INFLUENCE OF MANAGERIAL COMMITMENT ON E-PROCUREMENT ADOPTION IN KAKAMEGA COUNTY

Odero, M. A., & Ndolo, J.

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com

Vol. 6, Iss. 2, pp 2161 - 2175, May 28, 2019. www.strategicjournals.com, ©Strategic Journals

INFLUENCE OF MANAGERIAL COMMITMENT ON E-PROCUREMENT ADOPTION IN KAKAMEGA COUNTY

Odero, M. A.,[1*] & Ndolo, J.[2]

[1*] Msc. Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya
[2]Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

Accepted: May 27, 2019

ABSTRACT

E-procurement is one of the emerging trends in procurement and uses computer technologies and the internet to conduct procurement operations. This study aimed at examining the contribution of organization factors in Kakamega County. Data was collected in Kakamega County. The study adopted a descriptive research design. The sample frame was purposively selected to constitute 115 employees working in procurement, finance / accounts, Stores/Supplies and ICT departments of Kakamega County. Eighty nine respondents were sampled using simple random sampling. Data was collected by use of structured and semi structured questionnaires which were then checked for comprehensibility and completeness. The data was then analyzed using the statistical package for social sciences (SPSS) version 24 software. Both descriptive as well as inferential analysis (correlation analysis) was used to determine the level of relationship between the variables and relevant conclusions and recommendations were drawn from the findings on influence of managerial commitment on e-procurement adoption in Kakamega County. Multiple linear regression results using unstandardized B coefficients revealed that there exists a positive and significant influence of managerial commitment on e-procurement adoption in Kakamega County. The study therefore concluded that managerial commitment influence E-procurement adoption in Kakamega County. The recommendation of the study was that, top management support among the county government should therefore set goals, strategies and baselines that are necessary for the adoption of the E-procurement.

Key Words: *Managerial Commitment, E-Procurement, Kakamega County*

CITATION: Odero, M. A., & Ndolo, J. (2019). Influence of managerial commitment on e-procurement adoption in Kakamega County. *The Strategic Journal of Business & Change Management,* 6 (2), 2161 – 2175.

INTRODUCTION

Roma and McCue, (2012) defined e-procurement as the use of information technology to develop a procurement process that is responsive to changes in the environment. According to Bhaukaurally and Ramesh (2017)for organization or firms, e-procurement means the integration of technological tools into purchasing activities taking place within supply chains while performing their operations. In other words procurement is adopted by literally all industries and all kinds of organizations e-procurement is a deriving benefit attained from technological enhancements rather than using traditional paper based method in procurement operations.

According to Hunja (2014) e-procurement is associated with increased efficiency, lower transactional costs, reduced corruption and enhanced control and monitoring of public procurement process. The supply management function of any organization is responsible for various aspects of procurement. Procurement is the act of obtaining or buying goods or services. This includes the preparation and processing of demands as well as the end receipt and approval of payment. The process of procurement is often part of a company's main strategy because the ability to purchase certain materials will determine if operations will continue argues (Doolan, 2014). Musau (2015) argues that with the advancement in IT, internet powered by communication technologies has made online business transactions a preferred mode of doing business.

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. Tanzania 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 as cited by (Sijaona, 2010).

Adoption of E-procurement technology in an organization enables a firm to organize interactions with its most crucial suppliers. Monitoring tools help to control costs, proper and open communication with potential suppliers during a business processes-procurement helps with decision making process by keeping relevant information neatly organized and it also helps managers to confirm pricing to ensure each new price quote is competitive than the last according to Epiq Technologies (2010).

Part of the developments in the government procurement system has been the adoption of the Integrated Financial Management Information System (IFMIS) since the year 2005 as its sole accounting and resource management system. The government uses IFMIS for several initiatives including Electronic Payment System, e-Government Receipt Accounting System, State Public Procurement Portal, Integrated Human Resource Management system among others.

Despite the great benefits of e-procurement technologies, its implementation is still at early stages as assessed by (Aboelmaged, 2010). According to Hasan and Abidin, (2011) the emerging trend of reliance on electronic support services is as a result of global economic downturn. The concept of e-procurement is adopted by literally all industries and all kinds of organizations. According to Mauti (2013) Kenya has adopted e-procurement with e-procurement practices which include online advertisement of tenders, receiving online submission of proposals for the tenders, and short listing suppliers online among others.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Public procurement is considered to be very instrumental in the development of the Kenyan economy. Its importance has been noted since the year 2004 and 2014,where it accounted for 9% and 11% of the GDP, respectively argues (Kamotho, 2014: Malela, 2010; PPOA, 2007).

