

**FACTORS AFFECTING ELECTRONIC PROCUREMENT COMPLIANCE IN  
PUBLIC SECTORS IN TANZANIAA STUDY OF SINGIDA REGIONAL  
IMMIGRATION OFFICE**

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**Master's Degree in Business Administration in Procurement and Supplies  
Management of the Institute of Accountancy Arusha**

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IMMIGRATION OFFICE**

**BY**

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**A Research Report Submitted in Partial Fulfilment of the Requirements for the  
Master's Degree in Business Administration in Procurement and Supplies  
Management of the Institute of Accountancy Arusha**

**DECEMBER, 2023**

## DECLARATION BY STUDENT

I **Spelansia Simon Chahé**, declare that this Research Report is my own original work and that it has not been presented and will not be presented to any other academic institution for similar or any other degree awards.

**Signature**.....

**Date**.....

**CERTIFICATION BY SUPERVISOR**

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Institute of Accountancy Arusha a research report entitled; **Factors affecting Electronic Procurement Compliance in the Public Sectors in Tanzania. A study of Singida Regional Immigration Office**, in fulfillment of the requirement for the Master’s degree of Business Administration in Procurement and Supplies Management offered by the Institute of Accountancy Arusha.

**Signature.....**

**Prof. Jonathan Shishiwa**

**SUPERVISOR**

**Date.....**

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## ABSTRACT

This study investigated factors influencing electronic procurement compliance in the public sector, focusing on the Singida Regional Immigration Office. The overarching problem addressed by this study is the pervasive challenge of compliance with e-procurement application in public institutions across Tanzania, with a specific focus on the Singida Regional Immigration Office. It employed a descriptive research design and a mixed research approach. The study used simple random and purposive sampling to survey 55 participants. Data were collected through questionnaires and interviews, with analysis conducted through descriptive techniques for quantitative data and content analysis for qualitative data. The findings of the study highlight that the qualifications of tender board members and the procurement management unit are pivotal in assessing e-procurement compliance. Training and skills follow closely as influential factors. Notably, the study finds a direct correlation between the qualifications of these entities and the overall level of e-procurement compliance. Furthermore, the study emphasizes the necessity of funding for the acquisition of ICT tools essential for e-procurement. Management commitment is identified as crucial, as it directly impacts the availability of approved funds for program execution. Timely disbursement of these funds is also underscored for the effective functioning of e-procurement within the organization. Finally, the study identifies hardware, software infrastructures, and an ICT policy as key elements supporting e-procurement implementation. The recommendations include enhancing employee skills through ICT and e-procurement training, with top management urged to commit resources for seamless e-procurement implementation. Supplier involvement and reliable internet service providers are deemed prerequisites, emphasizing the importance of staff training and capacity building. Ultimately, the study suggests that public entities prioritize e-procurement during the planning phase.

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## LIST OF ABBREVIATIONS

CPO	Chief Procurement Officer
HRDR	Human Resource Development Review
ICT	Information and Communication Technology
NeST	National e-Procurement System of Tanzania
PE	Procurement entities
PMU	Procurement Management Unit
PPA	Public Procurement ACT
PPRA	Public Procurement Regulatory Authority
PPRA	Public Procurement Regulatory Authority
R.I. O	Regional Immigration Office
TANePS	Tanzanian National e-Procurement System.
TB	Tender Board
TISD	Tanzania Immigration Service Department
UN	United Nations
UNDP	United Nation Development Program
URT	United Republic of Tanzania
WHO	World Health Organization

# CHAPTER ONE

## INTRODUCTION

### 1.1 Overview

This chapter delves into the background to the problem, statement of the problem general and specific objectives, and research questions surrounding the challenges and opportunities in the implementation of e-procurement, focusing on the case of Singida Regional Immigration Office in Tanzania, significance of the study and scope and limitations of the research report.

### 1.2 Background to the Problem

In the recent past years, most organizations have shifted their daily operations from traditional style to electronic business. This is because traditional procurement process was time consuming and involved huge paper work and manpower as compared to electronic business. This has increased the speed of business transactions, improved technological infrastructure and allowed the development of trust with the suppliers (Ruzindana and Kalaskar 2016). The rationale behind adoption of e-procurement is to enhance efficiency and effectiveness and transparency and accountability in public procurement (Corsi 2016).

The increasingly use of internet is essentially the driving tool for the adaptation and use of e-procurement. In the context, this has changed the buying process considerably with major benefits including saving costs, reducing administration costs, enhancing sales and marketing, strengthening data collection and storage, improved responsiveness to change in customers behaviors' purchasing powers as well as the reduction in procurement cycle. In relations, these benefits have shifted the role of procurement from operational to a strategic function by improving

the supply chains as well as increasing collaboration among the members therein the respective chain.

Commenting on the same, Shale (2014) argued that the constant technological advancement and the transformation of business dynamics, the world has seen an easy accessibility to reliable electronic support services available worldwide with an equal demand in almost all sectors.

The invention of modern technology has maximized the power not only in purchasing power but also the nature of the service and goods offered. The use of e-procurement has been growing steadily among many countries around the world and it has been employed as a tool to empower groups with mutual advantages both economically and to achieve equitable distribution of resources.

However, e-procurement is used to achieve a strategic goal of inclusiveness by the governments by allowing these groups to do business with the government. This is due to the fact that a government is the largest consumer of good in any given state. Public sector procurement, if used as an instrument of policy because of its size and have a significant impact on the economy as a whole.

Globally, e-procurement has gained popularity especially with the advent of technology. In United States of America for instance, rapid development of e-procurement was reported in early 2000 just before the recession. By the end of the same year, it was reported that all state functions were maintaining web presence in at least some stage of their procurement processes with some participating in online bidding (Reddick 2015). In Malaysia, the government at some point issued a statement calling for all suppliers to use the e-procurement system (Yossuf and Yussuf 2015).

Kaliannan, Awang and Raman (2019) pointed out that Malaysian public sector are going through a rapid change especially as far as adoption of technology is concerned. Adoption of e-government and particularly e-procurement is inevitable for the government due to its effectiveness and efficiency in achieving value for money (Neupane, Vaidya and Yong 2015). A review conducted by Commonwealth of Australia indicates that the National governments of Italy, New Zealand, Scotland, New South Wales and Western Australia in 2005 revealed that these countries were already using e-procurement system for public procurement activities (Kaliannan 2019).

In Africa, the concept of e-procurement is just gaining popularity especially in the public sector. To deal with the problems of lack of accountability and transparency in procurement activities in the public sector, Most African countries have resorted to legal reforms and adoption of procurement (Rotich 2017). Kenya for instance put into place e-procurement systems to allow e-sharing, e-advertisement, e-submission, e-evaluation, e-contacting, e-payment, e-communication and e-checking and monitoring to ensure all public procurement activities are conducted online (Sijaona 2019).

In Tanzania, various initiative measures have been taken to enhance adoption of e-procurement. For example, Public Procurement Regulations of 2013, sect. 342 (1) states that electronic procurement shall be implemented by all procuring entities in full or partially in parallel with the conventional manual procedures (URT 2013).

In the context, with effect from the beginning of the fiscal financial year 2023/2024, the Government of Tanzania has introduced NeST (National e-Procurement System of Tanzania) replacing the previously used e-Procurement System called TANEPS (Tanzanian National e-Procurement System). NeST is a web-based, collaborative system, developed in accordance with



the requirement of Public Procurement. This newly introduced electronic system facilitates e-registration, e-tendering, e-contract management, e-payment, e-catalogue and e-auction.

Despite these initiatives, the system faces tremendous challenges emanating from poor technology, limited infrastructures, lack of technical knowhow, inexperienced suppliers, risks associated with e-Procurement application, changes of tasks, ever-changing the mind-set of people, less technical support and cyber issues

The study carried out by Mchopa (2012) on the implementation of the e-procurement in Tanzania indicated that factors which contributed to the poor performance of electronic procurement in Tanzania is due to the inadequate compliance to the laws in which this one is the reasons for the poor performance of the e-procurement in the country.

On the other hand, Jackson (2019) assessed e-procurement implementation in government authorities at Mwanza Urban Water Supply and Sanitation Authority. It was revealed that e-procurement activities at MWAUWASA are almost encouraging although there are some failures in its implementation due to costs associated in it. This also exposed that knowledge possessed by procurement staff is good, although the level of implementing e-procurement is not fully utilized. In addition to that the study conducted by Misana (2021) on factors driving implementation of e-procurement in public sector at TARURA revealed that since TARURA started implementing e-procurement in 2020, but the problem is poor performance of e-procurement as the system does not work effectively as it was ought to be. Meanwhile Nipael (2020) focused on the factors influencing adoption of e-procurement in local government authorities with reference to Kigamboni Municipal Council and revealed that there has been a challenge of poor adoption or implementation of e-procurement among the public institutions in Tanzania particularly in local government authorities.

The similar incidences also occur at Singida Regional Immigration Office whereas there has been poor compliance of electronic procurement which has necessitated the researcher to conduct the study on factors affecting e-procurement compliance in public sectors in Tanzania using Singida Regional Immigration Office as a case study.

### **1.3 Statement of the Problem**

The overall research problem the study sought to address is that, there has been a challenge of compliance on the application of e-procurement among the public institutions in Tanzania including Singida Regional Immigration Office. These challenges have been associated with inadequate technological resources, inadequate skilled man power and inadequate allocated fund (Singida Regional Immigration Office report, 2022). To a large extent there is overwhelming evidence suggesting a significant degree of underperformance and ineffective implementation of e-procurement to the levels of public expectation at Singida Regional Immigration Office (Singida Regional Immigration Office report, 2022).

The study carried out by Mchopa (2012) on the implementation of the e-procurement in Tanzania indicated that factors which contributed to the poor adoption and performance of electronic procurement in Tanzania a case of Medical Store Department Dar es Salaam including inadequate compliance to the laws in which this one is the reasons for the poor performance of the e-procurement in the country.

The researcher has not come across the studies which have investigated the factors affecting e-procurement compliance at Singida Regional Immigration Office as a case study.

#### **1.4 General Objective**

The general objective of this study was to investigate the factors affecting e-procurement compliance in the public sector in Tanzania, using the Singida Regional Immigration Office as a case study.

