continuity be emphasised rather than a clear demarcation between the New Public Management (NPM) and later post-NPM developments, as proposed by Lodge and Gill (2011). This is because a clear boundary would be counterproductive.

When it comes to the function that electronic government procurement (e-GP) plays in the provision of services within the public sector, the tenets of New Public Administration (NPA) are able to provide extremely helpful insights. This is because of the capabilities of the NPA to deliver these insights. The term "e-Government Procurement" (e-GP) refers to the utilisation of digital technology and online platforms by governmental entities in order to simplify and enhance their procurement procedures. Enhanced openness is just one of the many benefits that may be gained from this. Other benefits include greater accountability, efficiency, and cost savings. When governments integrate the practices

of electronic government practices with the principles of national public administration, it is possible for them to improve the delivery of services by making more use of the capabilities afforded by digital technology. This is achievable because digital technology offers a larger range of capabilities. On the other hand, it is essential to address possible issues such as the digital divide, the requirement of giving access to electronic general practitioner systems that is accessible to all, and the prerequisites for capacity building. Each and every one of these prerequisites must be satisfied. It is also essential to perform continuous monitoring and assessment of e-GP operations in order to identify and lessen the impact of any unanticipated outcomes, as well as to ensure the successful application of NPA principles in the field of service delivery in the public sector. This is because it is essential to ensure that the NPA principles are successfully applied. It is vital to do this for two reasons: first, to identify and mitigate the impact of any unintended results; and second, to ensure that the principles of the NPA are successfully applied.

2.4.3 Social Construction of Technology (SCOT)

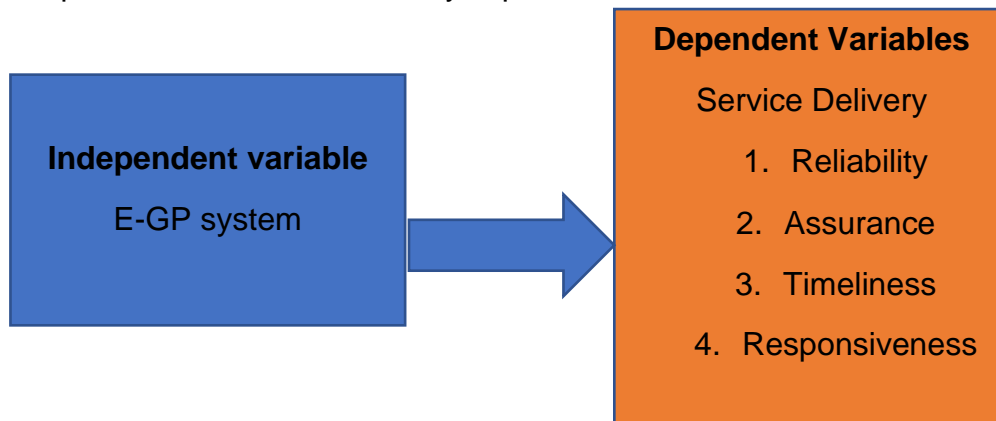
The Social Construction of Technology (SCOT) theory offers a useful framework for conducting an analysis of the role that electronic government procurement (e-GP) plays in the provision of public-sector services. According to the Supreme Court of the United States, technology is not an objective phenomenon but is instead socially constructed via the interactions and discussions of various actors including users, developers, legislators, and other stakeholders. Through the utilisation of the SCOT paradigm, policymakers and practitioners are able to get a more thorough grasp of the social dynamics and limits that are associated with the deployment of e-GP for the purpose of service delivery. This is because the SCOT paradigm is centered on the concept of social capital. This insight is essential for identifying potential roadblocks, such as opposition from stakeholders, a lack of appropriate training, or a lack of congruence with the procurement practises that are currently in place. All of these are instances of potential things that may go wrong. In addition to this, it emphasises the need of incorporating stakeholders, taking into consideration the many perspectives and requirements that different stakeholders have, and building electronic general practitioner (e-GP) systems that are in keeping with the particular social and institutional conditions that exist within the public sector. It also

highlights the significance of involving stakeholders, which is an additional point of emphasis.

Because it places a focus on the social construction and shaping of technology, the SCOT theory provides a helpful lens for understanding the function of e-GP in the delivery of care. This is because the theory places an emphasis on the social construction of technology. It is possible for policymakers and practitioners to overcome the obstacles that are associated with the implementation of electronic general practitioners (e-GP) and effectively harness it to improve service delivery in the public sector if they acknowledge the various interpretations, co-construction processes, social components, and actor-network linkages that are currently in place. To accomplish this objective, it is necessary to effectively navigate the complexities of the implementation of electronic general practice (e-GP).

2.5 Conceptual Framework

The conceptual framework which shows the interaction between the independent and dependent variables of a study is presented below.



Source: Researcher (2023)

CHAPTER THREE:

METHODOLOGY

3.0 Introduction

This chapter covers the research methodology in line with the study. The research approached, research design, sample size, data collection techniques, data analysis, and ethical consideration are all highlighted in this chapter.

3.1 Research Approach

A method of research known as inductive served as the basis for this study. In order to achieve the primary purpose of the investigation, the mixed methods research strategy was chosen as the appropriate methodology. This method takes aspects of both quantitative and qualitative research and blends them into a single methodology. Mixed methods research can produce a more comprehensive picture than either quantitative or qualitative research carried out independently, due to the fact that it draws on the best aspects of both approaches.

3.2 Research Design

In order to carry out the objectives of the study, the concurrent mixed-methods research design was utilised. Concurrent mixed-methods research is a type of research methodology that has the characteristic of collecting both quantitative and qualitative data in roughly the same period of time as one another. As a consequence of this, the process of collecting quantitative data and the process of collecting qualitative data are distinct from one another, and the collection of one type of data does not impact the collection of the other type of data.

3.3 Study Population

The target population comprised of 100 respondents working in the procurement departments at the Ministry of Health, Ministry of Education, Zambia Revenue Authority, Rural Electrification Authority, Workers Compensation Fund Control Board and ZESCO Limited were identified as the key informants for the study. The researcher targeted a minimum of 20 respondents who were directly or indirectly utilising the eGP system in their procurement undertakings in the respective organisations. The respondents were non-management and management staff members who utilise the electronic government procurement system. This demographic was selected as the target population for the research project.