Originally, the procurement system was anchored on the supplies manual of 1978. The first review of the procurement system was undertaken in 1999 and issues identified included lack of uniform procurement system and standard procurement policy, sanctions or penalties for persons who breached the regulations in the supplies manual, no strict rules and also lack of transparency and accountability in the procurement process which contributed to huge losses of public funds argues (Mambo, 2015 and Malela, 2010).

Statement of the Problem

There are 47 counties in Kenya created by Constitution of Kenya 2010 (CoK 2010). Concern is raised regarding the capacity for counties to manage the functions against the funds they are receiving. This necessitated enactment of the Public Procurement and Disposal Regulation (County Government edition) in August 2013 to govern the management of public fund under the new dispensation i.e. in county Governments. Article 227(1) of the Constitution requires that state organs must procure in accordance with a system that is fair, equitable, transparent, competitive and cost-effective argues (Jidda &Bwisa 2015).

According to Rehan and Omwenga (2017) e-procurement is an automated solution that eliminates manual processes which has traditionally characterized repeat purchasing. E-Procurement will have a positive impact on business functions and processes. For instance, buyers have a growing amount of information available on the web to identify suppliers and the whole process can be much simpler and with fewer errors. Despite the great benefits of e-procurement technologies, its adoption is still at early stages as indicated by (Aboelmaged,2010).

The Kenya procurement system had proved to be long, cumbersome and time consuming. This procurement system had several deficiencies that contributed to huge losses in public funds as argued by Mose (2012). It has also proved to be costly for buyer and supplier and organizations, procurement has been regarded as a perpetrator of corruption, and hence the government in collaboration with other stakeholders decided to introduce e-procurement.

Muller & Muller (2010) have identified that organizations spend at least 1/3 of their overall budget on procurement of goods and services. However, the importance of reducing procurement costs through an efficient supply chain should be vital for any senior manager. E-procurement is one of the components that can assist management in streamlining the operations resulting in an efficient supply chain process. According to the government strategy paper 2004, e-procurement was one of the medium term objectives which were to be implemented by June 2007, but the process has dragged a lot. The manual processes are costly, slow, and inefficient and data storage and retrieval is poor as revealed by (Akinyi, 2010).

Despite the numerous benefits of e-procurement public, procurement entities continue to face challenges. Procurement is perceived as prone to corruption, occasioning waste and affecting quality of service and life improving opportunities. However adoption of e-procurement itself may have been a challenge. Despite Government efforts to improve the procurement system, it is still marred by shoddy works, poor quality goods and services leading to high operation costs, uncoordinated business activities, policy goals are unachievable, failure to attract and retain professionals according to (Oketch & Moronge, 2016).

Studies indicate that e-procurement adoption is very slow; and that more than 50% of the public procurement processes are still being carried out manually in Kenya (Miheso, 2013; Makau, 2014).Existing literature reveals that a number of organizations in Kenya have successfully adopted the use of e-procurement technology such as the Nation Media Group which through their digital platform commonly known as N-Soko has enabled their clients to purchase products online as indicated by(Gitahi ,2011).

According to Mauti (2013) Kenya has adopted e-procurement with the following e-procurement practices online advertisement of tenders, receiving online submission of proposals for the tenders, and short listing suppliers online among others. Adoption of e-Procurement in and Kakamega County is slowly being implemented with the introduction of IFMIS by the National Government. ICT departments have been put in place and qualified staff trained to help in the adoption of e-procurement. This research made an in-depth analysis of the Influence of managerial commitment on e-Procurement adoption on public organizations.

Objectives of the Study

The objective of the study was to assess the influence of managerial commitment on E-procurement adoption in Kakamega County.

Research Hypotheses

$H_0$1 There exists no significant influence of managerial commitment on the adoption of E-procurement in Kakamega County.

LITERATURE REVIEW

Theoretical Review

Human Capital Theory

The theory of human capital was proposed by Schultz and developed by the Nobel prize-winning economist Gary S. Becker in his seminal work on Human capital theory advocates that education or training imparts useful knowledge and skills to workers which in turn increase their productivity and income as discussed by (Croom & Brandon-Jones, 2004).

McCracken, Mclvor, Treacy and Wall (2012) argues that recruiting and retaining the best employees becomes a key goal of HC management. However, the organization also has to leverage the skills and capabilities of employees by encouraging individual and organizational learning as well as providing a supportive environment where knowledge can be created, shared and applied and as such improved performance at the individual level.