#### **1.5 Specific Objectives**

The specific objectives raised in this study were as follows:

- i. To explore the knowledge of the procurement management unit and Tender Board members regarding the compliance of e-procurement at the Singida Regional Immigration Office.
- ii. To determine management support towards the implementation of e-procurement compliance at the Regional Immigration Office in Singida Region.
- iii. To describe the working tools used in the implementation of e-procurement at the Singida Regional Immigration Office.
- iv. To find out preventive measures for factors affecting e-procurement compliance implementation at the Immigration Office in Singida Region.

#### **1.6 Research Questions**

The Specific Research Questions raised in this study were as follows:

- i. What was the level of knowledge among the procurement management unit and Tender Board members regarding the compliance of e-procurement at the Singida Regional Immigration Office?
- ii. How does management support contribute to the implementation of e-procurement compliance at the Regional Immigration Office in Singida Region?

iii. What are the working tools employed in the implementation of e-procurement at the Singida Regional Immigration Office?

iv. What preventive measures can be identified for factors affecting e-procurement compliance implementation at the Immigration Office in Singida Region?

### **1.7 Scope of the Study**

This study exclusively investigated factors influencing e-procurement compliance within the public sector in Tanzania. The research was centered in Singida Region, situated in the Central zone of mainland Tanzania. Specifically, the study involves 55 participants from the Immigration office in Singida, chosen due to its significance in the context of this research.

### **1.8 Limitations of the Study**

While the focus on the Immigration office in Singida provides valuable insights, it also introduces limitations to the study. The research scope was confined to this specific office, excluding examination of e-procurement compliance in other public entities. This narrow scope, driven by time constraints, may impact the generalizability of findings. To mitigate this, the researcher employed random and purposive sampling to minimize bias. Additionally, the constraints of time and financial resources were anticipated. The study acknowledges that respondents were expected not always be readily available due to work obligations and social commitments. To address this, the researcher scheduled meeting times with respondents, ensuring the fulfillment of research requirements while respecting the availability of participants.

### **1.9 Significance of the Study**

This study holds significance in raising awareness within the government and its agencies regarding the support required for effective e-procurement implementation. The findings contribute to the

organization under study by highlighting the impact of knowledge, management support, and working tools on e-procurement performance in the public sector. Policymakers can use the results to identify weaknesses in e-procurement implementation, leading to necessary amendments in policies, laws, and procedures to enhance the process.

Additionally, this study aids the researcher in fulfilling the requirements for a master's degree. It also provides valuable insights for future researchers interested in exploring factors affecting e-procurement compliance. The study on factors affecting e-procurement compliance in public sectors in Tanzania holds significant importance for various reasons. Firstly, understanding and addressing these factors can lead to enhanced efficiency and transparency in public procurement processes. By identifying challenges and opportunities specific to Tanzania, policymakers can tailor interventions to improve compliance, reduce corruption, and ensure fair and open competition among vendors.

Secondly, the study contributes to the broader field of e-governance and digital transformation. As e-procurement becomes increasingly prevalent globally, insights from this study can offer valuable lessons for other regions facing similar challenges. Best practices and strategies identified through the research may be applicable to other public sectors seeking to implement or improve their electronic procurement systems.

Furthermore, the study's findings can inform policy development and regulatory frameworks. If existing policies are found to be inadequate or misaligned with electronic procurement practices, the study can provide evidence-based recommendations for necessary adjustments. This, in turn, can facilitate the creation of a supportive legal environment for e-procurement in Tanzania.

The significance of the study extends to economic considerations as well. Improving e-procurement compliance can result in cost savings, efficient resource allocation, and improved financial

management within the public sector. By conducting a cost-benefit analysis, the study can quantify the economic impact of electronic procurement implementation, providing decision-makers with data to justify investments and optimize the allocation of resources.

Lastly, the study addresses the importance of stakeholder perceptions and user experience. Understanding how various stakeholders perceive and interact with the electronic procurement system is crucial for its successful adoption. Insights from this aspect of the study can guide the design of user-friendly systems, improve training programs, and enhance overall system adoption. In summary, the significance of the study lies in its potential to drive positive changes in public procurement practices, contribute to global knowledge in e-governance, inform policy development, promote economic efficiency, and ensure a positive user experience in the context of electronic procurement in Tanzania's public sectors.

#### **1.10 Organization of the Research Report**

This research report is organized into five chapters. Chapter one provides an introduction, outlining the background, problem statement, objectives, research questions, significance, scope, limitations, and organization of the study. Chapter two presents a comprehensive literature review, including theoretical foundations, empirical studies, and the conceptual framework. Chapter three details the research methodology, encompassing research design, measurements, data collection methods, sampling techniques, reliability and validity considerations, and data analysis. Chapter four focuses on the presentation and discussion of findings, while Chapter five concludes the study, offering recommendations and suggesting avenues for future research.

#### **1.11 Conclusion**

In conclusion, Chapter One lays the foundation for this research, focusing on the factors influencing e-procurement compliance within the public sector in Tanzania, specifically within the Immigration

office in Singida. The scope of the study is deliberately limited to this office, which, while providing depth and specificity, introduces certain constraints on the generalizability of findings. Acknowledging the limitations arising from the focused scope, the researcher employs a thoughtful approach, utilizing both random and purposive sampling methods to enhance the robustness and inclusivity of the study. Time and financial constraints were anticipated, recognizing the potential challenges of coordinating with busy respondents. As we delve into subsequent chapters, the study aims to uncover valuable insights into the dynamics of e-procurement compliance in the context of Singida's Immigration office. The thoughtful consideration of these limitations and the chosen methodologies guided the research process, ensuring a thorough exploration of the factors affecting e-procurement compliance in the public sector.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter reviews relevant literature related to the factors affecting e-procurement compliance in the public sector, with a specific focus on the Singida Regional Immigration Office in Tanzania. The literature is organized into different sections, beginning with the definition of key terms, followed by theoretical and empirical perspectives, and concluding with identifying knowledge gaps.

#### 2.2 Definition of Key Terms

##### 2.2.1 E-procurement

The process of buying and selling supplies and services for using digital technology, like software and the internet, to automate and simplify an organization's procurement procedure. It makes use of a supplier's closed system typically available only to registered users to open the lines of communication between a company and a supplier by creating a direct link and facilitating interactions such as bids, purchase orders and emails (Ngembo 2019). However, e-procurement comprises with several components including *e-sourcing* (which involving pre-qualifying potential suppliers and defining requirement); *e-tendering* (appeal for information, proposals and quotations); *e-auctioning* for the sake of evaluating suppliers, negotiation, bargaining and contract management); *e-ordering and payment* (involving creating requisitions and purchase orders and receiving specified ordered items); and *analytics* (an overview spending and taking required corrective measures). Conclusively, e-informing is vital in the e-procurement process in order to a two-way exchange of information between all parties involved in the process and generating mutual beneficial outcomes.



### **2.2.2 E-Procurement Compliance**

E- procurement compliance can be defined as the use of internet to formulate, follow and enforce the processes for company spend management in simpler terms. It's ensuring that all spend flows through company approved policy (Ngembo 2019). Electronic procurement compliance refers to the adherence to regulations, policies, and standards in the electronic procurement process. Ensuring compliance is crucial for organizations to maintain transparency, accountability, and legal integrity in their procurement activities. (Rotich 2017) .

In the context, the procurement compliance is ranging from ensuring the employees follow set of protocols for ordering and approving and ensuring the suppliers obeys the government and local purchasing requirements despite the complex nature of the process itself.

### **2.2.3 Public Procurement Compliance**

Public procurement compliance refers to adhering to principles that govern both private and government contracts. Public procurement compliance refers to the adherence to rules, regulations, and standards in the process of government or public sector procurement. Given the public and transparent nature of government transactions, there are specific compliance requirements to ensure fairness, competition, and accountability. When effectively managed, it leads to value for money, increased savings, reduced corruption, enhanced confidence in public expenditure, and the attainment of good governance (Aberdeen, 2004). In the digital era, the governments uses internet to deliver services and to communicate with its citizens and other organizations

### **2.2.4 Procurement**

Procurement is the process of identifying and obtaining goods and services. It includes sourcing purchasing and covers all activities from identifying potential suppliers through to delivery from supplier to the users or beneficiary. Procurement is key activity in the supply chain. It can

significantly influence the overall success of an emergency responses depending on how it is managed, procurement represent a large proportion of the total spend and should be managed effectively to achieve optimum value (Attaran & Attaran 2002).

For the purpose of this study, it in tells process amounting to Public procurement. As it meant as such process by which public authorities as government departments or local authorities, purchase work, goods or services from businesses. In order to smoothen the process the government is mandated to adhere with the application of fair, competitive, transparent, value-for-money standards and practices for the procurement and disposal of public assets. All these aims in attaining transparency, competitiveness, and cost effectiveness as sell as professionalism in the public sector procurement system.

#### **2.2.5 Public Procurement Policy**

Public policy ensures that best value the most advantageous balance of price, quality, and performance is obtained when purchasing business-related products and services, and to minimize fraud, waste, and abuse in purchasing. Public procurement system in Tanzania is decentralized, meaning that all entities covered by the law conduct public procurement activities individually through means available in the country. Centralized procurement is also allowed via the framework agreements (Krishnaswami 2007).

Basically, in the process of achieving its goals, in practice the procurement falls into a general rule of the international policies as the contract is awarded to the lowest substantially conforming a bid. As the rule states that when a formal invitation to bid has been issued, the procurement contract shall be awarded to the qualified bidder whose bid substantially conforms to the requirements set forth in the solicitation documents and is evaluated to be the one with the lowest cost to the United Nations, [UN Rule 105.15 (a)] '

### **2.2.6 Public Procurement Process**

The public Procurement Process System in Tanzania is decentralized, meaning that all entities covered by the law conduct public procurement activities individually through means available in the country. Centralized procurement is also allowed via the framework agreements. (Wasiam2005). ). In other words it refers to a process by which public authorities either a government departments or local authorities, purchase work, goods or services from businesses. According to the Procurement Process Flow & How to Optimize (The 2023 Guide), the process comprises with eight flow steps namely as the Needs Recognition, Purchase Requisition, Requisition Review, Solicitation Process, Evaluation and Contract, Order Management, Invoice Approvals and Disputes and Record Keeping.

