

**E-PROCUREMENT AND PERFORMANCE OF TELKOM KENYA LIMITED IN
NAIROBI CITY COUNTY, KENYA**

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REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
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DECLARATION

I pronounce that this examination project is my unique work and it has not been submitted for the honor of any degree or certificate in some other foundation. It is forbidden to reproduce any part of the paper without the author's and/or Kenyatta University's permission..

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As the designated university supervisor, I have given my approval for this research project to be examined.

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Date _____

Dr. Alfayo Odara

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DEDICATION

My family's constant love and support in pursuit of my studies have been the focus of this research paper. They are greatly cherished and appreciated for their efforts and assistance.

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ABBREVIATIONS AND ACRONYMS

DOI	Diffusion of Information
EABL	East African Breweries Limited
E-Procurement	Electronic Procurement
ERP	Enterprise Resource Planning
KIWASCO	Kisumu Water and Sewerage Company Limited
MNC	Norwegian Multinational Companies
MPESA	Mobile Money
PLC	Public Limited Company
RBV	Resource Based Theory
TAM	Technology Acceptance Model

OPERATIONAL DEFINITION OF TERMS

Data transmission	Digital or analog data transmission via a communication medium to one or more electronic, communication, or computing devices
E-procurement	Portrays business-to-business buys that are done on the web or over some computerized organization or stage
Buyer/supplier collaboration	During an online transaction, consider the buyer's and seller's relationship.
System management	Combination of methods for maintaining the functionality of IT hardware, software, and other resources and their alignment with business objectives
Billing management	Programs for tracking paid goods and services delivered to a single customer or a group of customers
Performance	The “real” or “planned” results (or “aims and objectives”) of the organization against the expected results.

ABSTRACT

Considering the addition of new products and players to the sector, Kenya's telecom industry has received a lot of attention. Reception of acquirement strategies cut across basic course of associations activities. Therefore, organizations' long-term survival depends on their adoption and implementation success. As a result, the goal of this study was to find out how Telkom Kenya Limited's performance in Nairobi City County, Kenya, was affected by e-procurement. The specific objectives were to investigate how system management, billing management, data transmission, and buyer/supplier collaboration affect organizational performance. Technology Acceptance Model, Systems Theory, Supply Chain Theory, and Transaction Cost Theory served as the study's guiding principles. The research design for this study was a descriptive survey. Telkom Kenya Limited in Nairobi City County was the target population. The 79 people who took part in the study came from six departments: departments of finance, procurement, logistics, quality, information and communications technology, and operations 79 respondents were selected using a census sampling method. All of the respondents to this study completed a questionnaire for the purpose of data collection. In order to test the validity and dependability of the study instruments, a pilot study was conducted with ten respondents who did not take part in the actual study. Both quantitative and qualitative data analysis methods were utilized in the study. Gathered information was first coded and afterward quantitatively examined utilizing spellbinding measurements which included mean and standard deviation and introduced with regards to tables, figures and charts. Statistical Package for the Social Sciences, or SPSS, was used to make this possible. In order to evaluate the relationship between the variables, statistical analysis was guided by multiple regression models. The study came to the conclusion that a well-managed system makes it easier to improve the organization's overall procurement process, and billing management provides fast and efficient invoicing that reduces errors compared to manually processing invoices. Additionally, buyer/supplier collaboration results in a long-term relationship between the buyer and supplier, allowing for the free flow of feedback and ideas. The study suggested that Telkom Kenya Restricted lock in in joint advancement exercises, share data broadly but specifically, improve the specialized capabilities of providers, and acknowledge complaints from providers as openings to upgrade their acquirement methods. In arrange to successfully and effectively oversee a framework, Telkom Kenya Restricted ought to have the forms, information, and devices vital for viable framework administration. In expansion, Telkom Kenya Restricted must guarantee legitimate administration connections that are key in nature, open to the environment, creating and getting criticism, endeavoring and the method of organizing or combining the efforts of all components to realize the desired reaction. In expansion, Telkom Kenya Constrained requires a tall level of organization to guarantee that the invoicing and invoicing forms are effective and well overseen.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Pearcy, Parker, & Giunipero (2010), observe that acquirement alludes to the steps the acquiring organization takes to manage the supply chain to reduce time and cash and increment efficiency. Odhiambo and Theuri (2015) contend that obtainment assumes a focal part in help conveyance as well as advancing social, ecological and modern strategies in a nation and it has become progressively significant for partners to screen acquisition cycles to guarantee that all choices and activities embraced inside the whole cycle are straightforward as well as advance the overall government assistance of the state. Obtainment capability is a urgent movement in any association and should be directed productively and successfully.

When properly implemented, procurement practices, according to Brammer and Walker (2011), form an effective, quick, and accurate management tool that shortens cycle times and increases reliability, thereby improving an organization's performance. According to McClendon (2012), businesses need to make the most of decisions based on procurement practices, such as e-procurement, linking across all supply chain members, speeding up information transfer, and reducing tasks that don't add value.

According to Venkatesh et al. (2013), procurement performance could be a result of acquiring adequacy and efficiency. This gives open substances the premise to assess how well they advance toward foreordained goals and choose on future activities with the deliberate of beginning execution enhancements. Thai (2014), on the other hand, contends that procurers face numerous obstacles, particularly in light of the legal framework, market structure, and political environment, making it difficult to achieve procurement efficacy.

1.1.1 E-Procurement

According to Parida and Parida (2015), e-procurement is a technological solution that makes online shopping easier for businesses. E-procurement, as characterized by Universal Commerce Machines Organization (IBM) (2016), is the method of procuring coordinate and roundabout products and administrations by interfacing buyers and providers through the utilize of the Web and modern innovations. Companies and their trade forms can be specifically connected to providers through a framework that oversees all intelligent between them. Oversee correspondence, offers, questions and answers, progress estimating and different emails sent to numerous individuals are all included in this.

Agreeing to Rogers (2010), the most variables affecting the dissemination of a modern innovation are the taking after: the development itself, communication channels, time and social structure. Since it requires the taking after activities, these components have a coordinate affect on the degree of effective acknowledgment by buyers and bidders of e-auctions: electronic advancement of tenders to the common open, electronic transmission of offer reports to benefactors for completion, and electronic passage of offer records by benefactors.

Supply chain management in business largely depends on the management of buyer-supplier relationships (Harland et al., 2012). In specific, understanding vital connections with key providers is fundamental to maximizing esteem within the supply chain. Concurring to Narayandas and Rangan (2014), parameters such as believe and commitment are appeared to play a critical part in tall esteem vital connections where concrete speculation is tall and legally binding administration is inadequately. In such connections, it is fundamental that both parties feel that they are getting esteem from the relationship, that it proceeds which the relationship is considered a victory.