Davila, Gupta and Palmer (2003) have pointed out that economists and other social scientists have overestimated the payoffs from advanced educationand ignored complimentary inputs such as, training, contract terms, and management practices which must exist for education to improve productivity.

Farzin and Nezhad (2010) also posits that education may simply be a market signal of the potential productivity of a worker since there is hardly any other way for organizations to determine the productive attributes of a worker. Notwithstanding these criticisms, Becker's human capital theory has been resilient and still remains the principal theoretical construct that is used for understanding human capital investment, both from the individual perspective and the firm as indicated by (Eadie,Perera & Heaney, 2011).

According to these studies, e-procurement enables companies to decentralize operational procurement processes and centralizes strategic procurement processes as a result of the higher supply chain transparency provided by e-procurement systems. Prior to e-procurement, strategic procurement often had to deal with administrative routine work as well, as individual transactions, converting purchase requests into purchase orders or ensuring the correct

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

allocation of invoices received as posited by(Kaufmann, 2009).

Despite the potentials promised by the vendors of such systems, e-procurement got off to a slow start. Although the adoption of e-procurement has rapidly increased in recent years, companies face different challenges associated with the advent and use of e-procurement. Organizational factors also have a major influence on the deployment of e-procurement as assessed by (Croom & Brandon-Jones, 2007).

An individual's human capital consists of his/her productive skills and technical knowledge and any other skills that might be useful to the firm i.e., the full set of characteristics that may enhance his or her salary. Thus, a worker's or manager's compensation can be viewed as return to investment in human capitals as assessed by (Shrader & Siegel, 2017).

HC also complements a firm's structural and innovation capital, creating new and unique knowledge (Mahoney& Kor, 2015).The inherent problem with HC, however, is that, unlike organizational capital that the firm owns that is, patents, databases, and so on. HC can simply walk out the door and never return as posited by (Coff & Raffie, 2015).

It can also be argued that recruiting and retaining the best employees becomes a key goal of HC management. However, the organization also has to leverage the skills and capabilities of employees by encouraging individual and organizational learning as written ((McCracken, McIvor, Treacy & Wall, 2017).

In addition, human capital is in part created in situ by means of education, training, on-the-job learning and broad processes of socialization. Human capital may also be created through interactions between appropriately matched or complementary individuals. Human capital of an organization affects its entire performance in the form of improved productivity and profitability as argued by (Storper & Scott, 2009).

Empirical Review

Managerial Commitment on E-procurement Adoption

Management is very vital and key in the running of the counties. Organizational factors also have a major influence on the deployment of e-procurement as discussed by (Croomb& Brandon-Jones, 2007). Organizational readiness is an important driver for increasing internal process improvement, enhancing learning and innovation including the knowledge of procurement personnel, their computer skills and resources. Management support is a key influence on new electronic service adoption according to (Archer & Yuan, 2010). Management support is another key influence on new electronic service adoption as argued by (Archer & Yuan, 2010).

Thiga and Kamau (2016) while quoting Mauti (2013) argued that Kenya has adopted e-procurement practices such as advertisement of tenders, submission of proposals and short listing of suppliers, all these are done online including many others. The critical success factors noted included employees and management commitment, reliability of information technology and supplier performance, e-procurement system which conforms to user acceptance of e-procurement and top management support. Training is the best support to enable personnel to use the e-procurement more efficiently.

Budgetary allocation is defined as the availability of the needed budgets for adoption of e-procurement as posited by (Iacovou & Oliveira, 1995). Indeed, economic costs, lack of technical knowledge and organization policy are perceived as three of the most important factors that hinder Information System (IS) growth in many organizations as ascertained by (Cragg & King, 1993). It can also be argued that recruiting and retaining the best employees becomes a key goal of HC management. However, the organization also has to leverage the skills and capabilities of employees by encouraging individual

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

and organizational learning as written ((McCracken, McIvor, Treacy & Wall, 2017).

It can also be argued that recruiting and retaining the best employees becomes a key goal of HC management. However, the organization also has to leverage the skills and capabilities of employees by encouraging individual and organizational learning as written ((McCracken, McIvor, Treacy & Wall, 2017).

It can also be argued that recruiting and retaining the best employees becomes a key goal of HC management. However, the organization also has to leverage the skills and capabilities of employees by encouraging individual and organizational learning as written ((McCracken, McIvor, Treacy & Wall, 2017).

Asare and Prempeti (2017) indicates that E-procurement initiatives are driven by top management, however managers patronizing attitude towards employees may deter them from being innovative or adopt to a change idea such as shifting from manual procurement to e-procurement that could be beneficial to the whole organization.