However, with regards to the URT, such Public procurement system is decentralized, meaning that all entities covered by the law conduct public procurement activities individually through means available in the country. In relations to the outstanding public procurement governing laws, the centralized procurement is allowed through the use of framework agreements.

### **2.2.7 Procurement Management Unit (PMU)**

Procurement Management Unit means a division or department in each procuring entity responsible for the execution of the procurement function. The PMU was established in accordance with the Public Procurement Act (Cap 410 R.E 2022). The unit manages all the departments procured needs management and has the duty of creating good relationships with outside vendors and suppliers who offered goods and services needed by Regional Immigration Office Singida.. In assuming its responsibilities the Unit must adhere to several procedures involving initiating and planning, selecting, contract writing, monitoring, and closing and completing for the required needs

### **2.2.8 Enterprise Resource Planning (ERP)**

Enterprise resource planning is a software system that helps entire business, supporting automation and processes in finance, human resources, manufacturing, and supply chain and services procurement (Cook 2007).

### **2.2.9 E-government**

E-government, or electronic government, involves the use of information and communication technologies to provide public services, exchange information, and engage with citizens. (Gee 2009). Examples of electronic government activities are online tax filing and payment, government portals, digital identity and authentication, online permit and license applications, e-health services, and e-education platforms emergency notifications and alerts, applications for online social services e-procurement systems for Customer Relationship Management (CRM) and online complaints and feedback system.

### **2.2.10 E-Sourcing**

E-sourcing as process of finding new possible suppliers using the internet in general or more specific market. It identified new sources of supply increases the competitive process during the tender process (Paulo 2009).

### **2.2.11 E-Payment**

Electronic Payment system allowing customers to pay for the services via electronic methods. They are also known as online payment systems. Normally e-payment is done via debit, credit cards, direct bank deposits, and e-checks; other alternative e-payment methods like e-wallets, bank transfers are also gaining popularity (Harvey 2003).

### **2.2.12 E-tendering**

Electronic tendering is the process of using e-procurement platforms to automate solicitation bid tenders and assess suppliers. E-tendering may be complicated but it simply refers to the process of managing tenders digitally. Before the internet and other technological advancements, all processes in procurement are done manually (Selfe 2009).

## **2.3 Theoretical Literature Review**

The use of Information and Communication Technologies (ICTs) can help Procurement sectors in developing countries to potentially plan, monitor, control, and improve supply chain services as well as communicate more effectively across organizational hierarchies (Bhatnagar 2002). However, it provides number of examples where ICTs being critical for bringing change in developing countries been problematic (Walsham 2001). A key challenge in developing countries is the lack of sufficient knowledge and use of ICTs and the lack of well-trained ICT professionals (Titles 2005).

### **2.3.1 History of E-Procurement**

Marshall (1940) traces procurement throughout ancient history, including the Egyptians in 3,000 BC. Though there was no designated procurement function, materials management aided in the building of the pyramids. The Egyptians used scribes to manage the supply for these massive projects. Scribes played a clerical role, recording the amounts of materials and workers needed on papyrus rolls. These scribes would track orders through fulfillment and were one of the first known in history to be in the procurement profession.

During the Industrial Revolution, procurement solidified its importance. Procurement's strategic contributions to the railroad industry, specifically in acquiring goods from developed parts of the country and bringing them south and west. In 1886, the Pennsylvania Railroad gave departmental status to the procurement function, referring to it as the 'Supplying Department.'

Unfortunately, the World Wars forced procurement initiatives to shift back away from a strategic role to strictly clerical. Due to the scarcity of materials during war, procurement revolved heavily around order placement. During wartime and the depression, the objective was to obtain enough raw materials, services, and supplies to simply keep the economy running.

It was not until the mid-1960s that procurement once again took on managerial role, on a wide-scale. The concept of material management became the focus during this period. Procurement professionals emphasized competitive bidding, with price becoming the determining factor for most contracts. An increase in trained professionals during this time period helped procurement on its way to regaining departmental status.

The 1980s saw a significant increase in supplier competition. This gave organizations the luxury of putting more focus on supplier quality and dependability. Supplier management became an important factor in procurement and remains so today. This was the beginning of procurement's modern-day evolution.

Today, procurement professionals are instrumental to the success of organizations in Tanzania. They are responsible for an umbrella of initiatives from the development of a solicitation to the evaluation of and working with qualified suppliers, and everything in between. In the 1960's a CPO (Chief Procurement Officer) was unheard of; today, more and more procurement heads are helping their organization develop and reach strategic and operational goals.

New technologies continue to evolve procurement. E-procurement solutions, like Source Suite, are creating a more efficient approach to strategic sourcing. With the shift towards strategic sourcing, e-procurement bid and vendor management software save the organization time so that it can focus on organization initiatives and supplier relationships (Krishaswami 2007).

### **2.3.2 Benefits of E-Procurement**

Aberdeen 2004) said that the potential of e-procurement has already been proven in a number of studies and that according to these studies, e-procurement enables companies to decentralize operational procurement process and centralize strategic procurement process as a result of the higher supply chain transparency provided by e-procurement systems; however, number of the benefits of e-procurement in the organization has been noted and includes, reducing running costs. Likewise improving supplier relationships, increase speed of doing business, reduction in required working capital, accuracy of information and the reductions of procurement lead time.

### **2.3.3 Disadvantages of E-Procurement**

Wasiams et al (2005) argues that costs of implementing can be disadvantages as it may not including inadequate to the time assurance, consultants cost, authorize cost, as this pull people away from their day-to-day job for improvement planning, system testing. Also, the software itself may generally have regular upgrade and costs associated with Information Technology maintenance. All of these systems require a lot of resources including man power and funds. Also, as this system be converted into more computerized and controlling, human interaction naturally declines.

## **2.4 Empirical Literature Review**

### **2.4.1 Human Resources on the Performance of E-Procurement**

Addo (2019) conducted a study on e-procurement in the public sector, identifying challenges such as employee competency, inadequate legal frameworks, insufficient technological infrastructure, and security concerns. Continuous training for incoming staff is recommended to address challenges.

Misana (2021) assessed factors driving e-procurement implementation at TARURA. The study revealed staff awareness of regulations but a lack of organizational policy. It emphasized the importance of organizational, technological acceptance, and environmental factors in e-procurement implementation.

Malanha (2018) assessed effective use of information and communication technology (ICT) in enhancing procurement performance was conducted at Medical Stores Department (MSD) at headquarters Dar es Salaam to examine assessment of the effective use of information and communication technology (ICT) in enhancing procurement performance. A study used statistical methodologies whereby the population of respondents used to waive sample size which was 40 respondents. A descriptive research design was used in this research to measure relationship. The study found that, lack of knowledge and skills among the ICT practitioners which cannot use information and communication technology in order to enhancing procurement performance.

#### **2.4.2 Allocated Funds on the Compliance of E-Procurement**

The study by Nipael (2020) assessed factors influencing adoption of e-procurement in local government authorities. The study used case study design whereas data collection methods used were interview and questionnaire. The study indicated that top management is well committed in enhancing adoption of e-procurement and there is availability of resources such as budget allocation and staff for the adoption of e-procurement. Moreover, the study found that organization has adequate hardware and software infrastructures for adoption of e-procurement.

The study by Lusajo (2022) was carried out to assess factors influencing adoption of e-procurement in public institutions at TAMISEMI. All specific objectives were analyzed using descriptive analysis with the aid of Ms-Excel. The study found that to some extent the organization is committed to adopt e-procurement due to the support of management by providing fund to support such adoption, also



there is presence of technology acceptance at TANESO-Songwe region since there is availability of hardware and software to boost and enhance adoption of e-procurement in the organization.

### **2.4.3 Technological Resources on the Performance of E-Procurement**

Makoba and Nyamagere (2017) assessed e-procurement risk and mitigation. The study found that the most critical factors found to be more important during the implementation of e-procurement are top management support and technological infrastructure. Other factors include effective communication, process redesign/reengineering, clear goals and objectives. Also, it entails project management, change management, project team work and composition, user training and user involvement.

Mark (2018) carried out the study by realizing potentials of ICT in Tanzania. The study used case study design whereas data were analyzed using descriptive and content analysis. Findings indicated several challenges that hinder the adoption of new technology in Tanzania especially ICT which were the main driver for e-procurement adoption. Those were included: Technical Challenges-Telephone lines were often noisy and disturb connections, frequent thunder strikes could damage equipment, technical support for troubleshooting was lacking, Speed of the internet access is often slow, and a strict anti-virus policy needs to be in place.

### **2.5 Knowledge Gap**

It is clearly revealed that several studies have been carried out in relation to e-procurement inside and outside Tanzania. This gives an implication of the fact that there is adequate information regarding to the problem being investigated. However, little has been conducted to investigate factors affecting electronic procurement in terms of the knowledge of procurement management unit and Tender Board members, management support towards e-procurement compliance

implementation, working tools used to implement e-procurement and the preventions strategies for the factors affecting electronic procurement compliance implementation. Therefore, the study focused on this knowledge gap.