3.4 Sample Size

The sample size comprised of 30% of the targeted population, that is 30% of 100, which was roughly 30 respondents from the 5 targeted organisations. According to Saunders et al. (2009), the approach that a researcher utilises in the process of gathering information pertinent to the study is referred to as sampling. This term describes the methodology that the researcher employs. A non-probability sample strategy was selected for this study because of the nature of the investigation, which primarily targeted personnel working in the Procurement Department. A purposive selection method was utilised to select respondents for the study, and respondents were chosen for the study using the non-probability sample approach. The sample consisted of six respondents from each organisation, for a total of thirty individuals who participated in the survey.

3.5 Data Collection

In the course of the research study, information was obtained from a variety of sources, including primary and secondary sources. In order to collect the primary data, questionnaires and interviews were used. On the other hand, the secondary data was collected through the use of dissertations and journal articles.

3.6 Data Analysis

For the quantitative data, the descriptive statistics was employed, whilst for the qualitative data, the theme analysis was utilised. Both sorts of analyses were carried out with the assistance of the version 27 of the Statistical Package for Social Scientists (SPSS).

3.7 Ethical Considerations

In the course of carrying out the research, the study made sure to comply with the ethical principles that had been established in advance. The participants were given the option to express their informed consent, and the confidentiality and anonymity of the responses were preserved throughout the process.

CHAPTER FOUR:

PRESENTATION AND ANALYSIS OF RESULTS

4.0 Introduction

The purpose of this chapter is to provide a detailed explanation of the procedures that were utilised for the purpose of data collection, preparation, and analysis in order to accomplish the primary objective of this study. Following the completion of the data gathering process, records were scrupulously documented in both the Statistical Package for Scientists (SPSS) Version 27 and Microsoft Excel. This rigorous tabulation and analysis ensured a consistent and robust approach, which aligned with the research objectives that were outlined in the first chapter. One of the most important sources for the research was the utilisation of questionnaires, which served as the major method for the collection of data.

The conclusions of the inquiry, notably the assessment of the implementation of the e-Government Procurement (e-GP) system inside selected Public Sector organisations in Zambia, were carefully exhibited in a trustworthy and correct manner. In order to illustrate the data, a number of different visual representations were utilised. These representations included tables, bar graphs, and pie charts. In order to provide a reliable and accurate picture of the findings of the study, this strategic presentation was designed to be presented.

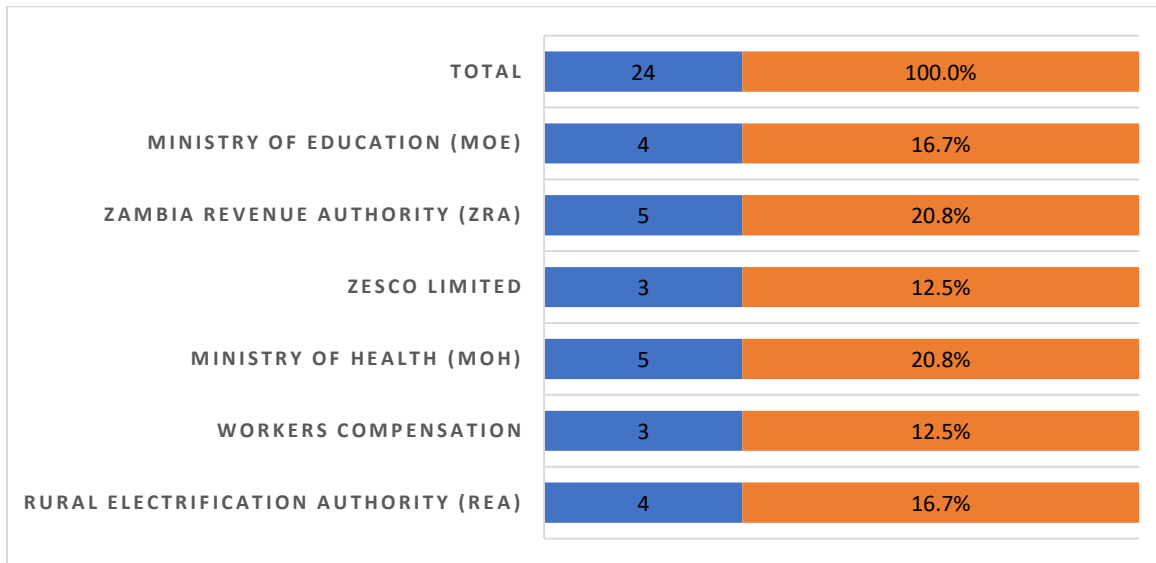
Furthermore, highlighting and delving deeper into the outcomes of the data analysis in respect to the primary purpose is the focus of this section. There is a systematic categorization of the findings in accordance with the research questions that were directed towards the respondents. The respondents included both non-management and management personnel from the Ministry of Health (MoH), Ministry of Education (MoE), Zambia Revenue Authority (ZRA), Rural Electrification Authority (REA), Workers Compensation Fund Control Board and ZESCO Limited. The replies that were gathered through the distribution of questionnaires are directly responsible for the substance of the results that are presented in this part at this point.

4.1 Background Information of respondents

The general background of the respondents is presented below:

The name of the organisation where the respondents undertook their procurement operations or activities was also obtained by the researcher as part of the background information.

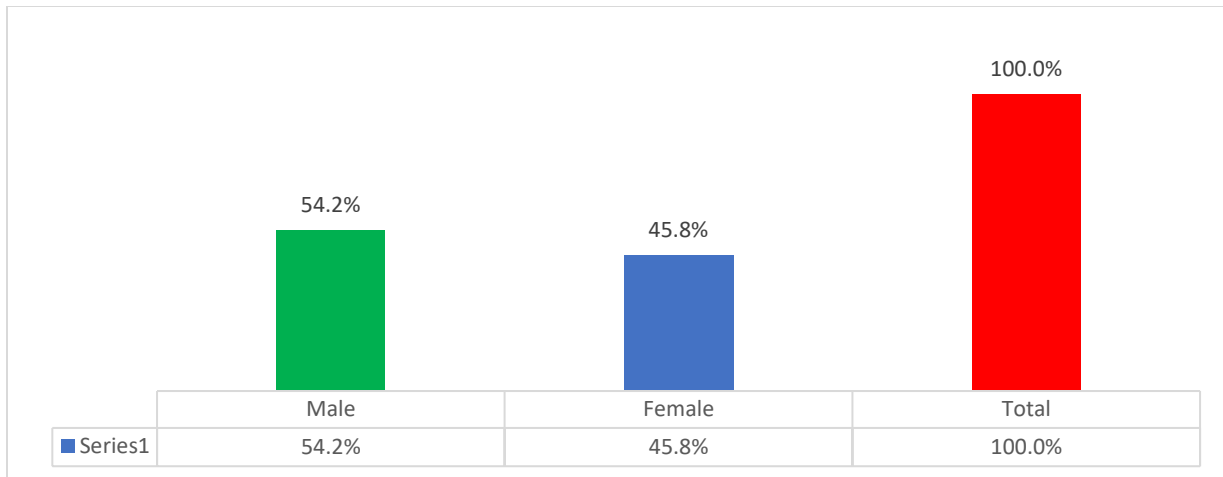
Figure 1 Name of Organisations



Source: Microsoft Excel (2023) Analysis Results

The findings on Figure 1 above shows the number of the respondents from the six organisations that took part in the study. As can be seen from the figure above, the majority of respondents 20.8% (5 out of 24) were from MOH and 20.8% ZRA (5 out of 24), followed by REA (16.7%) and MOE (16.7%). The minority of respondents were from ZESCO Limited.