According to Cane (2011), the primary purpose of procurement is to promote social, industrial or environmental policies, which may be secondary to the primary purpose of procurement. Procurement occupies a central place in the public service delivery system. Hahn (2012) says that from an open frameworks point of view, a complex organization is seen as a set of forbid parts that, taken together, frame a entire that depends on the bigger environment. At slightest two characteristics of an open framework are imperative to the possibility approach.

A successful appraisal enables buyers to arrange the most ideal arrangements and merchants to sell abundant supplies. According to Druckmann & Alt (2014), an invoicing management system calculates user fees and creates and distributes invoices or statements to buyers and sellers in an e-procurement network. Billing capabilities must connect directly to the invoicing system at the administration center to collect fees naturally, resulting in e-acquiring revenues primarily net of interchange fees. Xu and others (2015) demonstrate that through process automation and electronic documentation, billing management diminishes exchange costs by giving higher levels of precision in claims, invoicing, and installment.

1.1.2 Organizational Performance

Product and service quality, customer satisfaction, market performance, and service innovations are all factors that can be used to assess an organization's performance. The following performance dimensions can be used to evaluate the performance of an organization: Product quality, margin on sales, capacity utilization, investment return, and customer satisfaction (Khan, 2010). In a similar vein, Green (2011) found that important factors that can be used to evaluate an organization's performance. Market shares, financial performance, an organization's efficiency and effectiveness, human resource management, and other performance indicators are among the many factors analyzed in this study, according to the researchers.

Hierarchical execution can be estimated by monetary points fulfillment or laborers fulfillment. Ho (2018) also noted that efficiency and effectiveness in achieving goals can be used to evaluate performance. Financial metrics such as return on investment, sales growth, profits, organizational effectiveness, and business performance can be used to evaluate an organization's performance. According to Awino (2011), an organization must distinguish execution variables from the beat to the foot of the organization in arrange to be fruitful.

According to Peter (2010), "organizational effectiveness" also alludes to the method by which supervisors and produces thoughts for changing organizational behavior and framework to realize higher yield. According to Lazaridis and Dimitrios (2015), to enhance the vitality and expertise of the organization. Organizational effectiveness, which includes the method of setting organizational objectives and targets in a ceaseless cycle, is another region of organizational action that points for persistent enhancement from time to time.

1.1.3 Telkom Kenya Limited

Telkom Kenya provides end-to-end telecommunications solutions for Kenyans, SMEs, government and large corporations. With an extensive fiber optic network, it is also a major provider of retail traffic between operators in the country and region. Telkom Kenya's market share for internet subscriptions decreased to 7.2% during the investigation period by 0.4%. While Safaricom has revealed a decrease in cellular subscribers, this category has added 1.1 million. Airtel has also experienced a decrease. Telkom's market share break for mobile broadband connections (Telkom is actively pushing the fiber-to-the-building business model) remains low at 1.1 billion, which includes the top three Wananchi companies, Safaricom and Mawingu Networks.

1.2 Statement of the Problem

The department of procurement is veritably important and has the implicit to greatly ameliorate the association's effectiveness and effectiveness. According to Snider & Rendon (2012), the organization's other departments would benefit greatly and be able to better serve internal and external customers if the procurement department purchased everything needed. Considering the addition of new products and players to the sector, Kenya's telecom industry has received a lot of attention. Reception of acquirement strategies cut across basic course of associations activities. Therefore, organizations' long-term survival depends on their adoption and implementation success.

Other departments would be impacted, and sometimes the consequences can be very serious, if the procurement department acquires goods, services, or even works in an inefficient manner. Batenburg (2017) directed a concentrate on e-obtainment reception by European firms. The study came to the conclusion that e-procurement adoption varies by country, and that firms from nations that avoid uncertainty to a low degree. Greinen et al. also conducted a moment suppose about(2010) on the operation of nonsupervisory- grounded-e-procurement by the Eastern Cape Common Organization in South Africa. The consider set up that the quantifiable benefits of force chain administration have still to be realized due to a common need of understanding of how the conception applies to the government terrain.

Agreeing to Orori's (2011) think about on the The Factors Affecting e-Procurement in the Retail Industry: A Consideration of General Store Retail Chains in Kenya; Njoroge (2010) looked at the factors that influence e-procurement in Kenya within the context of the Kenyan development agenda and Mburu(2011) explored the part of e-procurement in making strides the prosecution of the broadcast dispatches assiduity (A Case Think about of Safaricom PLC). Whereas Mburu's

ponder centered on the part of e-procurement in Safaricom PLC. This knowledge gap was the focus of this study.

1.3 Objectives of the Study

1.3.1 General Objective

The primary objective of the study was to identify the impact of e-Procurement on the performance of Telkom Kenya Limited in Nairobi city county, Kenya.

1.3.2 Specific Objectives

- i. To investigate how data transmission affects Telkom Kenya Limited's performance in Nairobi City County, Kenya.
- ii. To determine the impact of buyer-supplier collaboration on Telkom Kenya Limited's performance in Nairobi City County, Kenya
- iii. To determine how system management affects Telkom Kenya Limited's performance in Nairobi City County, Kenya.
- iv. To determine how billing management affects Telkom Kenya Limited's performance in Nairobi City County, Kenya

1.4 Research Questions

- i. How does the transmission of information affect Telkom Kenya Restricted's presentation in the Nairobi City District, Kenya?
- ii. How does collaboration between buyers and suppliers affect Telkom Kenya Limited's performance in Nairobi City County, Kenya?
- iii. How does system management affect Telkom Kenya Limited's performance in Nairobi City County, Kenya?

- iv. How does billing management affect Telkom Kenya Limited's performance in Nairobi City County, Kenya?

1.5 Significance of the Study

By highlighting the best procurement practices for road construction projects in Nairobi County, the findings of the study will be useful for county management, project managers, and project team members, policymakers, and the general public. The concentrate likewise could open a hole to different specialists and academicians in completing related study.

1.6 Scope of the Study

Road construction systems in Nairobi County, Kenya were the focus of this study. Data transfer, buyer- supplier collaboration, system operation, and billing operation were examined in the study to see how they affect organizational performance. The findings of the study were based on telkom Kenya's performance over a period of five years (2014 to 2018)..

1.7 Limitations of the Study

There are several challenges that were expected to be faced, but primarily on get to venture supervisors who are portion of the administration groups, as this may raise doubts. To relieve this, the analyst gotten a investigate allow from the NACOSTI and a letter of presentation from the college. It can moreover be troublesome to know how genuine respondents are in their answers. In any case, this was relieved by testing the unwavering quality and practicality of the inquire about rebellious to guarantee they met the desired guidelines.