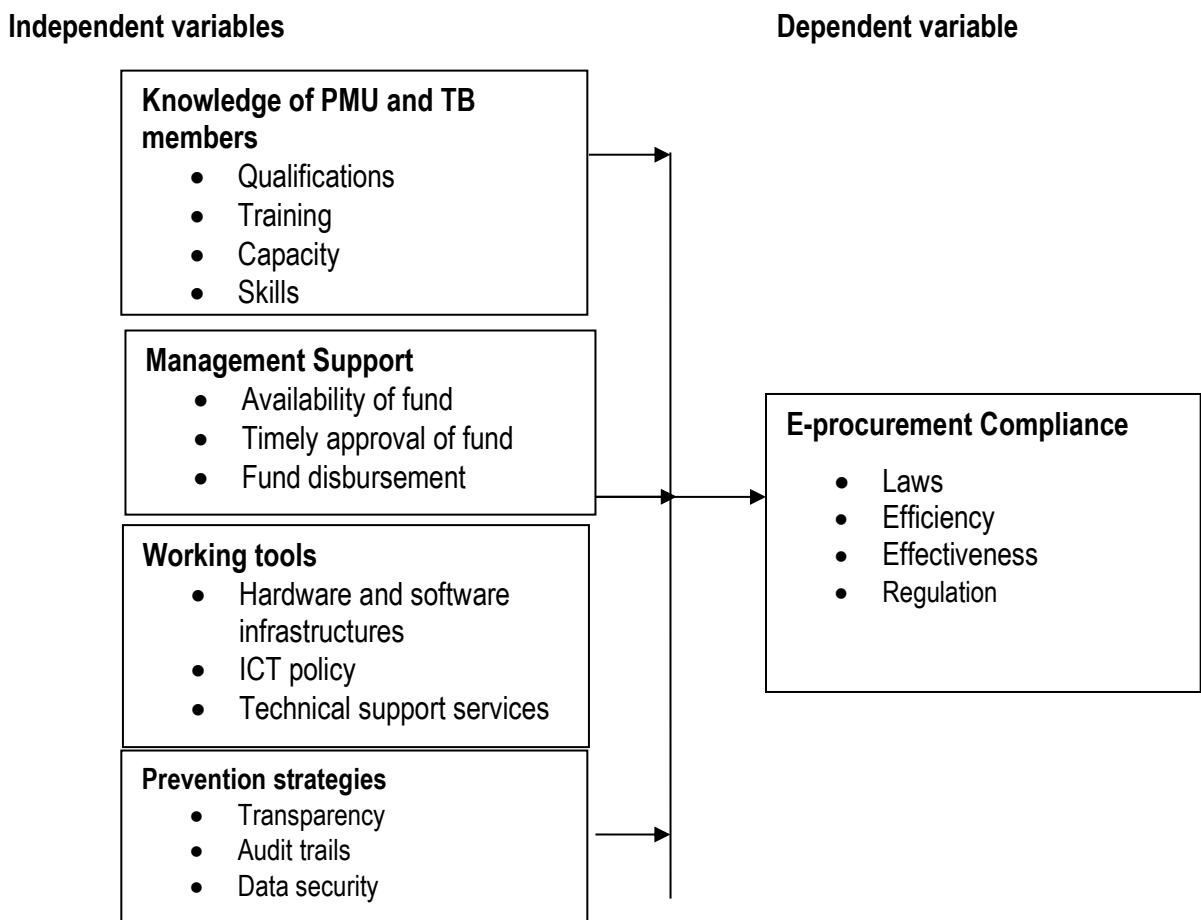
## **2.6 Conceptual Framework**

In any social science research, conceptual framework plays vital role. Therefore, the study was guided by conceptual framework. In the context of e-procurement compliance, conceptual framework outlines the interplay between the independent variables which are knowledge of PMU and TB members, management support, working tools and prevention strategies. These are considered as independent variables because they are the cause of the problem (non-compliance). Dependent variable is e-procurement compliance because it is the effect, and its value depends on the changes in the independent variable. The major concept of the study is centered on examining how the independent variables (human resources, allocated funds, technological resources) impact the dependent variable (e-procurement compliance). This framework suggests that changes or variations in the independent variables can lead to changes in the dependent variable. The relationships among these variables consider the following:

- (i) Human Resources: This independent variable refers to the personnel involved in thee-procurement process, their expertise, skills, and capacity to implement and adhere to compliance measures. A higher level of trained personnel might contribute to better compliance.
- (ii) Allocated Funds: The financial resources designated for e-procurement activities can significantly influence compliance. Sufficient funding can ensure the implementation of robust systems and practices that align with regulations.

- (iii) **Technological Resources:** The tools and technologies used in e-procurement play a crucial role in compliance. Modern and effective technological solutions might enhance transparency, traceability, and overall compliance.
- (iv) **The Dependent Variable, E-procurement Compliance:** This is the outcome of interest of the study. E-procurement compliance refers to the extent to which an organization adheres to relevant laws, regulations, and best practices in its electronic procurement processes. This could involve factors like transparency, data security, audit trails, and adherence to ethical. In conceptual framework, showed how changes or variations in human resources, allocated funds, and technological resources impact the level of e-procurement compliance.

**Figure 2.1: Conceptual framework**



**Source: Adopted from resource-based theory (1991)**

## **2.7 Theoretical framework**

### **2.7.1 Resource Based View**

This theory was developed by Barney in 1991. The resource-based view (RBV) theory views the firm as a bundle of resources and capabilities which give the company a competitive advantage and performance. It states that uniquely combining a set of complementary and specialized resources and capabilities may lead to value creation. A firm's resources and capabilities are valuable if they reduce the firm's costs or increase its revenues compared to what would have been the case if the firm did not possess those resources. Barney (1991) classifies resources into tangible, intangible, and personnel-based resources. Tangible resources include the financial capital and the physical assets of the firm such as plant, equipment, and stocks of raw materials. Intangible resources encompass assets such as reputation, brand image, and product quality. Personnel-based resources include technical know-how and other knowledge assets including dimensions such as organizational culture, employee training and loyalty. This theory corresponds to the current study because it discusses about resources. In that case, resources such as knowledge, working tools and management support are necessary resources to enhance implementation of e-procurement in public sector.

### **2.7.2 Accountability Theory**

The accountability theory is a concept that has evolved over time within the realm of organizational and public administration theory. It doesn't have a single definitive origin or a specific person associated with its development. It can be argued that accountability is the fundamental prerequisite for preventing the abuse of power and for ensuring that power is directed towards the achievement of efficiency, effectiveness, responsiveness and transparency. Open, transparent and accountable government is an imperative prerequisite for community-oriented public service delivery because

without its covert unethical behavior will result. Public accountability rests both on giving an account and on being held to account (Stewart2006). The accountability is often established through mechanisms such as transparency, reporting, oversight, and consequences for failing to meet expectations.in the context of e-procurement compliance in the public sector, the accountability theory plays a significant role in guiding practices and enhancing transparency and trust in the procurement process.

Accountability theory emphasizes the importance of transparency in operations. In e-procurement, accountability translates in making the procurement process and its associated activities open and accessible to relevant stakeholders. Transparency can reduce the potential for corruption and unethical behavior by exposing any irregularities in the procurement process. Accountability theory suggests that oversight mechanisms should be in place to ensure compliance. In e-procurement, this involves establishing auditing and monitoring systems that track procurement activities, ensuring that they align with regulations and policies.

The theory emphasizes ethical behavior and responsible resource management. In e-procurement, this relates to ensuring fairness, avoiding conflicts of interest, and adhering to ethical standards in supplier selection, contract awarding, and resource allocation.

Overall, accountability theory serves as a guiding framework for public sector e-procurement compliance by promoting transparency, oversight, ethical conduct, and stakeholder engagement. By integrating these principles into e-procurement practices, governments and public organizations can enhance their credibility, reduce the risk of misuse of funds, and ultimately achieve better outcomes in the procurement process.

There are challenges related to accountability throughout all levels of the Supply chain system, which affects all e-procurement related functions. There could be a better mechanism to address and act upon inadequate performance and enforce responsibility (Stewart 2006).

## **2.8 Conclusion**

The conclusion draws from a comprehensive theoretical literature review, providing a strong foundation for understanding the intricacies of e-procurement, including its historical evolution, benefits, challenges, and the strategic role of procurement professionals. Marshall's historical perspective underscores the contemporary significance of e-procurement compliance in modern procurement practices. The empirical literature review explores specific factors influencing e-procurement performance, such as human resources, funds, and technological resources, offering valuable insights into practical aspects, particularly in Tanzanian public sectors. The identified knowledge gap highlights the necessity for a focused investigation, specifically at the Singida Regional Immigration Office. The conceptual and theoretical frameworks, rooted in the Resource-Based View and Accountability Theory, guide the exploration of the interplay between independent variables (knowledge, support, tools, and strategies) and the dependent variable (e-procurement compliance). The Resource-Based View identifies critical resources for compliance, while the Accountability Theory promotes transparency and ethical conduct in e-procurement practices, providing strategic insights for the Singida Regional Immigration Office.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

In any social science research, research methodology is crucial as it provides a map of the study. Hence this chapter indicates how the study was carried out in the field. It includes the research design that opted by the researcher; area of the study; targeted population; sample and sampling procedures; data collection tools to be used in the study; and data analysis as well as ethical consideration of the study.

#### 3.2 Study Area

The study was conducted at the Regional Immigration Office in Singida. The region covers the land area of 49,340km. The region is bordered to north by Shinyanga Region, Simiyu Region and Arusha Region, to the northeast by Manyara Region to the east by Dodoma Region, to the southeast by Iringa Region, to the southwest Mbeya Region and to the west by Tabora Region. The regional capital of Singida is Singida Municipality. According to 2022 census, the Singida Region had a population of 2,008,058. The selection of the Regional Immigration Office in Singida was mainly because of the following reasons; low prevalence of training programmes on computer literacy (TDHS, 2005), several IT campaigns done by NHS, WHO, HRDR and SWAP.

#### 3.3 Research Design

A research design reflects all the steps which were used to achieve the goal of the research. It includes all data collection procedures, analysis and presentation of the results (Amin, 2017). This study employed descriptive research design because it is a fact-finding investigation with adequate interpretation. Moreover, it is the simplest and more specific type of research design, compared to

an exploratory study. In addition, descriptive research design has a focus on particular aspects or dimensions of the problem studied.

### **3.4 Research Approach**

This study used qualitative and quantitative approach. The qualitative approach enabled the researcher to collect information from the respondents in their natural settings. The approach sought to describe and analyze the nature and behavior of humans and their groups from the point being studied. Quantitative research focuses on measurements such as records of arithmetic events according to regulations. The numbers were specified for example gender; male or female.

### **3.5 Population Sample Size and Sampling techniques**

#### **3.5.1 Population**

Population refers to a set of individual cases and objects with some common observable characteristics which differentiate it from other population (Mugenda and Mugenda 2013). The study population of this study were all of the staff at Singida Regional Immigration Office whereas their population is 100 staff whereby senior staff are 08 and operational staff are 92 as shown in the table 3.1 (Singida Regional Immigration Office Report 2022).