Figure 2 Gender of Respondents



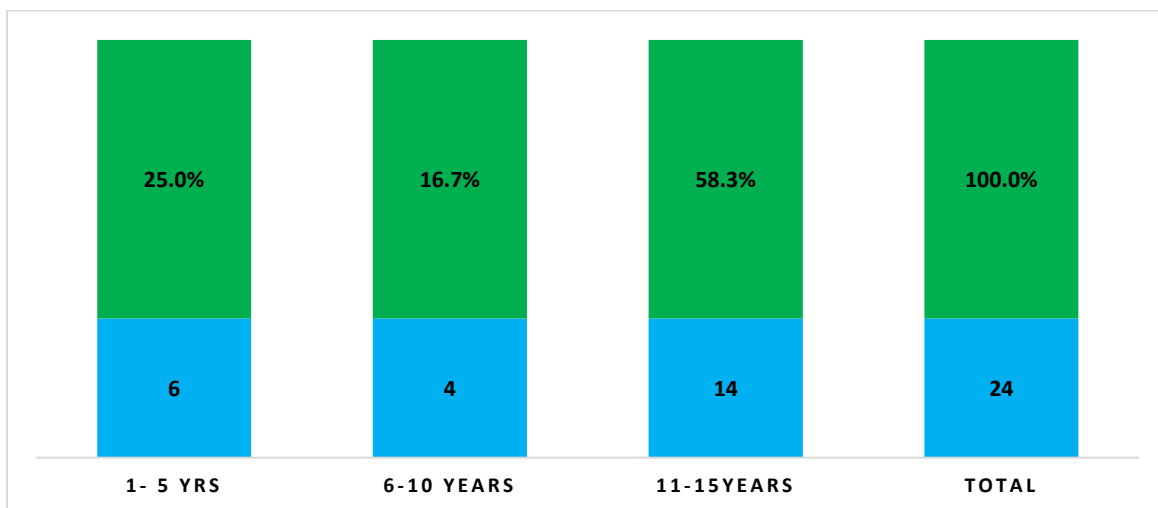
Source: Microsoft Excel (2023) Analysis Results

The findings on Figure 2 shows the gender of the respondents that were considered in conducting the study, as can be seen from the Table above, the majority of respondents were male representing 54.2% (13/24) and the minority were female 45.8% (11/24).

a) Period of Service

Figure 3 which provides a representation of the period of service in their respective organisations. Findings show that the majority of respondents (58.3%) had been working for a period of 11 to 15years, followed by 25% who had been working for a period of 1-5years, and the rest of the respondents had been working for a period 6-10 years (16.7%).

Figure 3 Period of Service

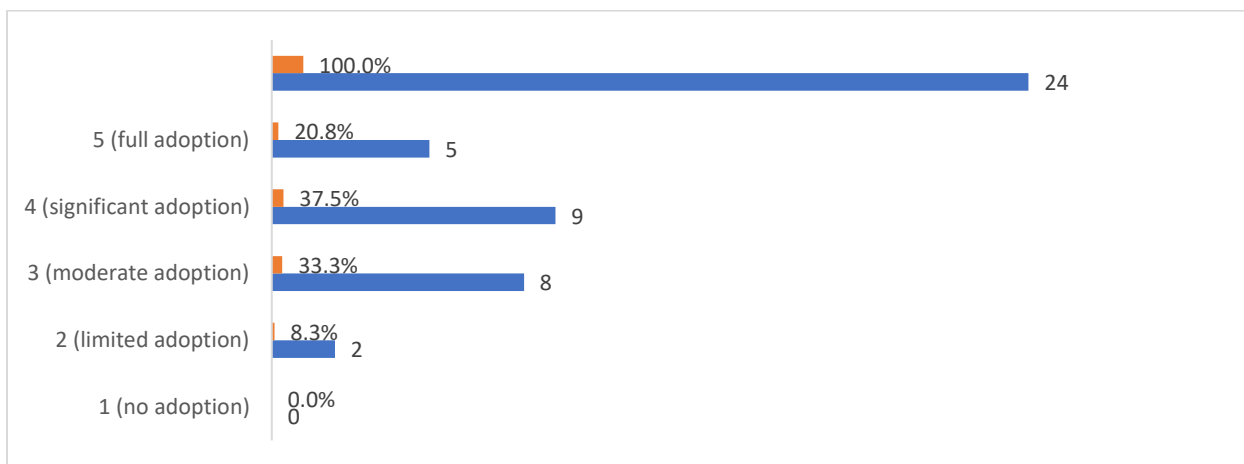


Source: Microsoft Excel (2023) Analysis Results

4.2 To assess the extent of the adoption of Electronic Government Procurement systems for service delivery.

The first research objective was aimed at assessing the extent of the adoption of Electronic Government Procurement systems for service delivery at the selected organisations that took part in the study. Results based on the objective above are presented under this part of the chapter as follows:

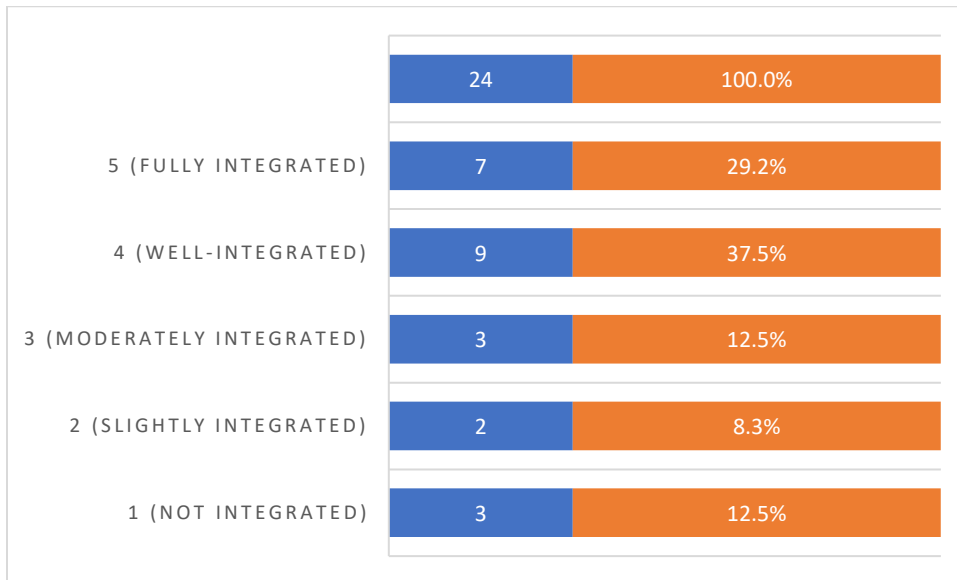
Figure 4 On a scale of 1 to 5, where 1 represents "no adoption" and 5 represents "full adoption," how would you rate the level of adoption of electronic government procurement systems in your government organisation for service delivery?



Source: Microsoft Excel (2023) Analysis Results

Findings on Figure 4 above revealed that the majority of respondents (37.5%) targeted reported that there was significant adoption of e-GP procurement systems in their organisation for service delivery, followed by 33.3% who reported a moderate adoption of the e-GP systems in their respective organisations. Based on the above it can be seen that in terms of adoption of eGP in organisations that are using the system there has been an increase in its usage.

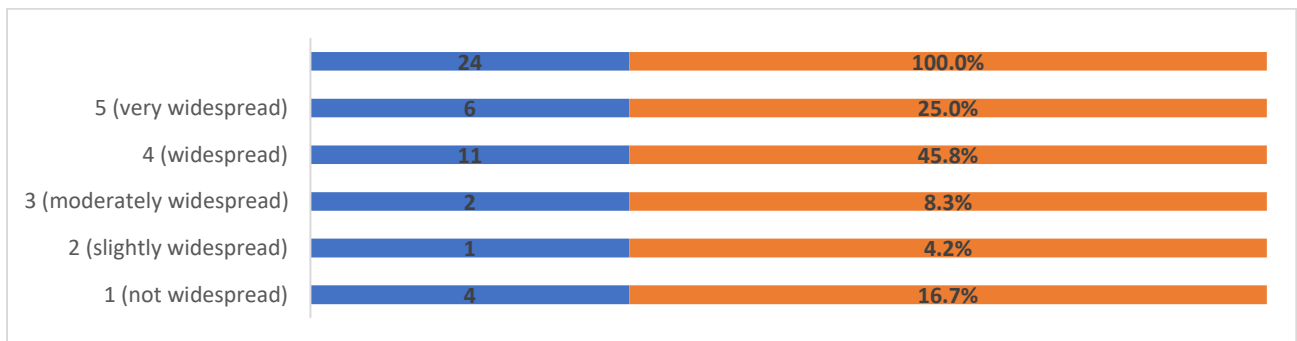
Figure 5 To what extent have government agencies integrated electronic government procurement systems into their procurement processes for service delivery?



Source: Microsoft Excel (2023) Analysis Results

Findings on Figure 5 above revealed that in terms of the extent to which government agencies have integrated electronic government procurement systems into their procurement processes for service delivery, the majority of respondents (37.5%) providing a rating of 4 which represents “well-integrated”, followed by 29.2% who provided a rating of 5, representing “fully integrated”. This shows that in terms of integrating of the eGP systems in procurement processes, most of the targeted government agencies have reached advanced stages of integration.

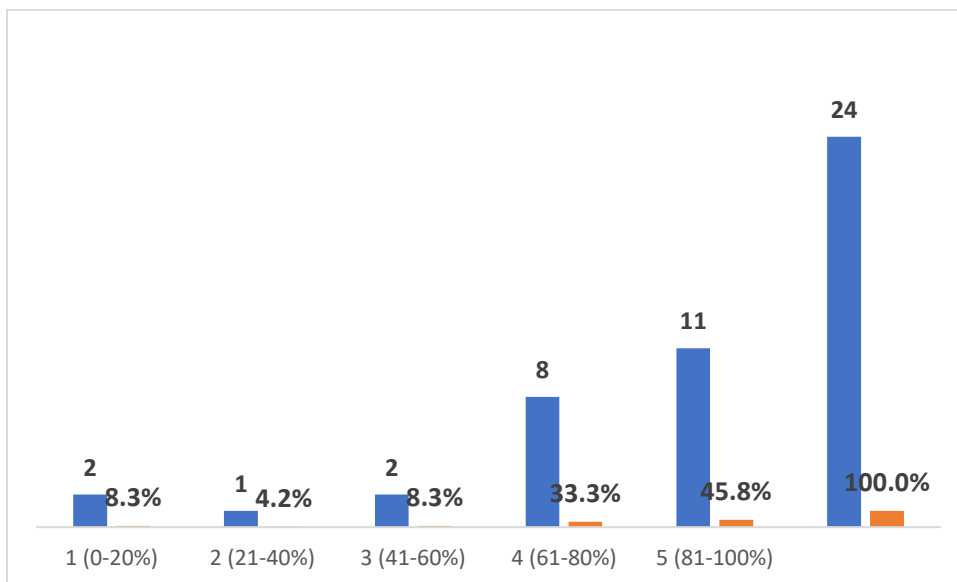
Figure 6 How widespread is the use of electronic government procurement systems among government departments and agencies involved in service delivery?



Source: Microsoft Excel (2023) Analysis Results

Figure 6 above shows the findings in line with how widespread the use of eGP amongst government departments is involved in service delivery. As can be seen from the finding above 45.8% gave a rating of 4, which shows that eGP systems is widespread in terms of usage, followed by 25% who gave a rating of 5, indicating that it is very widespread with regards to usage. The findings above are in line with the previous findings on the integration of the eGP system, which is a clear indication that the use of eGP is becoming widespread amongst government agencies that are using the system for procurement related processes.

Figure 7 What percentage of government service transactions are currently facilitated through electronic government procurement systems?



Source: Microsoft Excel (2023) Analysis Results

Figure 7 above shows the percentage of government service transactions currently facilitated through electronic government procurement systems in the selected organisations. As can be seen from the findings between 61 to 100% of government service transactions are currently being facilitated through the eGP systems, with only a small percentage currently not being facilitated through the system.