CHAPTER TWO: LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Technology Acceptance Model

The Technology Acceptance Model (TAM) was created by Davis (1993) and approved to clarify the components that impact and shape client acknowledgment of unused data innovations. User attitudes toward and actual use of information technology depend on two specific variables, according to TAM: perceived usefulness and convenience versus brand-new design features of information systems. The degree to which a individual accepts that employing a frame will progress their prosecution is called mileage. The degree to which the client accepts that the exertion required to utilize the system outweighs its benefits may be a degree of ease of utilize.

An order placement procedure is included, which includes tasks such as preparing, approving, and transferring the order to the supplier. Therefore, in arrange to procure the complete benefits of e-procurement selection, representative and provider criticism on its convenience and ease of utilize is basic. As a result, the analysis of data transfer variables benefits from this theory. This will demonstrate how Telkom Kenya Limited can share information with customers and suppliers. As a result, the efficiency of the organization will increase.

2.1.2 Systems Theory

Morris's (1996) systems theory served as the basis for this study. According to system theory, every part of an organization should be connected to each other and work together. According to Morris (1996), systems are divided into open and unrestricted depending on the nearness or nonattendance of commerce of the frame with the terrain. Morris (1996) depicts an overt structure as a structure that connects to its current circumstances from which it is detached. The exchange of energy or information is represented by interaction. The open frame thesis

demonstrate is input- process- affair, with a input circle from the system's terrain to the yield data and after that back to the input.

We are able to describe an organization's internal and external behavior thanks to systems theory. On the inside, it is clear how and why employees carry out their individual and collective duties. Every organization provides the goods and services that the larger environment needs by acquiring resources from the larger environment. Because Telkom Kenya Limited's business environment is outside of itself, this hypothesis is important to the ponder. Their outside environment is always changing. As a result, for Telkom Kenya Constrained to move forward its execution, it ought to move forward its framework administration.

2.1.3 Supply Chain Theory

According to Christopher & Gattorna (2005), it may be a arrange of organizations included in various processes and exercises that make esteem within the shape of items and administrations within the hands of the conclusion client through upstream and downstream linkages. The conclusion client is included in a chain comprising of two or more lawfully particular organizations connected by fabric, data or money related streams.

According to Gunasekaran, Patel, and McGaughey (2004), Supply Chain Theory is a revolutionary approach to business management that promotes sustained competitiveness and increases organizational productivity and profitability. Through cooperation and the sharing of information, supply chain administration emphasizes the generally and long-term good thing about all parties within the supply chain. It points to put through each portion of the generation and supply forms, from crude fabric procurement to item preparing and to the individuals who will eventually utilize the item. It centers on how companies can use their suppliers' forms, innovations and capabilities to pick up competitive advantage. Store network The board has the

target of directing all pieces of the stock organize as a unit, instead of single various leveled components, to achieve extended earnestness (Stadtler and Kilger, 2008).

The theory is based on the idea that efficient supply chain management relies heavily on satisfying customers' needs and providing prompt service. Better collaboration between suppliers and buyers can help Telkom Kenya Limited perform better. By fostering proper cooperation, information sharing, trust, partnerships, and shared technology among all parties involved, this can be accomplished. This hypothesis makes sense of purchaser/provider joint effort variable.

2.1.4 Transaction Cost Theory

Transaction Cost Analysis (TCA), as defined by Halldorsson (2007), is a method for reducing costs throughout the supply chain. The transaction cost approach is frequently utilized in a variety of fields, especially economic and organizational studies. Within the mid-1970s, advanced commerce investigator Williamson coordinates TCA into a common concordance demonstrate and set up the budgetary issues of trade esteem within the unused firm theory. According to Halldorsson (2007), vertical integration and an increase in trust can both reduce transaction costs for businesses. This kind of integration can cut inventory management costs, improve internal and external customer service and free up capital for use in other parts of the business.

However, vertical integration and expanded levels of believe between supply chain members, as well as level integration and economies of scale determined from pooling request and/or supply, can simultaneously reduce transaction costs in an organization's supply chain. The application of transaction cost analysis (TCA) proposition is necessary because the study of force operation requires the association to insure that all costs are minimized. The theory is based on the

invoicing management variable which says that Telkom Kenya Limited should implement supply chain practices at the lowest possible cost to improve productivity.

2.2 Empirical Literature Review

2.2.1 Data Transmission

Electronic ordering and electronic communication on force chain performance in Kenyan public pots in Nairobi County were the subject of a study by Chepkwoni and Chepkwoni(2017). This study used an explicatory exploration design. The results of a multiple retrogression model showed that e-procurement and e-information have a positive and substantial effect on the situation force chain performance using 262 procurement officers from 112 Kenyan public pots. The review shows thate-inquiry ande-consultation, which are factors regarding aspects ofe-procurement, increase the performance of the manufacturing network. thus, businesses should usee-ordering ande-information in the procurement process.

In a 2017 study, Chegugu and Yusuf delved the impact ofe-procurement practices on organizational performance in public hospitals in Kenya. The study used a descriptive survey of five hospitals. There are 367 respondents in the sample. Most of the instruments used for data collection were questionnaires. According to research findings, electronic invoices can be used to report supplier payments to buyers. According to the study, all hospitals should automate their billing processes to increase transparency and document.

2.2.2 Buyer/Supplier Collaboration

Buyer- supplier connections and organizational performance in large Kenyan manufacturing companies were the subject of a study by Kamau(2013). Across-sectional check of 56 large manufacturing enterprises in Nairobi, Kenya The methodology was based on a questionnaire that was used to gather data using the ‘drop-and-choose’ approach. The study suggested that all

manufacturers and other associations with organizational performance, which was demonstrated by an R2 value of 0.723.

Narain and Singh (2012) looked at how trust between suppliers and buyers affects how well an organization performs. Are appreciatively identified with the development of trust, that the amenability of the supplier to invest in the specific conditions of the buyer is appreciatively identified with the development of trust, that the performance of the supplier is appreciatively identified with the performance of the association, and that the performance of the supplier is appreciatively identified with organizational performance.

Azeem's (2015) research focused on the influence that the buyer-supplier the impact of relationships on an organization's performance viewpoint from the beverage industry. The research was primarily descriptive. The beverage manufacturing industry in Islamabad and Rawalpindi comprised the study's population. The study's conclusion was that improved organizational performance was demonstrated by buyer-supplier relationships embraced with significant trust.

2.2.3 System Management

Collaboration in supply chain forecasting and planning was the subject of a study by Nakano (2012): The effect on execution in Japanese producers. According to the study, internal and external common soothsaying and planning are appreciatively identified. There's also a positive correlation between common soothsaying and upstream and downstream planning. Relative logistics and manufacturing performance benefit from internal cooperative soothsaying and planning. External common soothsaying and planning doesn't affect the relative performance of logistics and product.