#### **3.5.2 Sample Size**

Sampling is the process of obtaining data about the entire population by examining only part of it (Ghauri2015) (Table 3.1). The sample size of the study was drawn Yamane (1969) formula with a confidence level of 91% and margin of error of 9% (1-0.09), the formula is expressed as hereunder;

$$n = \frac{N}{1 + Ne^2}$$

Where: n= is number of sample (required)



N = Total population (100) and

e = Error tolerance (level) or margin of error (0.09)

$$100 / (1 + 100(0.09)^2) = 100 / 1.81$$

= 55.248. The sample size of the study was 55 respondents

**Table 3. 1: Sample Size Distribution**

S/N	Respondents	Population	Sample	Percentage of sample size
1	Senior staff	8	4	7.3
2	Operational staff	92	51	92.7
Total		100	55	100

**Source:** Singida Regional Immigration Office (2022)

### 3.5.3 Sampling Strategies

Sampling strategy, defined as a systematic process for selecting individuals to represent a larger group (Amin 2015). Simple random sampling was used to select 51 out of 92 operational staff, ensuring an equal chance for all staff to participate. Additionally, purposive sampling identified 4 senior staff members out of 8 members (table 3.1), offering in-depth insights into the investigated problem.

## **3.6 Data Collection Methods**

### **3.6.1 Primary Data**

Primary data is the information which is collected in the first time from its source for specific purpose or research objective (Kumar 2017) This type of data is firsthand information gathered through methods such as surveys, interviews, experiments, observations, or direct interactions. Primary data is considered to be more accurate and specific to the research question at hand because it is collected directly for the particular study. This data was collected by using research questionnaires and interview. The primary data were used because they give actual and current information concerning the study.

#### **3.6.1.1 Questionnaires**

This consists of a set of well formulated questions to probe and obtain the responses from the respondents (Amin, 2015). A structured questionnaires were administered to procurement officials and staff at the Singida Regional Immigration Office to gather quantitative data on their perceptions, knowledge, and practices regarding electronic procurement compliance. Structured questionnaires, distributed through a drop-and-pick method, gathered quantitative data on electronic procurement compliance perceptions from procurement officials. This was necessary for the purpose of capturing all important data on demographics of respondents as well as information on the problem being investigated. The researcher used drop and pick method to distribute questionnaires. However, the process of filling in the questionnaire was voluntary and where possible, respondents were requested to fill in questionnaires and return to the researcher on the spot.

#### **3.6.1.2 Interview**

According to Magigi (2015) an interview is the interaction or meeting between interviewee and interviewer in the manner of collecting data from targeted sample. Face-to-face interviews with key

stakeholders explored perspectives on electronic procurement compliance and influencing factors. Interview is important for collection of primary data because it involves direct presentation of oral verbal and reply in terms of oral verbal responses. The researcher used face to face discussion with key stakeholders involved in the procurement process, including procurement management unit, tender board members, and management staff. The interviewers explored their perspectives on electronic procurement compliance and the factors influencing it. The rationale of using this method is that, it gives a useful way of exchanging views, exploring perception of staff and therefore seeking opinion from the respondents on various issues related to the problem being investigated.

### **3.6.2 Secondary Data**

Secondary data refers to the data that has been collected, processed and published by someone else for a purpose other than the current research (Cooper and Schindler, 2014). The researcher used secondary data to supplement primary data in all objectives of the study. Examples of secondary data include government publications, academic journals and research papers, books, media sources, study by other researchers, The secondary data that were used includes official reports on the practices of e-procurement as well as types of procurement activities performed by organization using e-procurement.

### **3.7 Pilot Study**

A poorly constricted research instrument invalidates researcher's findings so trying it out on a similar group of people saved a researcher a great deal of the heart ache later on. Primarily, the researcher assessed the face validity of the instrument to ensure that it provides the necessary data for answering the research questions. In short, we pilot because "We do not want to appear silly or stupid in- front of the respondents" (Omary 2008), and to check the wording and clarity of the instruments. The piloting of the instrument helps give experience on coding and data analysis plans.

Pilot study of the study was conducted in Regional Immigration Office Singida two weeks prior to the field work. A pilot study, conducted two weeks prior to fieldwork at the Regional Immigration Office in Singida, ensured the instrument's face validity, wording clarity, and coding and data analysis plans.

### **3.8 Data Analysis Methods**

Data analysis involved quantitative methods using SPSS/Ms-Excel for descriptive and inferential statistics. Qualitative data from interviews underwent content analysis, facilitating an understanding of text and context. Tables, pie charts, and bar graphs aided in presenting quantitative findings.

Qualitative data that were obtained through the interviews from each specific objective were subjected to content analysis. It is argued that a qualitative analysis is interplay between the researcher and the text. The aim of using content analysis is to gain understanding of the text as a whole and its context using both theoretical and pre-understanding perspective. Therefore, the researcher started to analyze data through reading the transcript, organizing, reviewing each unit of analysis and categorizing sub-unities from the objectives, and where applicable present in the form of pictures.

### **3.9 Validity and Reliability of the Data**

#### **3.9.1 Validity of the Data**

With reference to Amin (2015), the term validity refers to how well the results among the study participants represent true findings among similar individuals outside the study. In order to ensure data validity, the researcher involved supervisor throughout all stages. Besides, the experts in the field of e-procurement were used.

### **3.9.2 Reliability of the Data**

Kumar (2017) defines the term reliability as the consistency of measurement and frequently assessed phenomena produces the similar outcome; Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. Data reliability is a cornerstone of making a successful and meaningful study. In order to collect reliable data, the researcher conducted pilot study to identify the weakness of research instruments. In addition to that the study applied Cronbach Alpha to ensure reliability of the data as well. The required value should be not less than 0.7 in all indicators. The cutoff point is 0.7, which is used as the minimum value for the alpha coefficient.

### **3.10 Ethical Consideration**

Kumar (2017) stipulates that ethical principle in the conduct of research includes acquiring research clearance and the informed consent of the participants as maintaining confidentiality. In this study, during the administration of questionnaires, interview, and documentary review, the researcher adhered to ethical principles, ensuring informed consent, privacy, voluntary, confidentiality, fair treatment and protection of participants' data. Additionally, participants' name(s) and the places they live or work must not be revealed. All these were observed and taken into consideration as pre-requisites for the research ethics.

### **3.11 Limitations that Influenced Research Methodology**

The limitations during the study, included a small sample size, inadequate funds, restricted access to information, time constraints, and potential challenges in questionnaire responses, could have been mitigated through several strategies. Acknowledging and highlighting the sample size limitation, the researcher may have emphasized the specific characteristics of the sample to caution

against generalizing findings. Efforts to enhance sample representativeness might have involved careful selection based on key criteria.

In the face of inadequate funds, alternative funding sources could have been explored, and available funds prioritized for critical data collection aspects. Building relationships and clear communication could have addressed challenges in accessing information within the organization. Efficient time management, realistic timelines, and continuous stakeholder communication might have mitigated time constraints. The questionnaire design could have incorporated clear explanations, and training sessions could have improved participant awareness. Limited access to information might have been overcome through leveraging personal networks and building trust within the organization. Overall, addressing these limitations likely required a combination of planning, communication, resource optimization, and relationship-building, with transparency about constraints in the study report.

### **3.12 Conclusion**

In conclusion, Chapter 3 of this study on the Singida Regional Immigration Office in Tanzania serves as a comprehensive guide to the employed research methodology. The chapter underscores the vital role of research methodology in providing a roadmap for the study, covering essential components such as research design, study area, research approach, population, sample size, and sampling techniques. The selection of the Singida Regional Immigration Office was based on factors like low computer literacy training and various IT campaigns, and the descriptive research approach was chosen for its suitability in fact-finding investigations. The chapter meticulously details the population, sample size, and sampling strategies, ensuring a representative group of respondents. Primary data collection methods, including structured questionnaires and interviews, were employed, with a pilot study conducted to ensure validity and reliability. The data analysis

incorporated both quantitative techniques and qualitative content analysis, and ethical considerations, such as research clearance and confidentiality, were integral to the process. Despite diligent efforts, acknowledged limitations encompass a small sample size, inadequate funds, and restricted access to information.

## CHAPTER FOUR

### PRESENTATION AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This chapter presents the research findings along with a comprehensive analysis of the collected data, focusing on the factors influencing e-procurement compliance in the public sector in Tanzania. The case study utilized for this investigation was the Singida Regional Immigration Office.

#### 4.2 Presentation of Findings

The presentation of findings employs various formats, including tables, summaries, frequencies, percentages, and pictorial representations like charts.

##### 4.2.1 Knowledge of E-procurement in the Procurement Management Unit and Tender Board members

The first research objective delved into exploring the knowledge of the procurement management unit and Tender Board members concerning e-procurement compliance. Utilizing a five-point Likert scale, respondents were asked to indicate their agreement or disagreement with various statements related to this knowledge.

##### 4.2.1.1 Qualifications

Respondents were asked to express their views on whether the qualifications of Tender Board members and procurement management unit staff influenced e-procurement compliance. The majority 28 respondents (51%) agreed that these qualifications were instrumental in measuring the level of e-procurement compliance. Notably, 11 respondents (20%) agreed, 14 respondents (25%) were neutral, and 2 respondents (4%) disagreed (table 4.1). This suggests that having qualified staff positively contributes to e-procurement compliance.



**Table 4. 1: Qualifications of TBM and PMU staff**

N	Response	Frequency	Percent
1	Strongly agree	28	51
2	Agree	11	20
3	Neutral	14	25
4	Disagree	2	4
Total		55	100

**Source:** Research findings (2023)

#### 4.2.1.2 Training

Regarding the variable of training, 26 respondents (47%) were neutral on whether it was used to measure compliance, while 14 respondents (25%) strongly agreed (table 2.1). The findings suggest that opinions were divided on the role of training in e-procurement compliance. The varied responses on the role of training in compliance suggest a nuanced perspective among respondents. While a substantial number remained neutral, those strongly agreeing indicated a recognition of the importance of training in ensuring e-procurement compliance.