4.3 To find out the effect of Electronic Government Procurement Systems on users' service delivery.

The second research objective was aimed at finding out the effect of Electronic Government Procurement Systems on users' service delivery at the selected

organisations that took part in the study. Results based on the objective above are presented under this part of the chapter as follows:

Table 1 The e-GP system has improved the output of staff using the system on a daily basis in the organisation.

Strongly Disagree	4	16.7%
Disagree	4	16.7%
Neutral	2	8.3%
Agree	5	20.8%
Strongly Agree	9	37.5%
Total	24	100.0%

Source: SPSS Analysis Results

Findings on Table 1 above revealed that the majority of respondents strongly agreed (37.5%) that the e-GP system has improved the output of staff using the system on a daily basis in their organisation.

Table 2 The e-GP system has made the Procurement Process in this organisation more efficient and transparent.

Strongly Disagree	2	8.33%
Disagree	3	12.50%
Neutral	1	4.17%
Agree	4	16.67%
Strongly Agree	14	58.33%
Total	24	100.0%

Source: SPSS Analysis Results

Findings on Table 2 above revealed that the majority of respondents strongly agreed (58.33%) that the e-GP system has system has made the Procurement Process in their organisation more efficient and transparent.

Table 3 The e-GP system has led to this organisation selecting prospective suppliers in an efficient and effective manner.

Strongly Disagree	2	8.3%
Disagree	2	8.3%
Neutral	2	8.3%

Agree	7	29.2%
Strongly Agree	11	45.8%
Total	24	100.0%

Source: SPSS Analysis Results

Findings on Table 3 above revealed that the majority of respondents strongly agreed (45.8%) that the e-GP system has led to this organisation selecting prospective suppliers in an efficient and effective manner.

Table 4 The processing time of Procurement related procedures have reduced significantly in this organisation with e-GP.

Strongly Disagree	2	8.3%
Disagree	3	12.5%
Neutral	1	4.2%
Agree	10	41.7%
Strongly Agree	8	33.3%
Total	24	100.0%

Source: SPSS Analysis Results

Findings on Table 4 above revealed that the majority of respondents strongly agreed (41.7%) that the processing time of Procurement related procedures have reduced significantly in this organisation with e-GP.

4.4 To determine challenges of Electronic Government Procurement Systems in service delivery in the public sector.

The third and final research objective was aimed at determining the challenges of Electronic Government Procurement Systems in service delivery in the public sector at the selected organisations that took part in the study. Results based on the objective above were analysed thematically and are presented under this part of the chapter as follows:

The research findings highlight various issues that organisations face in the context of the e-GP system and public service delivery. According to the majority of respondents (45.8%), the main issue is a lack of training and the failure to upload needed papers for certain tenders. This highlights a serious gap in the preparedness and ability of e-GP system users inside these organisations. Additionally, concerns relating to computer literacy among users, occasions where certain suppliers did not submit all required paperwork, and larger system-related challenges were observed. Respondents also mentioned a lack of adequate understanding of the e-GP systems, indicating a possible need for increased awareness and education on the system's functionalities and processes.

The researcher also sought to find out how best the challenges identified above could be addressed, findings based on the above revealed the following:

1. Programmes of Intensive Training: Implement extensive and focused training programmes for e-GP system users. This should cover both fundamental and complex features, ensuring that users are capable of navigating the system and properly carrying out their obligations.
2. Simple User Interface: Improve the e-GP system's user interface to make it more intuitive and user-friendly. A simplified and readily navigable interface can help to mitigate computer literacy issues and improve overall user experience.
3. Supplier Education and Engagement: Create lines of communication with suppliers to emphasise the need of uploading the relevant documentation. Provide instructional materials and support to suppliers to ensure they understand the submission processes and requirements.
4. Continuous System Improvement: Conduct regular assessments of the functionality of the e-GP system and rectify any detected issues as soon as possible. A continuous improvement strategy will guarantee that the system remains current, resilient, and capable of addressing the changing needs of users.

5. Improving System Understanding: Hold workshops, seminars, or awareness campaigns to help users better grasp the e-GP system. This can involve providing thorough documentation, FAQs, and resources that explain the system's complexities.

6. Mechanisms for User Support: Create a strong user assistance mechanism, such as a helpdesk or a support team, to assist users in real time. This ensures that consumers may get rapid help if they run into problems while using the system.

7. Evaluation and monitoring, as well as knowledge sharing: Implement a framework for systematic monitoring and evaluation to track the effectiveness of adopted measures. Organisations will be able to spot recurring difficulties and make timely improvements to their strategy if they conduct regular assessments.

Encourage collaboration among organisations that use the e-GP system by exchanging best practices and lessons learned. This collaborative approach has the potential to contribute to a collective improvement in system utilisation.

By implementing these guidelines, organisations can endeavour to reduce the problems connected with the e-GP system, resulting in a more efficient and effective public service delivery mechanism. Continuous learning, user involvement, and system upgrades are critical to the effective integration and use of e-GP systems in the public sector.

CHAPTER FIVE:

DISCUSSION OF THE FINDINGS

5.0 Introduction

The findings of the research presented in the previous chapter are discussed under this chapter. The findings are discussed in the context of the empirical literature reviewed as well as theories that were also linked to the study undertaken as shown and discussed in the theoretical framework.

5.1 Research Objective One Discussion

The first research objective was aimed at assessing the extent of the adoption of Electronic Government Procurement systems for service delivery at the selected organisations that took part in the study. The findings from the first research objective provide a comprehensive understanding of the adoption and integration levels of electronic government procurement (e-GP) systems for service delivery within the selected organizations. The results highlight significant trends and patterns, shedding light on the current state of e-GP utilisation in the public sector. In terms of adoption, the majority of respondents (37.5%) indicated significant adoption of e-GP procurement systems in their respective organisations for service delivery.

Additionally, 33.3% reported a moderate level of adoption. This suggests a positive trend towards the increased acceptance and use of e-GP systems among the surveyed organizations. The data indicates a notable shift towards embracing digital procurement methods, which aligns with global efforts to modernise and enhance efficiency in public sector operations. The integration aspect of e-GP systems into procurement processes is a crucial dimension of the study. The majority of respondents (37.5%) rated the integration as "well-integrated," and 29.2% provided a rating of "fully integrated." These findings signify that a significant proportion of the targeted government agencies have reached advanced stages of integration. The high percentage of respondents rating the integration as well or fully integrated is indicative of the successful assimilation of e-GP

systems into routine procurement processes. The data further reveals that 45.8% of respondents gave a rating of 4, indicating that e-GP systems are widespread in terms of usage, while 25% gave a rating of 5, signifying that usage is very widespread. This aligns with the earlier findings on integration and adoption, emphasising the pervasive nature of e-GP systems within the surveyed government agencies. The consistency across these metrics reinforces the notion that the use of e-GP is becoming prevalent in organisations using the system for procurement-related processes.