Like any other technological change, e procurement brings change in an organization that requires organizational managers to adopt change management strategies towards making the transformation process success indicated by (procurement Action Plan, 2005). One way in which managers in organizations can reveal commitment to change is to have change management team structures that identifies who was doing the change management work as assessed by (Yildirim & Soner, 2000).

Most major e- procurement initiatives are driven by top management. The Chief Executive Officers (CEO) should be directly involved in the early stages of the process. Managerial commitment towards e procurement adoption has also been discussed by scholars concerning the style of leadership adopted by many managers. According to Kippis (2007), almost all managers in the African Continent, emphasizes on bureaucratic practices with total reliance on rules and regulations that workers obey without questioning or offering constructive criticism. Managers patronizing attitude towards employees may hinder them from being innovative or adoptive to a change idea such as shifting from manual procurement to e-procurement that could be of benefit to the organizations according to Ndongko (2005).

Adoption of e procurement which is at times associated with change might require managers to commit themselves in realizing the importance of their employees in making the adoption a success. A study by Howell (2005) on Liberian workers and that by Greenhouse (2007) indicate that human needs are universal, for workers to be motivated in adopting new ideas in an organization, it is important that organizational managers show commitment to motivate the employees and improve quality of work life. This will ease implementation of new technologies such as e procurement within the working fraternity hierarchical relationships.

In Kenya, the processes of procurement are controlled by Public Procurement Oversight Authority of 2006. The PPOA is mandated with the responsibility of ensuring that procurement procedures established under the Act are complied with, which include, monitoring the procurement system and reporting on its overall functioning, initiating public procurement policy, assisting in the implementation and operation of the public procurement system by preparing and distributing manuals and standard tender documents, providing advice and assistance to procuring entities and develop, promote and support training and professional development of staff involved in procurement contends (Andersen,2004).

E-Procurement Adoption

According to Eassid and Amann (2013) e-procurement systems represent a major e-business innovation that is used within supply chains. One of the unexpected demand of adopting an e procurement strategy is the requirement for new management techniques and specialized skills among the organization's management team as argued by(Thomas & Harden, 2008).The regulations for public procurement are contained in the Public Procurement and Disposal Act 2005, the Act ensures that public organization maximize economy and efficiency, promote competition and ensure that competitors are treated fairly, promote integrity and fairness, increase transparency and accountability, increase public confidence in those procedures and facilitate promotion of local industry and economic development. An Assessment of public procurement in Kenya by PPOA (2007) showed that there was low stakeholder awareness of web-based procurement information system. Although the PPOA is well aware of the benefits of digitalization of the procurement system, the implementation level of e procurement in public procuring entities is still low.

However Mauti (2013) argues that Kenya has adopted e-procurement with practices such as online advertisement of tenders, receiving online submission of proposals, short listing of suppliers online and many others which are advantageous to the organization.

The public procurement and disposal Act (2005) has indicated guidelines under which public procuring entities should undertake their tendering process, undertake disposal of public property and the whole procurement process. However, little evidence exists about long organization management skills to manage their activities for example, distribution chain and value addition in a company as argued by Beth, Chewning, Gillen and Siefken (2003). This technology is based on databases, which are easily reached on real time foundations. ERP systems perfectly provide the procurement management and the management itself with the opportunity to produce steadfast, consistent, and timely information necessary for attainment of organizational goals.

Veit, Parasie and Huntgeburth (2011) while quoting Moon (2005) shows that the size of the government, procurement professionalism, central procurement unit empowerment and managerial innovation orientation are the most important determinants of E-Procurement adoption among governments. Similarly he argues that e-procurement adoption is more likely to be embraced by a larger state government because it has more resources.

According to Williams (2003) the current legal framework in public procurement provides for a fully decentralized procurement process, leaving the full responsibility of undertaking procurements to the tender committee and procurement unit at the level of the individual entity. This decentralization of decision making authority represents a milestone in adoption of e procurement. These studies indicate that government agencies have experienced benefits ranging from procurement related data quality improvements to efficiency gains.

World Bank (2013) assessed that the cost of purchasing e-procurement software can be enormous and therefore very costly for smaller organizations. Consideration should not only be about the price of the software alone but also other costs associated with the system and its implementation too. The additional costs encompass the following, networking infrastructure, information technology, hardware and software, design of application, development and implementation, training and ample time required for employees to learn and maintenance of equipment.