**Table 4. 2 : Training**

N	Response	Frequency	Percent
1	Strongly agree	14	25
2	Agree	9	16
3	Neutral	26	47
4	Disagree	6	12
Total		55	100

**Source:** Research findings (2023)

#### 4.2.1.3 E-procurement Skills

Regarding e-procurement skills, 24 respondents (46%) strongly agreed that skills among Tender Board and procurement management unit members influenced compliance (table 4.3). This suggests a positive relationship between skills and effective e-procurement implementation.

The strong agreement on the influence of skills underscores the critical role that a proficient workforce plays in achieving e-procurement compliance.

**Table 4. 3: E-procurement Skills**

N	Response	Frequency	Percent
1	Strongly agree	24	46
2	Agree	18	33
3	Neutral	13	21
Total		55	100

**Source:** Research findings (2023)

#### 4.2.2 Management Support towards E-procurement Implementation

The second research objective aimed at determining the extent of management support for e-procurement compliance implementation at the Regional Immigration office, using a five-point Likert scale. The findings are presented in the next sections.

##### 4.2.2.1 Availability of Funds

Respondents were asked about the extent to which the availability of funds supported e-procurement compliance implementation at the Regional Immigration office. The majority remained neutral on whether the availability of funds would support e-procurement compliance

implementation. However, 17 respondents (31%) agreed that funds would support compliance, while 10 respondents (19%) disagreed. (Table 4.4)

The neutrality of a significant portion of respondents suggests that while funds are recognized as important, there may be uncertainty or nuanced perspectives on the direct impact of funds on e-procurement compliance. This could indicate a need for further exploration into the specific challenges or perceptions associated with the financial aspects of e-procurement implementation.

**Table 4. 4: Availability of funds**

N	Response	Frequency	Percent
1	Strongly agree	5	9
2	Agree	17	31
3	Neutral	23	41
4	Disagree	10	19
Total		55	100

**Source:** Research findings (2023)

#### 4.2.2.2 Timely approval of funds

Respondents were questioned about whether timely approval of funds would influence or support e-procurement compliance implementation at the Regional Immigration office. A substantial number 32 respondents (59%) remained neutral on this issue. However, 20 respondents (36%) strongly agreed that timely approval of funds would influence compliance, and 3 respondents (5%) agreed. (table 4.5). The high proportion of neutrality suggests a degree of uncertainty or variability in respondents' perceptions regarding the impact of timely fund approval on e-procurement

compliance. Further investigation or qualitative exploration may be needed to understand the factors contributing to this neutrality.

**Table 4. 5 Timely approval of funds**

N	Response	Frequency	Percent
1	Strongly agree	20	36
2	Agree	3	5
3	Neutral	32	59
Total		55	100

**Source:** Research findings (2023)

#### **4.2.2.3 Fund disbursement**

The study explored whether fund disbursement would influence or support e-procurement compliance implementation at the Regional Immigration office. Results indicated that 24 respondents (43%) strongly agreed that fund disbursement would influence compliance, while an additional 16 respondents (30%) agreed. On the other hand, 110 respondents (6%) disagreed, and 6 respondents (11%) were neutral (table 4.6).

The substantial agreement on the influence of fund disbursement on e-procurement compliance suggests a recognition among respondents that timely and appropriate allocation of funds is crucial for successful implementation. The percentage of disagreement, although lower, indicates the presence of diverse opinions or perhaps challenges in fund management.

**Table 4. 6: Fund disbursement**

N	Response	Frequency	Percent
1	Strongly agree	24	43
2	Agree	16	30
3	Neutral	6	11
4	Disagree	10	16
Total		55	100

**Source:** Research findings (2023)

### **4.2.3 The Working Tools Used in E-procurement Implementation**

The third research objective focused on the working tools used to implement e-procurement, employing a five-point Likert scale.

#### **4.2.3.1 Hardware and Software Infrastructures**

Respondents were asked whether the implementation of e-procurement depended on various working tools, such as hardware and software infrastructures. While 16 respondents (29%) agreed that hardware and software infrastructures were the main tools supporting e-procurement implementation, 27 respondents (44%) were neutral, 4 respondents (7%) disagreed, and 11 respondents (20%) strongly disagreed (table 4.7).

The neutrality of a significant portion of respondents suggests a mixed perception regarding the centrality of hardware and software infrastructures in e-procurement implementation. This warrants further investigation into the specific challenges or considerations influencing this neutral stance.

**Table 4. 7: Hardware and software infrastructures**

N	Response	Frequency	Percent
1	Agree	16	29
2	Neutral	24	44
3	Disagree	4	7
4	Strongly disagree	11	20
Total		55	100

**Source:** Research findings (2023)

#### **4.2.3.2 ICT policy**

The study explored whether the implementation of e-procurement depended on various working tools, including ICT policy. A majority 29 respondents (53%) strongly agreed that ICT policy was a main tool supporting e-procurement implementation, while an additional 16 respondents (29%) agreed. Meanwhile, 6 respondents (11%) were neutral, and 4 respondents (7%) disagreed (table 4.8). The strong agreement on the importance of ICT policy in supporting e-procurement implementation aligns with the broader understanding of the role of organizational policies in facilitating technological adoption. The relatively low disagreement suggests a consensus on the significance of an ICT policy for successful e-procurement.

**Table 4. 8: ICT policy**

N	Response	Frequency	Percent
1	Agree	16	29
2	Strongly agree	29	53
3	Neutral	6	11
4	Disagree	4	7
Total		55	100

**Source:** Research findings (2023)

#### **4.2.4 Prevention Measures of Factors Affecting E-procurement**

##### **4.2.4.1 Investing in the Infrastructure**

During an interview, a participant highlighted the challenges facing e-procurement adoption in Tanzania, particularly the insufficient infrastructure comprising reliable internet access, electricity, and hardware. The participant emphasized that

*...without these fundamental requirements, e-procurement systems may encounter operational issues, leading to delays, errors, or fraud. Furthermore, the lack of infrastructure could hinder the participation of potential suppliers, especially those in remote areas lacking the means or skills to access and utilize e-procurement platforms...*

To address this challenge, the participant suggested that

*...Tanzania should invest in improving infrastructure. Additionally, alternative or backup solutions, such as offline or mobile-based systems, were proposed to ensure the continuity and accessibility of e-procurement...*

#### **4.2.4.2 Employees with Professionalism**

In the interviews, participants underscored the significance of professionalism, particularly in the context of Certified Professional in Supply Management (CPSP) qualifications. One participant expressed that

*...CPSP qualifications are designed to meet high standards, providing professionals with consistent workforce competence. Certified CPSP employees were noted to possess a clear understanding of job requirements compared to uncertified procurement staff. Certification was linked to various benefits, including encouraging ethical behavior, enabling procurement officers to operate at an advanced strategic level, defining the profession, fostering a more capable workforce, and demonstrating individual commitment to organizational success. Participants emphasized the adaptability of professionally certified individuals to new technologies, such as e-procurement compliance in the public sector...*

#### **4.2.4.3 The Management Involvement**

Respondents highlighted the crucial role of management involvement in increasing the implementation of electronic procurement systems. The consensus was that organizational management should actively participate and provide financial support to procurement stakeholders engaged in electronic procurement systems. This support was deemed essential for the successful implementation of e-procurement initiatives.



#### **4.2.4.4 The Training Facilities**

The importance of assessing employees' capacity and interest in using e-procurement before promoting it was emphasized in interviews. Participants suggested that

*...organizations should identify whether employees have the necessary capacity and interest before initiating training programs. This proactive approach ensures that training efforts are tailored to individual needs. Moreover, participants acknowledged that budget constraints could pose a challenge to the full implementation of e-procurement, confirming the intention of their organization to implement e-procurement fully, with the primary hindrance being budgetary constraints...*

The prevention measures outlined through participant interviews highlight the interconnectedness of infrastructure investment, professionalism, management involvement, and targeted training initiatives. These multifaceted strategies underscore the importance of a holistic approach to address challenges and facilitate successful e-procurement implementation.

### **4.3 Discussion of the Findings**

#### **4.3.1 Knowledge of Procurement Management Unit and Tender Board Members on E-procurement**

The significance of staff competency in the successful implementation of electronic procurement systems is highlighted, aligning with the insights of Quesada, Gonzalez, Mueller, and Mueller (2010). They stress that staff competency plays a pivotal role in ensuring the effectiveness of the adopted electronic procurement system within an organization. The recommendation to prioritize staff competency through TANEPS utilization is underlined for the successful implementation of electronic procurement systems in Tanzania. This aligns with Ongol's (2017) recognition that staff

competency positively influences the implementation of such systems within a company, emphasizing the importance of ensuring staff are well-versed in system usage.

The Tanzanian government's commitment to improving public procurement services is acknowledged, citing various policies, acts, and the establishment of entities like the Public Procurement Regulatory Authority and the Tanzanian National eProcurement System (TANePS). These initiatives aim to simplify and enhance public procurement procedures, facilitating online operations such as e-sharing information, e-evaluation of tenders, e-contracting, e-payment, and e-communication.

Additionally, the study supports the idea that an employee's ability to use Information Communication Technology (ICT) is a defining factor in the enactment of e-procurement in public procurement entities. Training employees on ICT is emphasized as crucial, aligning with the perspective of Asare and Prempeh (2017). Chatterjee's (2006) emphasis on top managers promoting knowledge of various internet applications is noted, along with Caselli & Coleman's (2001) observation that an organization's electronic usage system is linked to workers' educational levels.

#### **4.3.2 Management Support Towards E-procurement Implementation**

The central role of top management support in the success of implementing the Tanzanian National eProcurement System (TANePS) is discussed. Saddick (2013) underscores that top management support is essential for establishing vision and objectives, fostering collective commitment, and formulating policies and strategies for TANePS. Without full top management support, the initiative is prone to failure, emphasizing the critical need for comprehensive backing from senior management. Jeyaraj's (2016) study on determinants of electronic procurement implementation

supports the idea that top management support is a key predictor of Information System innovation adoption.

Larsen's (2018) study on factors influencing procurement in Sudan is referenced, indicating that implementing business models like an organizational procurement portal in electronic commerce requires more than just technological functionality. The study supports Said's (2016) findings on challenges in the adoption of electronic procurement in Tanzania's public sector, emphasizing positive supplier perceptions and challenges related to technology, staff competency, and awareness among procurement stakeholders. Callist's (2013) study on challenges in the private sector is also mentioned, highlighting issues such as online contract signing, power supply and IT infrastructure costs, poor support from top management, low technology levels, and bureaucracy in approvals.