One particularly noteworthy insight is the percentage (between 61% and 100%) of government service transactions currently being facilitated through e-GP systems. This high level of utilisation underscores the integral role that e-GP systems play in the day-to-day operations of government agencies. The small percentage of transactions not facilitated through the system indicates that the e-GP systems have become a cornerstone in the facilitation of government service transactions.

The findings suggest a positive trajectory in the adoption, integration, and widespread usage of e-GP systems among the surveyed government agencies. The high percentage of government service transactions facilitated through e-GP systems underscores their essential role in shaping modern procurement practices and service delivery in the public sector. Rodrigues et al.'s (2016) study on the user-centric transformation of e-governments is relevant to these findings on the integration and usage of e-GP systems. The factors identified in their study, such as secrecy and users' trust, align with the focus on the extent of integration and adoption of e-GP systems within government agencies.

Rana et al.'s (2015) evaluation of the online public grievance redressal system in India is pertinent to the findings. Their integrated information systems success model, encompassing system quality, information quality, service quality, and perceived satisfaction, correlates with the study's emphasis on the integration and effectiveness of e-GP systems. Muhammad et al.'s (2017) study on the factors influencing the adoption of e-government, specifically in small island developing states, complements the findings. Their focus on performance expectancy, facilitating conditions, perceived value, and trustworthiness aligns with the discussion on the widespread usage and

positive impact of e-GP systems in government service transactions. Mensah's (2020) examination of government capability and e-government performance influencing the adoption of e-government services adds to the discussion. The findings on the integration of e-GP systems can contribute to a broader understanding of government capability and its role in successful e-government implementation. Al-Hamad et al.'s (2022) investigation into the effects of electronic human resource management (E-HRM) on organisational well-being and functioning provides a parallel perspective. While not directly related to e-GP systems, the emphasis on the positive outcomes of electronic systems within organisations resonates with the findings on the benefits of e-GP integration.

5.2 Research Objective Two Discussion

The second research objective was aimed at finding out the effect of Electronic Government Procurement Systems on users' service delivery at the selected organisations that took part in the study. The second research objective aimed to explore the impact of electronic government procurement systems on users' service delivery in the selected organizations. The majority of respondents strongly agreed that the e-GP system has positively influenced various aspects within their organisations. Specifically, 37.5% of respondents strongly agreed that the e-GP system has improved the daily output of staff, indicating a positive correlation between e-GP usage and enhanced productivity. Furthermore, a significant majority of 58.33% strongly agreed that the e-GP system has made the procurement process in their organisations more efficient and transparent, highlighting positive outcomes in terms of effectiveness and openness.

Additionally, 45.8% of respondents strongly agreed that the e-GP system has contributed to the organisation's ability to select prospective suppliers in an efficient and effective manner, indicating positive impacts on supplier management. Moreover, 41.7% strongly agreed that the processing time of procurement-related procedures has significantly reduced, emphasising the efficiency gains attributed to the e-GP system.

These findings align with and contribute to the broader empirical literature on electronic procurement. For instance, studies by Nani and Ali (2020) in Indonesia and Frimpong et

al. (2020) in Ghana emphasise the positive impact of strategic deployment and absorptive capacity on enhancing accountability, transparency, efficiency, and effectiveness in government operations. The research findings in Zambia further support the idea that well-implemented e-GP systems can lead to positive outcomes, including streamlined processes, improved transparency, and increased efficiency in public sector procurement.

The positive responses from the majority of respondents affirm the beneficial impact of e-GP systems on organisational processes. These findings resonate with the study conducted by Gihozo (2020) in Rwanda, which emphasized the advantages and challenges associated with e-procurement implementation in public institutions. The Zambian findings further reinforce the notion that, when effectively utilised, e-GP systems can lead to significant improvements in daily operational output, procurement efficiency, and transparency. Moreover, the results echo the sentiments of Mustafa, Farida, and Yusriadi (2020) in their examination of the impact of e-government systems on public services in Makassar. The Zambian findings align with the broader theme that e-GP implementation contributes to enhanced efficiency in public service delivery, corroborating the idea that the utilization of electronic tools can streamline information processing and minimize errors.

The reported reductions in processing time for procurement-related procedures in Zambia also support the conclusions drawn by Penina and Stephen (2017) in their study on e-procurement's impact on procurement performance in the Kenya Ports Authority. The common thread across these studies is the acknowledgment that the integration of electronic systems, when properly managed, can lead to notable improvements in operational efficiency and performance. Furthermore, the positive outcomes reported in Zambia resonate with the findings of Frimpong et al. (2020) in Ghana, emphasizing the importance of absorptive capacity in facilitating the assimilation of electronic procurement and improving overall procurement processes. The Zambian research reinforces the idea that investing in the development of users' proficiency in electronic tools and fostering knowledge of procurement practices can contribute to successful e-GP system utilisation. The research findings based on this objective not only offer

insights into the specific context of electronic government procurement but also align with broader trends observed in studies across different countries. The positive impact on daily operational output, procurement efficiency, and transparency underscores the potential of well-implemented e-GP systems to bring about positive transformations in public service delivery.

5.3 Research Objective Three Discussion

The third and final research objective was aimed at determining the challenges of Electronic Government Procurement Systems in service delivery in the public sector at the selected organisations that took part in the study. Findings obtained shed light on some important problems that organisations have with the e-GP system and providing public services. The predominant concern, as identified by 45.8% of the respondents, revolves around a deficiency in training and the failure to upload necessary documents for specific tenders. This underscores a substantial gap in the preparedness and capability of e-GP system users within these organisations.

Furthermore, the research reveals additional challenges, such as issues related to computer literacy among users, instances where certain suppliers failed to submit all required paperwork, and broader system-related challenges. The respondents also articulated a lack of sufficient understanding of the e-GP systems, signalling a potential necessity for heightened awareness and education on the functionalities and processes of the system.