A study by Ogwang and Waweru(2017) looked at the impact of pending damage of a limited water force and sanitation association in Kisumu, Kenya. 128 procurement officers, middle directors, directors and department heads of KIWASCO constituted the study population. The statistics used were descriptive and deducible. The study set up a positive correlation between organizational performance and all aspects of procurement planning, including procurement translucency and conditions.

A 2014 study by Nderitu and Ngugi used as a case study how green marketing was applied in the production of East African Brewery Ltd. affect the performance of the organization. Descriptive research was used as the research method. The discussion revealed EABL's attempt to build an ICT foundation and extend its green commitment to 29 compliance levels as a foundation from which to work with suppliers.

2.2.4 Billing Management

De Toni and others 2017) looked at how pricing strategies and levels affect a company's profitability in their study. Including Client value- grounded pricing strategies, competition-grounded pricing strategies, and cost- grounded pricing strategies(with high and low prices), as well as performance relative to profitability, 150 businesses in the metalworking sector in Northeast Rio Grande do Were surveyed the state of Sul, Brazil. According to the results, a value- acquainted pricing strategy and a high position of prices have a positive effect on the profitability of the surveyed companies, while low prices have a negative effect. As a result of these findings, directors may want to take a further strategic look at the pricing process as one aspect they can not ignore because pricing programs affect the profitability of the association. Based on the 7up Nile Mile Enugu Nigerian Bottling Company. The analysis revealed that an important strategy for achieving organizational performance is inflexibility in force control

operation. Organizations also profit from force control operation by making material easy to store and recoup, adding deals effectiveness, and lowering functional costs.

An empirical study by Tomassen (2014) looked at how foreign direct investment performance is affected by transaction costs: an investigation based on data. 160 Norwegian multinational corporations (MNCs) and one of their overseas subsidiaries made up the target group. Negative correlations exist between the costs of Logrolling and failure and operating cost versus functional connectivity and maintenance and operating cost. This study demonstrates that the performance of foreign subsidiaries is significantly explained by transaction costs. As per the discoveries, near 35% of the variety in execution can be credited to such expenses.

2.3 Summary and Gap

Table 2.1: Summary and Gap

Name	Topic	Observation	gap	Present focus
Eunice (2015)	The role of the tender process for the activities of state institutions	Transparency has reduced corruption during the tender process, leading to improved performance of public institutions.	Purposive sampling method	A census sampling
Kamau (2013)	Relationships between suppliers and buyers as well as organizational performance at large Kenyan manufacturing companies in Nairobi	Significant connection between organizational performance and relationships between suppliers and buyers	Qualitative data used	Quantitative data was used
Nakano (2012)	Supply chain collaboration in forecasting and planning: The effect on Japanese manufacturers' performance	Positive connections between internal and external forecasting and planning in collaboration	The survey approach used in the study may have resulted in a lower validity rate.	Survey design for descriptive research with a higher rate of validity

De Toni <i>et al.</i> (2017)	How the performance of foreign direct investments is affected by transaction costs through pricing strategies and levels: an observational examination	Positive significant impact	The cluster random sampling method used in the study is prone to bias and has a higher sampling error.	The study used census method
Tomassen (2014)	How the performance of foreign direct investments is affected by transaction costs through pricing strategies and levels: an observational examination	Positive significant impact	Cross-sectional study design	Descriptive research design

2.4 Conceptual Framework

Independent Variables

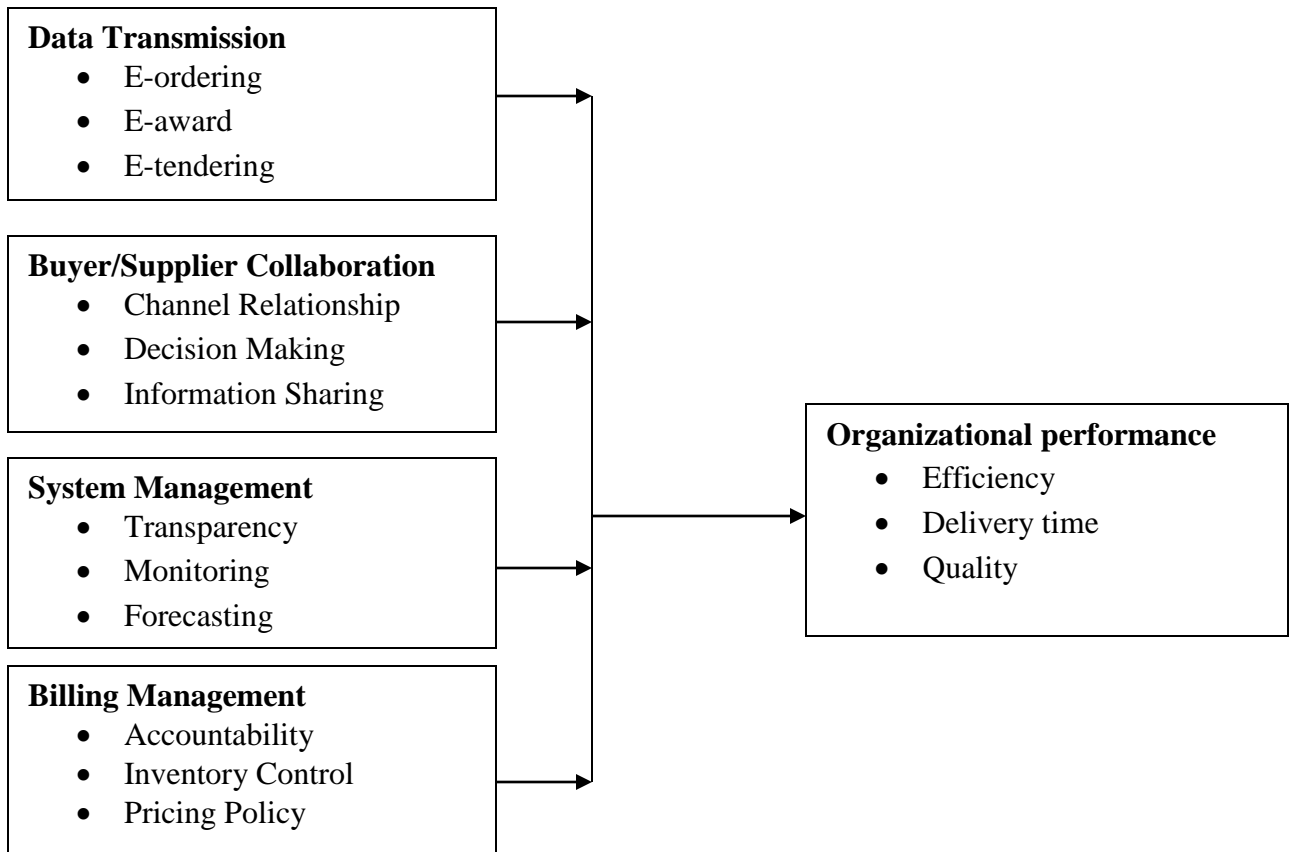


Figure 2.1: Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research design of this study is descriptive. According to Saunders, Lewis, and Thornhill (2011), a descriptive questionnaire is a method of collecting data on a sample population by observing or completing a questionnaire. According to Mugenda and Mugenda (2003), descriptive research is used when the research center uses different methods, the research data cannot control the variables, and the experimenter can only guess that something has happened or has happened. This type of investigation includes fact finding and investigation including the following independent variables: exchange information exchange, administrative management, co-ordination of recipients and management of invoices. This limits and directs the researcher to continue to focus on the specific goals of the study.