The discussion is further reinforced by Rahman Seresht, Alizadeh, & Abdullahi's (2017) findings, emphasizing the impact of organizational structure on technology adoption. The Technology Acceptance Theory (TAC) by Davis (1986) is cited, emphasizing that employees are more likely to accept technology when it is easy to use and when management insists on the benefits of the system.

#### **4.3.3 Working Tools Used in E-procurement Implementation**

E-procurement, defined as the electronic purchasing of goods and services, is explored, tracing its evolution from electronic data exchange (EDI) in the 1980s to the present day. The shift from traditional procurement methods to e-procurement is highlighted, with a focus on the advantages of electronic interaction over physical exchanges. The various forms of e-procurement, such as e-tendering, e-sourcing, e-noticing, e-access, e-submission, e-evaluation, e-award and e-contract,

and e-contract execution, are discussed in detail. Mark (2018) contributed the working tools used in procurement implementation that hindered the adoption of new technology in Tanzania

The study emphasizes the transformative impact of e-procurement on procurement transactions, citing its advantages in terms of efficiency and streamlined processes. The historical context and deficits of traditional procurement methods are acknowledged, underscoring the need for the adoption of e-procurement practices. The role of e-procurement in utilizing internet and email technologies for online shopping in companies is explored, highlighting its contribution to online sales facilities.

Finally, the study draws attention to a manager's response in a study by Macmanus (2002), indicating that the lack of competences, need for training, and absence of motivation in many public procurement officers are significant barriers to the implementation of new projects and tools like e-Procurement and IFMIS. This underscores the necessity for continuous improvement in addressing these challenges.

#### **4.3.4 Prevention Measures for E-procurement Challenges**

In addressing challenges affecting e-procurement implementation, several prevention measures were identified:

- i. Investing in Infrastructure: To overcome challenges arising from inadequate infrastructure, such as unreliable internet access and electricity, proactive investments are recommended. This includes improving existing infrastructure and providing alternative solutions like offline or mobile-based systems to ensure consistent and accessible e-procurement.
- ii. Enhancing Employee Professionalism: Certification and professional development of procurement officers are crucial prevention measures. Certified professionals are deemed

more capable and ethical, contributing to organizational effectiveness. The emphasis on recognized qualifications helps align the workforce with the strategic goals of the organization.

- iii. **Management Involvement and Support:** Active participation and financial support from organizational management play a pivotal role. Involving management in the implementation of electronic procurement systems and securing their support can boost the effectiveness of the e-procurement initiative.
- iv. **Identifying Training Needs:** Organizations should assess the capacity and interest of employees in using e-procurement systems before promotion. This proactive identification helps tailor training programs to address specific needs, ensuring a more informed and capable workforce. **Overcoming Budgetary Constraints:** Budget constraints often hinder the full implementation of e-procurement. It is crucial to address this challenge by seeking innovative ways to secure funding, emphasizing the long-term benefits and advantages that e-procurement brings to the organization.
- v. **Addressing Motivation and Attitude:** Individuals' motivation to implement e-procurement is tied to their attitudes toward the system. Clear advantages and ease of use should be emphasized to promote positive attitudes, making individuals more likely to embrace and implement e-procurement practices.

#### **4.4 Conclusion**

In conclusion, Chapter Four illuminates crucial factors influencing e-procurement compliance in Tanzania's public sector, focusing on the Singida Regional Immigration Office. The examination of knowledge, management support, working tools, and preventive measures offers a comprehensive understanding of the dynamics shaping e-procurement. The study highlights the pivotal role of

knowledge among procurement management unit and Tender Board members, emphasizing the significance of qualifications, training, and skills for a proficient workforce. Management support emerges as critical, particularly concerning fund availability and timely approval. Varying perspectives on training underscore the need for tailored approaches to enhance e-procurement knowledge. The discussion on working tools emphasizes the importance of hardware, software, ICT policy, and broader tools in implementation, revealing mixed perceptions that warrant further investigation. Preventive measures, including infrastructure investment, professionalism, management involvement, and targeted training initiatives, underscore the interconnected strategies necessary for successful e-procurement. The multifaceted nature of compliance necessitates a holistic approach, integrating knowledge enhancement, robust management support, and strategic investments in working tools, providing actionable insights for effective e-procurement implementation in Tanzania's public sector.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The chapter focuses on the summary of the key findings, conclusions, recommendations, and critical evaluation of the study conducted in the public sector of Tanzania, with a focus at Singida Regional Immigration Office.

#### 5.2 Summary of Key Findings

The study explored the knowledge of procurement management unit and Tender Board members regarding e-procurement compliance. It was found that qualifications significantly influenced the level of compliance. Training and skills were also identified as important contributors to effective e-procurement implementation. These findings align with existing literature emphasizing the positive impact of staff competency on electronic procurement systems.

The second objective focused on management support for e-procurement compliance. The study revealed that the availability of funds was a crucial factor indicating a need for further exploration into the perceptions surrounding financial support. Timely approval and fund disbursement were also highlighted, emphasizing the importance of committed management in facilitating e-procurement initiatives.

The third objective centered on the working tools employed in e-procurement implementation. Hardware and software infrastructures, along with ICT policy, were identified as key tools supporting e-procurement. However, mixed perceptions regarding the centrality of hardware and software infrastructures suggest the need for a deeper investigation into challenges or considerations influencing this neutral stance.

The fourth objective was to find out preventive measures for factors affecting e-procurement compliance implementation at the Immigration Office in Singida Region. To enhance e-procurement practices, addressing inadequate infrastructure, including unreliable internet access and electricity, is crucial. Proactive investments are recommended to improve existing infrastructure and provide alternative solutions like offline or mobile-based systems, aiming to ensure consistent and accessible e-procurement. Additionally, enhancing employee professionalism through certification and professional development of procurement officers is vital, as certified professionals are perceived as more capable and ethical, contributing to organizational effectiveness. Emphasizing recognized qualifications aligns the workforce with strategic organizational goals. Active participation and financial support from organizational management play a pivotal role, boosting the effectiveness of e-procurement initiatives. Identifying and addressing training needs based on the capacity and interest of employees ensures a more informed and capable workforce. Overcoming budgetary constraints, often hindering full e-procurement implementation, is crucial, and innovative funding approaches should be explored, emphasizing the long-term benefits. Furthermore, addressing individuals' motivation and attitudes toward e-procurement by highlighting clear advantages and ease of use is essential for fostering positive acceptance and implementation practices.

### **5.3 Conclusions**

The qualifications, training, and skills are pivotal in determining the knowledge and competency of procurement management unit and Tender Board members, ultimately influencing e-procurement compliance. Management commitment, particularly in terms of fund availability, timely approval, and disbursement, plays a crucial role in the successful implementation of e-procurement. The identified



working tools, including hardware, software infrastructures, and ICT policy, are integral to the effective functioning of e-procurement systems.

#### **5.4 Recommendations and Policy Implications**

The recommendations basing on the study findings are as follows:

- i. **Employee Skills Enhancement:** The management should prioritize training in ICT and e-procurement regulations to increase employee competence and facilitate the smooth implementation of e-procurement.
- ii. **Management Commitment:** Top management should demonstrate commitment by allocating adequate resources and supporting e-procurement initiatives. Change management programs should ensure inclusive employee participation.
- iii. **Staff Training and Capacity Building:** The management should emphasize staff training and capacity building, giving priority to e-procurement in planning and budgeting processes.
- iv. **Infrastructure Improvement:** The management should ensure reliable ICT facilities, maintain a steady supply of electricity and network coverage, and invest in ICT security to support efficient e-procurement systems.
- v. **Government Policy Updates:** The management should continuously update ICT policies and establish standardized e-procurement guidelines to address evolving challenges in the public sector.

#### **5.5 Recommendations for Further Studies**

To further explore the factors affecting compliance with electronic procurement in the Singida Immigration Office, several recommendations for future studies can be considered:

**In-Depth Case Study:** Conduct an in-depth case study focusing specifically on the Singida Immigration Office to uncover context-specific challenges e-procurement compliance. This study can involve interviews, surveys, and an examination of the office's procurement processes.

**Comparative Analysis:** Compare the e-procurement compliance levels in the Singida Immigration Office with other immigration offices or government agencies to identify variations and potential best practices. This comparative analysis could provide insights into factors contributing to success or challenges faced.

**Longitudinal Study:** Undertake a longitudinal study to track changes in e-procurement compliance over an extended period. This approach can help researchers understand the dynamics of implementation, the impact of interventions, and the evolution of compliance factors over time.

**Stakeholder Perception Analysis:** explore the perceptions and attitudes of various stakeholders, including procurement officers, management, and end-users, regarding electronic procurement. Understanding stakeholder perspectives can offer valuable insights into the factors influencing compliance.

**Technological Impact Assessment:** investigate the specific technological challenges faced by the Singida Immigration Office, such as issues related to software compatibility, system integration, or cybersecurity. Assessing the technological landscape can provide recommendations for improving the electronic procurement system.

Policy and Regulatory Analysis: Examine existing policies and regulations governing procurement processes in the Singida Immigration Office. Evaluate how well these policies align with electronic procurement practices and recommend adjustments or updates as needed.

Training Program Evaluation: Evaluate the effectiveness of training programs implemented to address e-procurement compliance. Assess whether these programs have successfully enhanced the skills and knowledge of procurement officers and identify areas for improvement.

User Experience (UX) Assessment: Conduct a user experience assessment to understand how user-friendly the electronic procurement system is for different stakeholders. Identify usability issues and recommend enhancements to improve overall system adoption.

Cost-Benefit Analysis: Perform a comprehensive cost-benefit analysis of the electronic procurement implementation in the Singida Immigration Office. Assess the financial investments against the realized benefits and identify areas where cost-efficiency can be improved.

External Environmental Factors: Explore external environmental factors, such as economic conditions, political stability, or global events, that may impact e-procurement compliance. Understanding these external influences can provide a broader perspective on challenges and opportunities.