These findings underscore the significance of addressing training gaps and enhancing user education to optimise the effectiveness of the e-GP system in the context of public service delivery. Addressing issues of computer literacy, paperwork submission, and broader system challenges is crucial for ensuring the successful integration and utilisation of electronic government procurement within the public sector in Zambia. Firstly, Nani and Ali (2020) stress the importance of strategy, technology, organisation, people, and environment (STOPE) variables in the efficacy of e-procurement deployment. The findings in the current research resonate with their emphasis on the significance of organisational preparedness. The identified issues, such as a lack of

training, failure to upload necessary papers, and computer literacy concerns, align with the organisational and human factors highlighted by Nani and Ali. Secondly, Frimpong, Andoh-baidoo, and Asamoah (2020) emphasise the impact of absorptive capacity on the assimilation of electronic procurement. The current research findings echo this sentiment by pointing out a lack of understanding of e-GP systems. The need for increased awareness and education on the system's functionalities aligns with the importance Frimpong et al (2020) attribute to the development of absorptive capacity in organisations.

Furthermore, the study by Gihozo (2020) in Rwanda provides a cautionary note, stating that while electronic procurement systems bring benefits, they also present challenges. This resonates with the identified issues in the Zambian context, suggesting that addressing these challenges is crucial for maximising the benefits of e-GP systems. The findings also align with the broader literature on e-government, such as the studies by Sharma (2015) and Rodrigues et al. (2016), which emphasise the importance of service quality, trust, and user satisfaction. According to the broader literature, addressing issues like training, computer literacy, and system understanding becomes crucial in the Zambian context not only for efficiency but also for promoting transparency and fairness.

From a TAM perspective, the identified deficiency in training and the failure to upload necessary documents may be attributed to perceived ease of use and perceived usefulness. The lack of training might lead to a perception that the system is not easy to use, affecting users' willingness to adopt it. The NPM theory emphasises efficiency and effectiveness in public administration. In this context, the deficiency in training and document uploads can be seen as a challenge to achieving the efficiency goals of NPM, highlighting the need for well-trained personnel for streamlined procurement processes. Computer literacy issues can impact users' perceptions of the system's ease of use, as highlighted under TAM. The challenges in paperwork submission might influence the perceived usefulness if users find the system cumbersome or difficult to navigate. Efficient and effective service delivery, a key tenet of NPM, requires competent and digitally literate personnel. The identified challenges align with the NPM emphasis on capability and capacity building for public servants. The lack of understanding directly

relates to perceived ease of use and perceived usefulness, which are highlighted under TAM. Users are less likely to perceive a system as useful or easy to use if they lack an understanding of its functionalities. NPM's focus on results and outcomes in public service delivery underscores the importance of personnel understanding the systems they use. A lack of understanding may hinder the achievement of desired outcomes in procurement processes.

CHAPTER SIX:

CONCLUSION AND RECOMMENDATIONS

6.0 Introductions

This chapter presents the conclusion and recommendations based on the research aimed at assessing the influence of electronic government procurement on service delivery in the public sector, are thoroughly examined in this chapter.

6.1 Conclusion

The comprehensive examination of the research findings on the influence of electronic government procurement (e-GP) systems on service delivery in the public sector reveals a nuanced and impactful landscape. The study found a positive trend in the adoption and integration of e-GP systems within the surveyed government agencies. A majority of respondents reported significant or moderate levels of adoption, with a substantial portion acknowledging well-integrated or fully integrated systems. The widespread usage, with 61–100% of government service transactions facilitated through e-GP systems, highlights the integral role these systems play in daily operations. The high adoption rates signify a shift towards embracing digital procurement methods, aligning with global efforts to modernise public sector operations.

Respondents strongly agree that e-GP systems have positively influenced various aspects within their organisations, including daily output, procurement efficiency, transparency, and supplier management. Positive correlations between e-GP usage and enhanced productivity, efficient procurement processes, effective supplier selection, and reduced processing time are evident. Well-implemented e-GP systems contribute significantly to operational efficiency, procurement effectiveness, and transparency, aligning with the broader empirical literature on electronic procurement.

Identified challenges, including deficiencies in training, document uploads, computer literacy, supplier paperwork, and system understanding, underscore the need for

enhanced awareness, education, and training. The significance of addressing these challenges is emphasised for the successful integration and utilisation of e-GP systems in the context of public service delivery. Addressing challenges is crucial not only for efficiency but also for promoting transparency and fairness, aligning with broader e-government literature.

Overall, the findings underscore the transformative potential of well-implemented e-GP systems in reshaping public service delivery in Zambia. The positive trajectory in adoption, positive impact on users' service delivery, and identification of challenges offer valuable insights for policymakers, practitioners, and researchers. Addressing challenges through strategic training, awareness programmes, and user education will be instrumental in maximising the benefits of e-GP systems and ensuring their seamless integration into public sector operations.

6.2 Recommendations

The recommendations are as follows:

Develop targeted awareness programmes to educate public sector stakeholders on the benefits and importance of e-GP systems. This should focus on dispelling myths, building trust, and emphasising the positive outcomes observed in other studies.

Encourage knowledge sharing and collaboration among government agencies to facilitate benchmarking and sharing of best practices. This can be achieved through workshops, conferences, or a centralised platform for sharing successful e-GP implementation strategies.

Establish a mechanism for continuous monitoring and evaluation of e-GP adoption levels. Regular assessments will help identify emerging trends, challenges, and opportunities, allowing for timely adjustments and improvements.

Invest in ongoing capacity-building programmes to enhance the digital proficiency of users. This can include training sessions, workshops, and online resources to ensure users are well-equipped to leverage the full potential of e-GP systems. Implement a

robust feedback mechanism to capture user experiences and suggestions for improvement. This will provide valuable insights for refining system features, addressing user concerns, and ensuring continuous enhancement.

Aligning the utilisation of e-GP systems with key performance indicators (KPIs) related to service delivery. This will enable a quantitative assessment of the impact of e-GP on efficiency, transparency, and overall effectiveness.

Developing comprehensive training programmes that address identified deficiencies in training, document uploads, and computer literacy. These programmes should be tailored to the specific needs of different user groups and regularly updated to incorporate system advancements.

6.3 Areas for Further Research

The areas for further research are as follows:

Investigate the user-centric perspectives of e-GP systems, focusing on factors such as user satisfaction, trust, and perceived ease of use. Understanding user perceptions can provide valuable insights for continuous improvement and user-focused enhancements.

Conduct a longitudinal study to assess the long-term impact of e-GP systems on government service delivery. This should include tracking changes in efficiency, transparency, and effectiveness over an extended period to capture evolving trends. Conduct comparative studies with other countries that have implemented e-GP systems, considering contextual factors and cultural nuances. Comparative analyses can offer lessons learned and identify unique strategies for successful implementation.