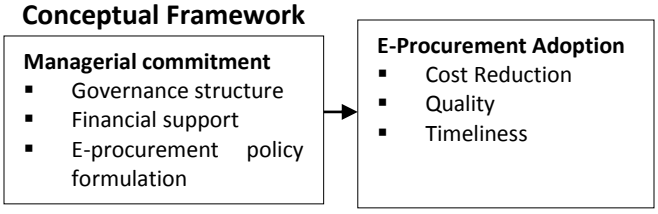
A study by Bilali and Bwisa (2015) on factors influencing the adoption of e-procurement: a case of Garissa County government examined that e-

procurement is becoming more popular because of the sensitivity of jobs that it can accomplish. In any organization, procurement is the hot spot for corruption and inefficiencies. Its ability in improving efficiency and transparency is making it popular but also a system that the governments want to embrace in line with their procurement policies.

Oketch and Moronge (2016) while quoting Knudsen (2003) argued that procurement is an internal service provided by a dedicated team of professionals. It operates at the interface between the organizations, the external provider, marketplace and the organizations' operational processes. This means that the procurement processes and information needs to be available to all actors in the supply chain to optimize the benefits of e procurement. In addition, the applications which form the e-procurement landscape are designed to automate the buying cycle, optimize spend, improve process and workflow, support bidding and tendering and facilitate more effective search for products and services via the internet. Technologies aim at promoting closer collaboration and integration within the supply chain.

Oketch and Moronge (2016) citing (Odhiambo & Kamau, 2003), wasteful usage of government supplies, including fleets, and inadequate maintenance of equipment, Poor implementation of donor-funded projects due to procurement related inefficiencies; and Lack of procurement planning and absence of procurement records, including data and statistics.

Conceptual Framework



Independent Variable **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author (2019)

METHODOLOGY

This study was a cross-sectional study design using both quantitative and qualitative approaches. The reason being that it obtains information concerning the current status of the phenomenon with respect to the variables in this situation. Both quantitative and qualitative approaches were used because qualitative approaches are concerned with subjective assessment of attitudes, opinions and behavior as assessed by (Kipkorir, 2015). The target population of this study was 115 employees working in the procurement, finance/Accounts, ICT and Stores/Supplies department in Kakamega County. In order to get a representative sample the study included all employees who are directly linked in procurement in various departments to identify key information. The researcher used questionnaires as the primary data collection method. The data to be collected in the study was guided by research questions. Both descriptive statistics and inferential statistics were used to analyze data. The descriptive statistics in the study were mainly percentage mean and standard deviation. Inferential statistics on other hand measured or showed the relationship between or among variables. Inferential statistics included regression and Pearson correlation.

FINDINGS

Descriptive Statistics

Descriptive statistics in this study were summaries of responses based on the study variables. Descriptive statistics thus showed the outcomes of responses to each of the statements on the study variables using Likert scale with values ranging from 1 to 5; that is; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree and 5 = strongly agree. The results were presented in the table form showing percentage of responses as per each statement and its corresponding counts in brackets.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Managerial Commitment

This assessed the objective of the study; that was, to assess the influence of Managerial commitment on E-procurement Adoption. Respondents were asked to respond to six statements. The results were presented in the Table 1.

Table 1: Descriptive Statistics; Program Administration

Statement	1	2	3	4	5	Mean	Std.Dev
County governance structure has led to cost reductions in the adoption of e-procurement	3.6(3)	16.7(14)	17.9(15)	34.5(29)	27.4(23)	3.65	1.15
County government has provided financial support that has enabled the adoption of e-procurement	0(0)	7.1(6)	29.8(25)	45.2(38)	17.9(15)	3.78	.83
E-procurement policy formulation has led to timeliness in the supply of goods and services	2.4(2)	4.8(4)	32.1(27)	48.8(41)	11.9(10)	3.61	.81
Managerial commitment has led to the adoption of e-procurement in the county	4.8(4)	9.5(8)	23.8(20)	40.5(34)	21.4(18)	3.63	1.07
Managerial commitment has led to cost reductions in the adoption of e-procurement	2.4(2)	14.3(12)	36.9(31)	34.5(29)	11.9(10)	3.33	.95
The governance structure in the county has affected positively the adoption of e-procurement	3.6(3)	10.7(9)	25(21)	44(37)	16.7(14)	3.55	1.00
Grand Mean						**3.609**	

From Table 1, 34.5% and 27.4% agreed and strongly agree respectively that County governance structure had led to cost reductions in the adoption of e-procurement. A mean of 3.655 implied that County governance structure to some extent led to cost reductions in the adoption of e-procurement. The results also revealed that 45.2% and 17.9% of the sampled respondents agreed and strongly agreed respectively that county government had provided financial support that has enabled the adoption of e-procurement. The mean of 3.73 implied that county government has provided financial support that had enabled the adoption of e-procurement. In regard to E-procurement policy formulation had led to timeliness in the supply of goods and services, 48.8% of the respondents agreed while 11.9% of them strongly agreed with a mean of 3.61.