By addressing these areas in future studies, researchers can contribute to a deeper understanding of the factors affecting compliance with electronic procurement in the Singida Immigration Office and provide actionable recommendations for improvement.

## **5.6 Critical Evaluation of the Study**

In a comprehensive evaluation of factors influencing e-procurement in Tanzanian public sectors, the study highlights both strengths and weaknesses across key dimensions. Regarding human capital, the study appropriately underscores the importance of qualifications and skills among procurement professionals but identifies a need for tailored training approaches to address varied perspectives. In terms of management support, the recognition of its critical role aligns with existing literature, yet nuanced opinions on the direct impact of funds suggest potential challenges requiring further exploration. The discussion on working tools acknowledges their significance, but mixed perceptions indicate a need for deeper investigation into hardware and software infrastructures. The outlined preventive measures demonstrate a holistic approach, though their varying effectiveness warrants critical evaluation. Finally, the study's strategic focus on the Singida Regional Immigration Office brings depth but raises concerns about generalizability, emphasizing the importance of transparently discussing limitations to enhance the study's overall credibility and relevance.

## **5.7 Conclusion**

In conclusion, Chapter Five provides a comprehensive overview of the findings, conclusions, and recommendations derived from a study conducted within the public sector of Tanzania, with a specific emphasis on the Singida Regional Immigration Office. The research underscores the pivotal role of qualifications, training, and skills in influencing the knowledge and competency of procurement management unit and Tender Board members, thereby impacting e-procurement compliance. Moreover, the commitment of management, particularly in terms of fund availability and timely approval, is identified as a critical factor in the successful implementation of e-procurement. The study recognizes the significance of working tools, including hardware, software infrastructures, and ICT policy, in supporting the effective functioning of e-procurement systems. Recommendations

focus on enhancing employee skills through ICT and e-procurement training, emphasizing management commitment, staff training, and capacity building. Infrastructure improvement, encompassing reliable ICT facilities and security, is highlighted as essential for efficient e-procurement systems. The study acknowledges limitations such as a narrow focus on one immigration office and a limited set of factors, emphasizing the need for broader investigations into the multifaceted issues surrounding e-procurement compliance in the Tanzanian public sector, paving the way for future research endeavors.

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## APPENDICES

### **Appendix i: Research Questionnaires for Procurement Officers and Staff**

#### **Research Title: Factors Affecting Electronic Procurement Compliance in Public Sectors in Tanzania**

I am interested in assessing the factors affecting e-procurement compliance at public sector in Tanzania

A researcher is a student of Master of Business Administration in Procurement and Supplies Management at The Institute of Accountancy Arusha. Therefore, a study is carried out as partial fulfillment of the requirement of the master's degree mentioned above. Findings of this study will lead to clear understanding of factors affecting e-procurement compliance in public sectors in Tanzania using Singida Regional Immigration Office as a case study. And provide the government and other interested parties as basis for charting out remedial programmes.

Please assist by answering the following questions as honesty as possible. The information given will be treated with confidentiality and used solely for the purpose of this study. Therefore, is no need for you to disclose your name otherwise you specifically wish to do so.

## SECTION A: Personal Details

Please put a **tick (√)** to the appropriate option.

### 1. Sex

Male	
Female	

### 2. Level of education

Certificate	
Diploma	
Bachelor	
Masters	
PHD	

### 3. Duration of work

1-12 months	
1-2 years	
3-5 years	
6-10 years	
11 years and more	

## SECTION B: Knowledge of PMU and TB Members

From the table below put a **tick** (✓) on response rate based on your opinions with regard to the knowledge of PMU and tender board members

<b>Knowledge of PMU and TB Members</b>	1	2	3	4	5
The PMU staff and tender board members have enough qualifications in terms of e-procurement					
The organization always considers to conduct training to support implementation of e-procurement					
There are seminars which are conducted to enhance our PMU and tender board members to understand the practice of e-procurement					

**Key word: 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree**

**SECTION C: The Management Support towards e-procurement.**

From the table below, put a **tick** (✓) response rate based on your opinions with regard to the extent to the allocated fund

<b>Allocated Fund</b>	1	2	3	4	5
The organization has proper allocation of financial resource for the implementation of e-procurement					
There is fund allocated for training programs					
There is supervision on the fund allocated made by management to the staff in the implementation of e- procurement					

**Key word: 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree**

**SECTION D: Technological Resources**

From the table below, put a **tick (√)** on response rate based on your opinions with regard to the technical resources

<b>Technological Resources</b>	1	2	3	4	5
Organization has both hardware and software to support implementation of e-procurement					
The organization is guided by the policy in the implementation of e-procurement					
Organization has technical staff support for the adoption of e-procurement					

**Key word: 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree**

**SECTION E: Prevention strategies to the factors affecting e-procurement**

From the table below, put a **tick (√)** on response rate based on your opinions with regard to the technical resources

<b>Prevention strategies</b>	1	2	3	4	5
Transparency					
Data Security					
Audit Trails					

**Key word: 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree**

Thank you very much for your time and cooperation. I greatly appreciate your contribution to this study.

Appendix ii: **Semi-structured Interview Guide for The Administrators and Management Staff**

What is the knowledge of procurement management unit and Tender Board members in terms on the compliance of e-procurement at Singida Regional Immigration office?

What is management supports towards e-procurement compliance implementation at Singida Regional Immigration office?

What are working tools used to implement e-procurement at Singida Regional Immigration office?

What are the prevention measures for the factors affecting e-procurement compliance implementation at Singida Regional Immigration office?

Appendix iii: Work Plan

S/N	Activity	APR-023				JUL-2023				AUG-2023				SEPT-2023				OCT-2023				NOV-2023			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
01.	Research title identification	■																							
02.	Writing a concept note	■																							
03.	Writing a Research Proposal					■	■					■													
04.	Defense of Research Proposal											■													
05.	Pilot study											■													
06.	Data collection													■	■	■									
07.	Data analysis																	■							
08.	Research Report writing																	■	■						
09.	Defense of Research Report																					■			
10.	Submission of Research Report																						■	■	
11.	Journal article writing and Publishing																						■	■	

**Appendix iv: Research budget**

s/n	Stationary	Amount (Tsh)
1.	Photocopy literatures	150,000.00
2.	Others (pens, folders, files, trips, etc)	250,000.00
3.	Supervision personnel	
4.	Supervision and training fees	760,000.00
5.	Computer services	100,000.00
6.	Data Collection	75,000.00
7.	Proposal & Report Production	
8.	Printing (draft & final) research proposal	250,000.00
9.	Printing (draft & final) research report	350,000.00
10.	Binding	50,000.00
	<b>Total</b>	<b>1,985,000.00</b>

**Source of Funds:** Bank Loan



Appendix v: Introduction letter



**Institute of Accountancy Arusha**

P.O. Box 2798, Njoro Hill, Arusha, Tanzania

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Ref. No.: MPSM-04-0023-2022

14<sup>th</sup> September 2023

REGIONAL IMMIGRATION OFFICER

P.O. BOX 360  
SINGIDA

Dear Sir/Madam,

**RE : REQUEST FOR DATA COLLECTION**

The purpose of this letter is to introduce to you Ms. SPELANSIA SIMON CHAHE, who is our student pursuing Masters of Business Administration in Procurement and Supplies Management with registration number (MPSM-04-0023-2022). Currently, the aforementioned student is conducting a study on "FACTORS AFFECTING ELECTRONIC PROCUREMENT COMPLIANCE IN PUBLIC SECTOR IN TANZANIA: A CASE STUDY OF SINGIDA REGIONAL IMMIGRATION OFFICE". We would like to highlight here that this study is part of the requirement for the award of the above mentioned programme of study.

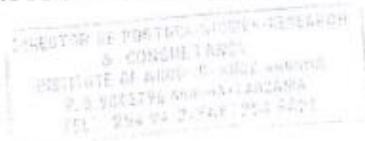
We therefore request you to extend to the above-mentioned student of our Institute any help that may facilitate her to achieve study objectives. We further request permission for her to see and talk to the staff of your Institution in connection to her study. The period for this request is granted from September to end of November 2023.

Thank you for your continuing support.

Yours Sincerely,

**INSTITUTE OF ACCOUNTANCY ARUSHA**

  
Mishael Abduel  
FOR: RECTOR



All Communications to be addressed to the Rector

**JAMHURI YA MUUNGANO WA TANZANIA**  
**WIZARA YA MAMBO YA NDANI YA NCHI**  
**IDARA YA UHAMIAJI**

ANUANI YA SIMU: "UHAMIAJI"  
TELEFAX: 026 2502717

SIMU 026 2502314



OFISI YA UHAMIAJI MKOA,  
S.L.P 360,  
SINGIDA,

KUMB: Na. SR/MM/SGD/VOLII/65

16/09/2023.

**SPELANSIA SIMON CHAHE**

KUMB Na.MPSM-04-0023-2022

K.K: INSTITUTE OF ACCOUNTANCY(IAA),  
S.L.P 2798,  
ARUSHA

**YAH: RUHUSA YA KUKUSANYA DATA KWA AJILI YA UTAFTI**

Tafadhali rejea somo tajwa hapo juu pamoja na barua yako ya tarehe 14/09/2023 uliyoomba ruhusa ya kukusanya data.

2. Ofisi ya Uhamiaji Mkoa wa Singida inakujulisha kuwa ombi lako limekubaliwa na umeruhusiwa kufanya utafiti katika ofisi ya Uhamiaji Mkoa wa Singida.
3. Aidha unaelekezwa kuwa utafiti utakaofanya ni kwa ajili ya matumizi ya shule yako tu.Vile vile unatakiwa kuwasilisha nakala ya andiko lako kwa ofisi ya Uhamiaji Mkoa wa Singida mara tu baada ya kukamilisha utafiti wako kwa ajili ya kumbukumbu za kiofisi.

Nakutakia masomo mema,

DEOGRASIAS E.NYIMBO

Afisa Uhamiaji Mkoa  
SINGIDA

**Kny:AFISA UHAMIAJI MKOA-SINGIDA**

# FACTORS AFFECTING ELECTRONIC PROCUREMENT COMPLIANCE IN PUBLIC SECTORS IN TANZANIAA STUDY OF SINGIDA REGIONAL IMMIGRATION OFFICE

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