3.2 Target Population

The objective populace was Telkom Kenya Restricted in Nairobi City District. The review contained 79 respondents who were drawn from 6 divisions to be specific; Table 3.1 depicts the departments of finance, procurement, logistics, quality, information and communications technology, and operations.

Table 3.1: Target Population

Category	Target Population
Quality Managers	5
Procurement Officers	15
Operations Officers	35
Logistics Officers	6
ICT Officers	6

Finance Officers	12
Total	79

Source: HRM Department, Telkom Kenya Limited (2019)

3.3 Sampling Design and Sample Size

A census sample method was employed to choose the respondents, and all 79 were chosen. This technique was ideal since it could reflect not just the total population but also the population's important subgroups. Cooper and Schindler (2011) noted that the strategy was best suited since it minimized prejudice.

3.4 Data Collection Instrument

All of the respondents to this study completed a questionnaire for the purpose of data collection. According to Orodho (2005), a questionnaire is a data collection tool that can be used to measure support or opposition to a particular point of view. The ability of a questionnaire to gather a large amount of data in a reasonable amount of time is emphasized by the author. The objectives of the study were covered in various sections of the questionnaires.

3.5 Pilot Study

The pilot study led to the identification of deficiencies in the plan and instrumentation and provided interim information to define the example. To determine the validity and trustability of the exploration instruments, a airman study was conducted with ten repliers who didn't share in the factual study.

3.5.1 Validity

According to Orodho (2005), validity is the degree of suitability of the research tool and directly measures the desired problem. To determine whether the scale was related to general and

theoretical assumptions, testers used the appropriate one suggested by Cronbach (1955). In this system, measurement depends on a theoretical teaching. The legal content is also clear and fair. Using terms that participants will recognize and understand, the experimenter made the questions clear. In addition, the experimenter employed experts and, in this case, a administrator, to determine whether the content of the exploration instrument met the norms.

3.5.2 Reliability

Cooper and Schindler(2011) understand the unvarying quality of the examination as deciding whether the exploration will actually measure what it was designed to quantify and how honest the exploration results will be. Cronbach's nascence measure was used to measure trustability. The methodical or harmonious dissipation of a set of test scores was estimated using the measure. According to Mugenda and Mugenda recommendations, a rate of0.6-0.7 indicates respectable trustability, and a rate of0.8 and above indicates good trustability. According to Table3.2, the correlation measure of0.791 was attained as a result of the study.

Table 3.2: Results of Reliability Tests

Variable	(α)
System management	.7990
Organizational performance	.8000
Data transmission	.7950
Buyer/supplier collaboration	.8020
Billing management	.7590
Average score	.7910

Data transfer, buyer-supplier collaboration, system management, billing management, and organizational effectiveness all had Cronbach's alpha values of 0.795, 0.802, 0.799, 0.759, and 0.800, as shown in Table 3.2. Mugenda and Mugenda (2003), note that an alpha coefficient

greater than 0.7 indicates high reliability of the instruments. This shows that the average coefficient alpha for each individual variable was significantly higher than 0.7.

3.6 Data Collection Procedure

In this study, the experimenter met with elderly operation to confirm their intention to conduct a company study, determine the level of engagement required from the operation tone- each person was given a check and tested fourteen days later.

3.7 Data Analysis and Presentation

Quantitative analysis of information collected through surveys was used. The collected data were first coded before being presented as tables and figures for quantitative analysis using descriptive statistics. This was possible using the SPSS. Because there are multiple explicatory variables in this study, deducible statistics were used in addition to the analysis of friction(ANOVA) system. In order to assess the relationship between variables, statistical analysis was guided by multiple retrogression models. The following was the structure of the retrogression equation:

$$S = \alpha_0 + \alpha_1 P_1 + \alpha_2 P_2 + \alpha_3 P_3 + \alpha_4 P_4 + \varepsilon$$

S = Organizational Performance

α_1 = Data Transmission

α_2 = Buyer/supplier collaboration

α_3 = System Management

α_4 = Billing Management

$\alpha_1 - \alpha_4$ determination of coefficients

ε – Error term

3.8 Ethical Consideration

None of the actors were eligible to share in the study, and the confidentiality of their information was guaranteed to all. To begin with, Repliers were encouraged to include in the study information on the expected purpose of the study and icing that they did not have access to any data relating to this study. Actors had been required to write the names of their professions and departments that they worked in.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

The response rate to the questionnaires, which were sent to a sample of 75 people, is shown in Table 4.1.

Table 4.2: Response Rate

Category	Responded	Percentage
Responded	75	94.9
Did not respond	4	5.1
Total	79	100

According to Table 4.1, 75 out of 79 repliers responded, performing in a total response rate of 94.9, and four repliers didn't respond, performing in a non-response rate of 5.1. A response rate of 80 % or more is sufficient for data analysis, as was indicated by Baruch and Holtom 2014. As a result, a check response rate of 94.9 was supposed suitable for data analysis.

4.2 Respondents' Background Information

4.2.1 Gender

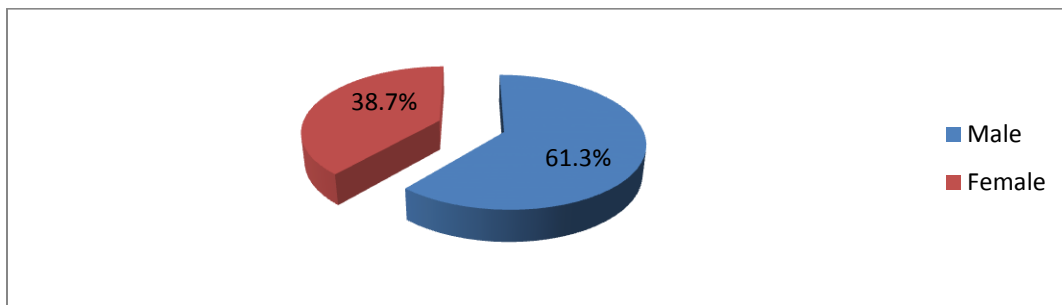


Figure 4.1: Gender

It was found that the majority were men, 61.3%, while women made up 38.7%. The orientation of the respondents was important in order to show a real representative of a wide variety of people in the review.