The results further revealed that 40.5% and 21.4% of the respondents agreed and strongly agreed respectively that managerial commitment had led to the adoption of e-procurement in the county. A mean of 3.63 implied that managerial commitment to a good extent has led to the adoption of e-procurement in the county. The results further revealed that 34.5% and 11.9% of the respondents agreed and strongly agreed that managerial commitment had led to cost reductions in the adoption of e-procurement. A mean of 3.33 implied that there was moderate extent of managerial commitment leading to cost reductions in the adoption of e-procurement. Lastly, 44% and 16.7% of the respondents agreed and strongly agreed that the governance structure in the county had affected positively the adoption of e-procurement. A mean of 3.55 implied that to a good extent, governance structure in the county has affected positively the adoption of e-procurement.

This was consistent with Mohammadi (2013) whose findings revealed that many entities are dependent on the commitment and motivation of the top level

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

managers in influencing junior officers towards a certain course. Furthermore, Teo et al. (2008) note that if the managers at the top level fail to support this implementation process, it becomes a failure.

Adoption of E-procurement

The study also determined the adoption of E-procurement in Kakamega County. This was achieved through nine statements that were subjected to respondents so as to indicate their level of agreement. The results were shown in Table 2.

Table 2: Adoption of E-procurement

Statement	1	2	3	4	5	Mean	Std.Dev
Managerial commitment has led to reduction of operation costs in adoption of e-procurement	3.6(3)	6(5)	15.5(13)	39.3(33)	35.7(30)	3.98	1.04
Managerial commitment has led to reduction of lead time	0()	14.3(12)	27.4(23)	42.9(36)	15.5(13)	3.60	0.92
Managerial commitment has positively led to adoption of e-procurement	2.4(2)	6(5)	22.6(19)	48.8(41)	20.2(17)	3.79	0.92
Grand Mean						**3.79**	

From Table 2, 39.3% of the sampled respondents agreed and strongly agreed (35.7%) that Managerial commitment led to reduction of operation costs in adoption of e-procurement. From a mean of 3.98, it implied that Managerial commitment has led to reduction of operation costs in adoption of e-procurement. Secondly, 42.9% and 15.5% agreed and strongly agreed respectively that managerial commitment led to reduction of lead time. A mean of 3.79 indicated to some extent, managerial commitment positively led to adoption of e-procurement. Thirdly, 48.8% of the respondents agreed that managerial commitment positively led to adoption of e-procurement and additional 20.2% strongly agreed on the same. A mean of 3.79 suggested that managerial commitment has positively led to adoption of e-procurement.

Inferential Analysis

Influence of Managerial Commitment on Adoption of E-procurement

To find the influence of managerial commitment on adoption of e-procurement, managerial commitment was regressed against e-procurement and the results are as shown in Table 3.

Table 3: Influence of Managerial Commitment on Adoption of E-procurement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615[a]	.379	.371	.51685

a. Predictors: (Constant), Managerial Commitment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.355	1	13.355	49.992	.000[b]
	Residual	21.905	82	.267		
	Total	35.260	83			

a. Dependent Variable: Adoption of E-Procurement

b. Predictors: (Constant), Managerial Commitment

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

	B	Std. Error	Beta		
(Constant)	1.202	.368		3.268	.002
Managerial Commitment	.709	.100	.615	7.071	.000
a. Dependent Variable: Adoption of E-Procurement					

The above model summary in Table 3 showed that R squared was 0.379 which implied that 37.9% of variation in e-procurement adoption in County Government of Kakamega was explained by managerial commitment while other factors not in the model accounts for 62.1% variation in E-procurement adoption. This contribution was significant as indicated by F-Statistics of F (1,83)=49.992, P=0.000 implying that managerial commitment is significant predicator of e-procurement adoption. Further coefficient analysis revealed that there exists a positive and significant influence of managerial commitment on E-procurement adoption (B= 0.709, P=0.000).The results therefore implied that a single improvement in managerial commitment would lead to 0.709 unit improvement in E-procurement adoption. Therefore, the linear regression equation model was;

$Y = 1.202 + 0.709X_1$

Where:

Y = E-procurement adoption

X_1 = Managerial Commitment

Testing Null Hypotheses

The hypotheses testing were based on regression coefficient results for multiple linear regression analysis. This was arrived by using significance level of unstandardized B coefficient. The significance level was set at P<0.05; therefore, B coefficient which had significance level less than 0.05 was considered significant and therefore, the null hypothesis was rejected.