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APPENDICES:

Questionnaire



UNIVERSITY
OF
LUSAKA

School of Postgraduate Studies

AN EVALUATION OF THE ROLE OF ELECTRONIC GOVERNMENT PROCUREMENT IN SERVICE DELIVERY IN THE PUBLIC SECTOR: A CASE OF SELECTED PUBLIC SECTOR ORGANISATIONS

MATSTER OF BUSINESS ADMINISTRATION-GENERAL

Dear Respondent,

I am **Rosalyn Kapambwe** a Student at The University of Luska Conducting Research on A Topic Entitled:

AN EVALUATION OF THE ROLE OF ELECTRONIC GOVERNMENT PROCUREMENT IN SERVICE DELIVERY IN THE PUBLIC SECTOR: A CASE OF SELECTED PUBLIC SECTOR ORGANISATIONS. You are among the respondents randomly selected to complete this questionnaire. Please note that the information you will give will be treated anonymously therefore, you are **NOT** required to indicate your name on the questionnaire. This research is

purely for academic purposes as it is a partial fulfilment of the MBA General. *(Please note that all data collected will be confidential and will be used for academic purposes only)*

Note: Kindly tick the responses that best suit you for each question.
Thank you in anticipation.

NAME: ROSALYN N. KAPAMBWE

STUDENT NUMBER: MBAGEN21210484

RESEARCH QUESTIONNAIRE

SECTION A: Background of Respondents

SECTION A: General Background

- A) Gender of Respondent
Male () Female ()
- b) Name of Organisation
- c) Period of Service at your organisation.....

Section B: Measuring Service Delivery based on the adoption of Electronic Government Procurement

Please select the response in line with the statements on assessing the quality of the Service Delivery in your organisation as it pertains to electronic government procurement system.

Tangibles: Tangibles assess the physical and virtual appearance of the e-GP system.

- 1. The e-GP system provides clear and user-friendly documentation, guidelines, and instructions.
 - a) 1 (Strongly Disagree)
 - b) 2 (Disagree)
 - c) 3 (Neutral)
 - d) 4 (Agree)
 - e) 5 (Strongly Agree)

Reliability: Reliability measures the consistency and dependability of the e-GP system.

- 2. The e-GP system is capable of handling a high volume of concurrent users efficiently.
 - a) 1 (Strongly Disagree)
 - b) 2 (Disagree)
 - c) 3 (Neutral)
 - d) 4 (Agree)
 - e) 5 (Strongly Agree)

Responsiveness: Responsiveness evaluates the system's ability to address user needs promptly.

3. The e-GP system provides timely notifications and updates on procurement-related matters.
 - a) 1 (Strongly Disagree)
 - b) 2 (Disagree)
 - c) 3 (Neutral)
 - d) 4 (Agree)
 - e) 5 (Strongly Agree)

Assurance: Assurance focuses on the trustworthiness and competence of the e-GP system.

4. Users have confidence in the security and confidentiality of data within the e-GP system.
 - a) 1 (Strongly Disagree)
 - b) 2 (Disagree)
 - c) 3 (Neutral)
 - d) 4 (Agree)
 - e) 5 (Strongly Agree)

Empathy: Empathy evaluates the system's ability to understand and meet user needs.

5. Users of the e-GP system feel that their concerns and inquiries are acknowledged and addressed effectively.
 - a) 1 (Strongly Disagree)
 - b) 2 (Disagree)
 - c) 3 (Neutral)
 - d) 4 (Agree)
 - e) 5 (Strongly Agree)

Section D: To assess the extent of the adoption of Electronic Government Procurement systems for service delivery.

Please select the response in line with the questions on assessing the extent of adoption of EGP systems in Service Delivery

1. On a scale of 1 to 5, where 1 represents "no adoption" and 5 represents "full adoption," how would you rate the level of adoption of electronic government procurement systems in your government organisation for service delivery?
 - a) 1 (no adoption)
 - b) 2 (limited adoption)
 - c) 3 (moderate adoption)
 - d) 4 (significant adoption)
 - e) 5 (full adoption)

2. To what extent have government agencies integrated electronic government procurement systems into their procurement processes for service delivery?
 - a) 1 (not integrated)
 - b) 2 (slightly integrated)
 - c) 3 (Moderately integrated)
 - d) 4 (well-integrated)
 - e) 5 (fully integrated)

3. How widespread is the use of electronic government procurement systems among government departments and agencies involved in service delivery?
 - a) 1 (not widespread)
 - b) 2 (slightly widespread)
 - c) 3 (moderately widespread)
 - d) 4 (widespread)
 - e) 5 (very widespread)

4. What percentage of government service transactions are currently facilitated through electronic government procurement systems?

- a) 1 (0-20%)
- b) 2 (21-40%)
- c) 3 (41-60%)
- d) 4 (61-80%)
- e) 5 (81-100%)

Section D: To find out the effect of Electronic Government Procurement Systems on users' service delivery.

Please select a response in line with the questions on assessing the extent of adoption of EGP systems in Service Delivery

- 1) The e-GP system has improved the output of staff using the system on a daily basis in your organisation.
 - a. 1 (Strongly Disagree)
 - b. 2 (Disagree)
 - c. 3 (Neutral)
 - d. 4 (Agree)
 - e. 5 (Strongly Agree)
- 2) The e-GP system has made the Procurement Process in this organisation more efficient and transparent.
 - a. 1 (Strongly Disagree)
 - b. 2 (Disagree)
 - c. 3 (Neutral)
 - d. 4 (Agree)
 - e. 5 (Strongly Agree)
- 3) The e-GP system has led to this organisation selecting prospective suppliers in an efficient and effective manner.
 - a. 1 (Strongly Disagree)
 - b. 2 (Disagree)
 - c. 3 (Neutral)
 - d. 4 (Agree)
 - e. 5 (Strongly Agree)

- 4) The processing time of Procurement related procedures have reduced significantly in this organisation with EGP.
- a. 1 (Strongly Disagree)
 - b. 2 (Disagree)
 - c. 3 (Neutral)
 - d. 4 (Agree)
 - e. 5 (Strongly Agree)

Section E: To determine challenges of Electronic Government Procurement Systems in service delivery in the public sector.

Please provide a short response to the questions below:

1. What are the challenges that have come with the EGP system in terms of service delivery in your organisation?

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2. What are some of the measures you would recommend addressing the challenges (if any) in terms of EGP systems in service delivery in the public sector?

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END OF QUESTIONS, THANK YOU FOR YOUR TIME