4.2.2 Education

Table 4.2: Education

Level of education	Frequency	Percentage
Post graduate diploma	3	4.0
Master's degree	19	25.3
Diploma	7	9.3
Bachelor's degree	46	61.3
Total	75	100

The findings in Table 4.2 show that the majority (61.3%) of the respondents have achieved an appropriate level of training, 25.3% had a graduate degree, 9.3% had a recognition and 4.0% had a post graduate confirmation. Because respondents' educational backgrounds vary, they are more likely to have different perspectives on performance, so it was necessary to determine their education levels.

4.2.3 Experience

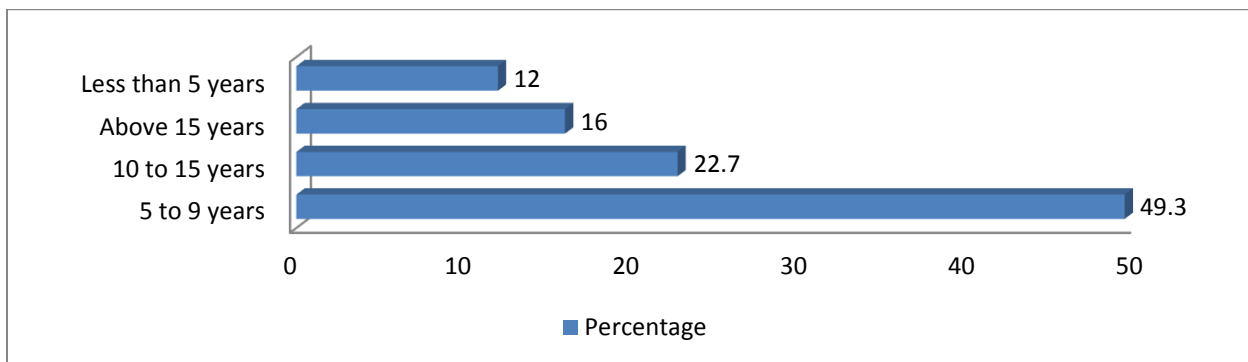


Figure 4.2: Experience

Figure 4.2 shows that from 5 to 9 years, the majority of respondents (49.3%) have been working in a professional capacity, 22.7% - from 10 to 15 years, 16.0% - more than 15 years, 12.0% - less for 5 years. This shows that the respondents have different work experiences, which means that the specialist can get important information from them.

4.3 Results of Descriptive Analysis

4.3.1 Data Transmission

Table 4.3: Data Transmission

Statements	M	SD
Telkom Kenya Limited purchases products and services electronically	4.08	1.157
Telkom Kenya Limited electronic order to receive payment for goods and services supplied	4.05	0.828
Telkom Kenya Limited processes supplier invoices electronically	4.30	0.598
Telkom Kenya Limited collects information electronically for supplier experience	4.12	0.836
Telkom Kenya Limited electronically distributes our information to relevant suppliers	4.55	0.515
Aggregate Score	4.15	0.894

Table 4.3 shows that the respondents agreed that the performance was affected by data transfer, with a compound score of 4.15 and a standard deviation of 0.894. The finding is in line with Chepkwony and Chepkwony (2017) who concentrated on requests and lights in a chain store in Kenyan government associations in Nairobi fiefdom and different findings of the release model showed that requests and lights affect store network performance. The statement that Telkom Kenya Limited electronically distributes our information to applicable suppliers was well entered by the respondents ($M = 4.55$, $SD = 0.515$).

The statements that Telkom Kenya Limited electronically processes suppliers' invoices ($M=4.30$, $SD=0.598$), electronically gathers information for suppliers' experiences ($M=4.12$, $SD=0.836$), electronically purchases products and services ($M=4.08$, $SD=1.157$), and electronically orders for receipt for payment of supplied goods and services ($M=4.05$, $SD=0.828$) were agreed upon by the respondents. This is in line with the Eunice (2015) study that looked at how public institutions' performance is affected by the tendering process and The study has shown that when

the extended process was implemented, translucency reduced corruption and in turn improved public institutions' performance.

4.3.2 Buyer/supplier Collaboration

Table 4.4: Buyer/supplier Collaboration

Statements	M	SD
In the relationship between suppliers and buyers, mutual objectives lead to better organisational performance of Telkom Kenya Limited	4.50	0.790
A commitment to buyer-supplier relationships contributes to the organizational performance of Telkom Kenya Limited.	3.23	1.726
Cooperation in buyer-supplier relationship leads to better organizational performance of Telkom Kenya Limited.	4.84	0.749
Effective communication in buyer-supplier relationship leads to better organizational performance of Telkom Kenya Limited.	4.04	1.707
Aggregate Score	4.35	0.65

The respondents unequivocally settled on the articulations that co-activity in purchaser - provider connections brings about better authoritative execution for Telkom Kenya Restricted (M=4.84, SD=0.749) and that having Shared objectives in purchaser - provider connections brings about better hierarchical execution for Telkom Kenya Restricted (M=4.50, SD=0.790). This is in line with what Narain and Singh (2012) found when they looked at how trust between buyers and suppliers affects organizational performance.

Statements that trust in buyer-supplier relationship leads to better organizational performance of Telkom Kenya Limited (M=3.94, SD=1.068) and is the “that good communication in buyer and supplier”. relationship leads to better organizational performance of Telkom Kenya Limited (M=4.04, SD=1.707) were in agreement with the respondents. This is harmonious with Azim's(2015) study on the impact of buyer- supplier connections on organizational performance According to the exploration findings and the perspective of the libation assiduity, buyer-supplier connections encompass significant trust, which indicates bettered organizational

performance. The statement that commitment in buyer- supplier connections leads to bettered organizational performance was relatively supported by repliers(M = 3.23, SD = 1.726).