H_{01}: Managerial commitment has no significant influence on the adoption of E-procurement.

H_{A1}: Managerial commitment has significant influence on the adoption of E-procurement.

B Coefficient results: (B_1 = 0.376; p=0.002< 0.05)

Verdict: The null hypothesis **H_{01}** was rejected.

Results interpretation: H_{A1}: Managerial commitment has significant influence on the adoption of E-procurement.

SUMMARY

The objective of the study was to assess the influence of Managerial commitment on E-procurement Adoption. The study sought to test the first null hypothesis which was Managerial commitment has no significant influence on the adoption of E-procurement. The descriptive results indicated that managerial commitment had an overall mean of 3.609 which when rounded to nearest whole number is 4 (agree). This implied that respondents agreed on latent variable managerial commitment that was measured using six observable variables. The respondents agreed that county governance structure has led to cost reductions in the adoption of e-procurement as indicated by a mean 3.65 and county government has provided financial support that has enabled the adoption of e-procurement as indicated by a mean of 3.78. However, the six standard deviations ranged from 0.81 to 1.15 implying that some of the managerial commitment was not identified by the respondents. For example, more than 15% of the respondents were in disagreement on managerial commitment has led to cost reductions in the adoption of e-procurement (16.7%) and county governance structure has led to cost reductions in the adoption of e-procurement (20.3%).

Simple linear regression analysis revealed an R squared (R^2) = 0.379, P=0.000 implying that 37.9% of variation in the e-procurement adoption in Kakamega County is significantly explained by managerial commitment. Therefore, managerial commitment is

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

significant predictor of e-procurement adoption. Multiple linear regression results using unstandardized B coefficients revealed that there exists a positive and significant influence of managerial commitment on e-procurement adoption in Kakamega County(B=.376, p=.002). This implied that controlling the influence of other variables in the model, a unit increase in managerial commitment would result to significant increase in the adoption of e-procurement by 0.376 units. Therefore, the first null hypothesis was rejected as managerial commitment has significant influence on e-procurement adoption in Kakamega County.

CONCLUSIONS

The findings indicated that managerial commitment has significant influence on e-procurement adoption in Kakamega County as shown by B coefficient and Significance level obtained from multiple linear regressions. Therefore, the study concluded that managerial commitment influences Kakamega County e-procurement adoption. Managerial commitment plays significant contribution to the adoption of e-procurement. Managerial commitments provide effective governance structure that ensures cost reduction. The managers also involved in the formulation of policies that set framework for e-procurement adoption. The managers also can enhance adoption of e-procurement by committing resources such as finance, human resources, technology and time to ensure the county governments are able to adopt e-procurement.

RECOMMENDATIONS

From the findings, if E-procurement adoption does not have the full commitment from the management, there is every reason for that system to fail. Therefore, top management support among the county government should therefore set goals, strategies and baselines that are necessary for the adoption of the E-procurement. The strategies should be in line with the organization objectives. The goals will enable the organizations measure how much they will achieve as far as e-procurement system adoption process is concerned.

Areas for Further Research

The Study was limited to County Government of Kakamega and therefore, it was recommended that a related Study should be undertaken in other public organizations/institutions. Such Studies should involve sample sizes larger than a hundred (100) respondents which this study used to increase result reliability for further generalization. Other studies can also be conducted to determine the influence of factors that are not within the control of an organization for instance the influence of suppliers, government and other stakeholders.

REFERENCES

Alsaeed, A. A. (2005). Dynamic stability evaluation of an automotive turbocharger rotor-bearing system (Doctoral dissertation, Virginia Tech).

Anttiroiko, A. V. (Ed.). (2008). *Electronic Government: Concepts, Methodologies, Tools, and Applications: Concepts, Methodologies, Tools, and Applications* (Vol. 3). IGI Global.

Arbin, K., & Hultman, J. (2008). Reversed electronic auctions B2B successful for which products. In *Proceedings of the 12th International Annual IPSERA Conference, Budapest,* pp. 405-414.

Asare,N,E.,&Prempeh,B,K.,(2017).An Empirical Assessment of Factors that Influence The Implementation of E-Procurement in Technical Universities in Ghana. *Journal of LogisticsManagement*,6(2),52-60.