4.3.3 System Management

Table 4.5: System Management

Statements	M	SD
All stakeholders involved in the procurement process are included in Telkom Kenya Limited's procurement information.	4.75	0.470
Procurement is audited by third-party audit firms.	4.05	0.760
Telkom Kenya Limited provides forensic audits throughout the procurement process	4.28	1.136
System operation allows for common use of coffers, which contributes to the enhancement of organizational effectiveness	4.75	0.734
As a result of system management, common processes are created and the efficiency of the organization increases.	3.58	0.734
Aggregate Score	4.55	0.450

Table 4.5 shows that repliers agreed that the performance is affected by system operation with a compound score of 4.55 and a standard deviation of 0.450. Nakano's 2012 study, which examined cooperative force chain soothsaying and planning The study set up that internal and external cooperative soothsaying. System operation allows coffers to be participated which improves organizational performance (M = 4.75, SD = 0.734) and Telkom Kenya Limited ensures that the information on procurement is communicated to all interested parties (M=4.75, SD=0.470) were strongly agreed upon by respondents. This is predictable with the discoveries of Ogwang and Waweru (2017) concentrate on that took a gander at the impact of obtainment anticipating execution of Kisumu Water and Sewerage Organization Restricted, Kenya and the investigation discovered that all features of obtainment arranging, or at least, straightforwardness in obtainment and obtainment prerequisites were decidedly related to hierarchical execution.

System management enables the development of collaborative processes resulting in improved organizational performance (M=3.58, SD=0.734) and Telkom Kenya Limited provides forensic

audits throughout the procurement process (M=4.28, SD=1.136) were agreed upon by the respondents. Additionally, external independent entities monitor the procurement procedure (M=4.05, SD=0.760). This is in accordance with the discoveries of Nderitu and Ngugi (2014) concentrate on that inspected the impacts of green acquirement rehearses on an association execution in assembling industry: East African Breweries Limited was the subject of a case study, and both the study and established ICT infrastructure.

4.3.4 Billing Management

Table 4.6: Billing Management

Statements	M	SD
Telkom Kenya Limited has adopted proper inventory keeping method that best suits its operations	4.63	0.492
Billing management allows you to track billable products and services provided to a customer or group of customers	3.87	1.512
Billing management ensures accountability by tracking work hours for billing purposes	3.43	1.493
Billing management ensures smooth process of generating an invoice to recover sales price from the customer	4.44	0.860
Aggregate Score	4.51	0.490

According to Table 4.6, repliers agreed that the performance of is affected by billing operation with a mean of 4.51 and a standard divagation of 0.490. The findings of De Toni et al. (2017) lend credence to this assertion. (2017) in their study that looked at how pricing strategies and levels affect corporate profitability. The results show that high price levels and value-based pricing strategies have a positive affect the profitability of the surveyed companies, while low price situations have a negative effect. Clients value grounded pricing strategy statements have a direct and positive effect on organizational performance (M=4.52, SD=0.607) and that Telkom Kenya Limited has adopted a proper inventory management method that is best for it activities were fully agreed. respondents (M=4.63, SD=0.492). A 2014 study by Ogbo and Ukper study was grounded on the Nigerian bottling company 7up Nile Mile Enugu and set up that force

operation inflexibility is an important strategy to achieve organizational effectiveness. The repliers settled on the proclamations that charging the board guarantees smooth course of creating a receipt to recuperate deals cost from the client (M=4.44, SD=0.860) and that charging the executives permits following of billable items and administrations conveyed to a client or set of clients (M=3.87, SD=1.512). This is supported by Tomassen's (2014) empirical study of how foreign direct investment performance is affected by transaction costs: an empirical investigation and the study demonstrate that transaction costs significantly explain foreign subsidiaries' performance.

The respondents demonstrated to a moderate degree that charging the board guarantees responsibility by following work hours for the end goal of charging (M=3.43, SD=1.493). De Toni et al.'s findings do not agree with this. 2017) in their study that looked at how pricing strategies and levels affect corporate profitability. The results show that high price levels and value-based pricing strategies they have a positive impact on the bottom line of the surveyed companies, while low prices have a negative impact.

4.3.5 Organizational Performance

Table 4.7: Organizational Performance

Statements	M	SD
It leads to improved quality of services	4.42	1.147
There is increased efficiency in operations	4.07	0.814
The services are delivered that satisfies client requirements	4.30	0.589
Aggregate Score	4.31	0.690

Table 4.7 shows that the repliers agreed that the performance is affected by e-procurement with a compound score of 4.31 and a standard deviation of 0.690. This is in line with Adhiambo and Teuri (2015) who argue that procurement plays a central part in service delivery and contributes to social, environmental and artificial programs in a country. It is also increasingly important for

stakeholders to monitor procurement processes to ensure that all decisions and actions taken within the process are not only transparent but also benefit the overall welfare of the state.

Statements that e-procurement improves service quality (M=4.42, SD=1.147), that services are delivered in a way that meets customer needs (M=4.30, SD=0.589), and operations are performed more efficiently. (M=4.07) , SD=0.814) were in agreement with the respondents..

4.4 Results of Regression Analysis

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.805	.772	.454

The adjusted R-squared value of 0.805 (80.5%) in Table 4.8 indicates the extent to which the independent variables (data transfer, joint venture/supplier, business, and billing) that affect the operations of Telkom Kenya Limited in Nairobi, Kenya are examined. Therefore, the remaining time (19.5) represents a new priority that will impact the business operations at Telkom Kenya Limited in Nairobi County, Kenya..

Table 4.10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.539	.490		1.100	.000
	Data transmissions	0.729	.046	4.256	15.848	.001
	Buyers and suppliers collaborations	0.692	.098	1.417	7.061	.001
	Systems managements	0.539	.125	2.040	4.312	.000
	Billing managements	0.712	.073	1.161	9.753	.001

According to Table 4.10, if the independent variables (knowledge transfer, buyer's market share, performance and payment) are held constant, performance would be 0.539. The units in the

promotion are limited to units supplied by Telkom Kenya to Nairobi City, Kenya with 0.729 items. For every unit increase in production at Telkom Kenya Limited in Nairobi County, Kenya, the cooperation between buyers and sellers increases 0.692 times. improved its performance by 0.539 for each additional management area. Expansion of the control panel map by 0.712 detailing the registration room of Telkom Kenya in downtown Nairobi, Kenya.

Organizational effectiveness = 0.539 + 0.729 (data transfer) + 0.692 (buyer/supplier collaboration) + 0.539 (system management) + 0.712 (billing management)

There was a positive and significant effect on the performance, with a t value of 15,848 and a significant position less than 0.05 (0.001). Chegugu and Yusuf (2017 2009), investigating the impact of e-application on corporate performance at a public hospital in Uasin Gishu County, Kenya, avoid e-invoice to show that buyers pay the supplier. This finding is in line with the findings of the study. This study shows that the performance was positively impacted by buyer engagement, as indicated by a t-value of 7.061 and a critical position (0.001) of less than 0.05. Kamau (2013), which indicated a significant relationship between the link between buyers and the organization. Significance (0.000) based on the research t-value of 4.312 is less than 0.05 and is efficient and effective for the performance. This is supported by the results of Nakano's 2012 research examining the relationship between collaboration and planning. This study shows that Telkom Kenya Limited's performance in the city and town of Nairobi, Kenya is significantly affected by performance pay, with a t value of 9.753 and a significant (0.001) less than 0.05. This is supported by Tomassen's (2014) study of how FDI performance is affected by transaction costs: Studies and studies show that transaction costs well explain performance among foreign partners.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The primary purpose of this study was to understand the impact of data transfer on Telkom Kenya limited's business operations. The study revealed that the performance of Telkom Kenya Limited in Nairobi County, Kenya, was appreciatively impacted by data transmission, as evidenced by a t-value of 15.848 and a significance level (0.001) below 0.05. Telkom Kenya Limited processes suppliers' invoices, distributes our information to relevant suppliers electronically, and gathers information regarding suppliers' experiences.

The second objective of the study was to find out how cooperation between buyers and suppliers affected the performance. Performance was impacted by buyer/supplier collaboration, as evidenced by a t-value of 7.061 and a significance level (0.001) below 0.05. Co-activity in purchaser - provider connections brings about better authoritative execution for Telkom Kenya Restricted and that having Shared objectives in purchaser/provider connections brings about better hierarchical execution for Telkom Kenya Restricted.

The third objective of the study was to find out how system operation affects performance. According to the study's t- value of 4.312, which had a significant value(0.000) lower than 0.05, system operation significantly impacted on performance. Framework the executives takes into consideration sharing of assets which prompts better authoritative execution and that Telkom Kenya Restricted guarantees that acquisition data is shared among all intrigued partners.

The study found that the performance was positively affected by billing management with a t-value of 9.753 and a significance level (0.001) below 0.05. Customer value-based pricing strategy has a direct and positive influence on organizational performance, and billing management ensures the smooth process of generating an invoice to recover sales price from the

customer. Telkom Kenya Limited has adopted the proper inventory keeping method that best suits its operations.

5.2 Conclusions

The study came to the conclusion that data transmission enables the company to reduce costs, improves transparency between the company and its suppliers, and fosters trust between suppliers and customers. Additionally, it speeds up the delivery of goods.

The study came to the conclusion that collaboration between buyers and suppliers results in a relationship that lasts for a long time between buyers and suppliers and allows for the free flow of ideas and feedback. This will result in a supply chain that is more efficient and streamlined over time, which may reduce costs and improve customer service.

The study came to the conclusion that the organization's overall procurement process is improved by a well-managed system. In addition, it reduces operational expenses by ensuring the utilization of standard equipment and resource optimization. Additionally, it guarantees the legal use of all software.

When compared to manually processing invoices, the study found that billing management results in faster, more effective, and fewer errors. It reduces startup costs for the company and enables it to reach markets at a reasonable cost.

5.3 Recommendations

The study suggested that Telkom Kenya Limited engage in cooperative enhancement conditioning, share information extensively but wisely, enhance supplier specialized capabilities, and accept supplier complaints as openings to ameliorate its procurement procedures.

The study suggested that Telkom Kenya Limited should have the processes, data, and tools necessary to effectively manage a system. procedures that deal with how to carry out the task, as

well as staff members who are technically skilled to provide support for the system and how it is set up.

According to the study, Telkom Kenya Limited must ensure proper management relationships that are strategic in nature, open to the environment, produce products and receive feedback, seek and procedure to organize or combine the efforts of all components to achieve the required response.

The study revealed that Telkom Kenya Limited requires a lot of administration to keep the billing and invoicing process running smoothly and efficiently as it allows customers to choose from a variety of payment options.

5.4 Suggestions for Further Studies

The findings of the study were based on how e-procurement has affected the operations of Telkom Kenya Limited. As a result, similar studies should be conducted in other Kenyan telecommunications companies and other industries In order to validate the results of this study, additional studies should also be carried out to investigate the influence of the various variables that the poor person conceptualizes in this concentrate, especially considering the experimental implications of the confidence factor reported from the model analysis.

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APPENDICES

Appendix I: Letter of Introduction

Dear Participant

Re: Request for Participation in Research Study

I am a Kenyatta University postgraduate student working on a study titled: E-Procurement on Telkom Kenya Limited's performance in Nairobi City County, Kenya, as part of the Master of Business Administration (Management Information System) degree requirement.

I have chosen you to be my study respondent for this investigation. Please rate yourself according to the items on the questions. Please respond to the questions on the questionnaire in a few minutes. We greatly value your assistance in facilitating this study.

Any help would be greatly appreciated. Many thanks.

Appendix II: Questionnaire

Instructions:

- Please fill in the blanks and check the boxes that correspond to your responses to the questions, if any.
- Please do not include your or your employer's names anywhere on this survey.

Section A: Background Information

Gender	Female	Male
Education	Diploma	Post Graduate Diploma
	Bachelor's Degree	Master Degree
Job experience in years	Less than 6	6-10 years
	11- 14	More than 14

Section B: E-procurement

Data transmission	1	2	3	4	5
Telkom Kenya Limited purchases products and services electronically					
Telkom Kenya Limited electronic order to receive payment for goods and services supplied					
Telkom Kenya Limited processes supplier invoices electronically					
Telkom Kenya Limited collects information electronically for supplier experience					
Telkom Kenya Limited electronically distributes our information to relevant suppliers					
Buyer/supplier collaboration	1	2	3	4	5
Collective pretensions in buyer- supplier relationship lead to better organizational performance of Telkom Kenya Limited					
A commitment to buyer-supplier relationships contributes to the organizational performance of Telkom Kenya Limited.					
Trust in the buyer- supplier relationship contributes to the organizational performance of Telkom Kenya Limited.					
Cooperation in buyer-supplier relationship leads to better organizational performance of Telkom Kenya Limited.					
Effective communication in buyer-supplier relationship leads to					

better organizational performance of Telkom Kenya Limited.					
System Management	1	2	3	4	5
Telkom Kenya Limited ensures that procurement information is participated among all stakeholders					
The procurement procedure is monitored by external independent organizations					
Telkom Kenya Limited provides forensic audits throughout the procurement process					
System operation allows for common use of coffers, which contributes to the enhancement of organizational effectiveness					
System management allows for the development of joint processes, which leads to an increase in the effectiveness of the organization					
Billing management	1	2	3	4	5
A pricing strategy based on customer value has a direct and positive impact on organizational performance					
Telkom Kenya Limited has adopted proper inventory keeping method that best suits its operations					
Billing operation allows you to track billable products and services handed to a client or group of guests					
Billing management ensures accountability by tracking work hours for billing purposes					
Billing management ensures smooth process of generating an invoice to recover sales price from the customer					
Organizational performance	1	2	3	4	5
It leads to improved quality of services					
There is increased efficiency in operations					
The services are delivered that satisfies client requirements					