Bilali,J,.& Bwisa,H.,(2015).Factors Influencing The Adoption of E-Procurement:A Case of Garissa County Government. *Strategic Journals*,2(35),662-682.

Chirchir,E.K,Ngeno,V, &Chepkwony,J.(2015).Relationship between e-procurement adoption and supply chain management practices in tea firms.*Internationa Journal of Managerial Studies andResearch (IJMSR*),3 (11),25-36.

Compeau, D.R., Meister, D.B., Higgins, C.A. (2007). From Prediction to Explanation: Reconceptualizing and Extending the Perceived Characteristics of Innovating. *Journal of theAssociation for Information Systems* 8,409-439.

Croom,S., & Brandon,A.,(2005)Key Issues in e-Procurement Implementation in the Public Sector.*Journal of Public Procurement*,5(3),367-387.

Crowston,K.,&Kim,Y.,(2013).Technology Adoption and Use Theory Review for Studying Scientists, Continued Use of Cyber-Infrastructure ASIST 2011,October 9-13,2011,New Orleans,LA,USA.

Dai, Q., & Kauffman, R. J. (2008). Business models for Internet-based e-procurement systems and B2B electronic markets: an exploratory assessment. *Proceedings of the 34th Annual Hawaii International Conference,* pp. 10-20.

Hardy, C. A., & Williams, S. P. (2011). Assembling e-government research designs: A trans-disciplinary view and interactive approach. *Public Administration Review*, *71*(3), 405-413.

Huntgeburth,C.,J,Parasie,N,P,&Veit,J,D.,(2011).E-procurement Adoption at the Municipal Level: Influence of Organizational, Technological and Environmental Factors Conference Paper.

Keana. P. (2015). Automated procurement systems and performance of supermarkets in Nairobi.*Unpublished MBA project. University of Nairobi*. Nairobi.

Khan, M. Z., & Iqbal, M. (2016). Participative Management in Modern Organizations: A critical review. *Sarhad Journal of Management Sciences*, *2*(01), 27-32.

Kumar,A,P.,&Agrahari,A.,(2007).E-Procurement in Emerging Economies: Theory and Cases.Idea Group Inc.India,367-387

Louis, K.,& Ishmael,S,N.,(2017).Effects of ICT Adoption on Procurement performance in Government Ministries in Rwanda: Case of Ministry of Health. *The International Journal of Business &Management*(ISSN 2321-8916).

Maina,P,M.,Korir,S.,&Afande,O.(2015)Constraints to Effective Implementation of e-Procurement in the Public Sector: A Survey of Selected Government Ministries in Kenya,3(4)

Makau, P. M. (2015). Effects of Buyer-Supplier Relationship on Procurement Performance of Selected Supermarkets, KISII, Kenya. *The International Journal of Business &Management*, *3*(5), 338.

Mbeche, W. N., Ngari, J. M., & Richu, S. (2014). Employees' Level of E-Procurement Skills as a Challenge Facing the Implementations of Electronic Procurement System at Nakuru Water & Sanitation Services Ltd. *International Journal of Science and Research*, *3*(4), 2319-7064.

McCracken,M.,Mclvor,R.,Treacy,R, &Wall,T. (2017)Human capital theory:Assessing the evidence for the value and importance of people to organizational success.CIPD Report.

Mohammadi. M. (2016). *Challenges To Implementation Of Electronic Procurement In The Construction Sector* (Doctoral dissertation, KCA University).

Moon,M,J.,(2005).E-Procurement Management in State Governments: Diffusion of E-procurement Practices and its Determinants*. Journal of Public Procurement*,5,54-72

Mose, W. N. (2013). *Impact Of Electronic Procurement On The Operations Of Kenya Commercial Bank* (Doctoral dissertation, University of Nairobi).

Mose,P,N.,(2012)An Assessment of The Extent of Compliance with Public Procurement and Disposal Act 2005 In Level 5 Hospitals in Kenya: A Study of Kisii Level 5 Hospital.. Unpublished MBA Report Egerton University, Kenya.

Muchelule,C,S,.&Shalle,I,N.,(2017).Determinants of E-Procurement Adoption In The Kenyan Public Sector: A Case of Kakamega County. *Strategic Journals,4,2(57),1009-1025.*

Nawil,M,N,.Roslan,M.,Salleh,A,N.,Zulhumadi,F.,&Harun,N,A.,(2016*).*The Benefits and Challenges of E-*procurement Implementation:A Case Study of Malaysian Company. International Journal of Economics and Financial Issues,6(S7),329-332.*

Nazaril,F.,Khosravi,F.,&Babalhavaeji,F.(2013).Applying Rogers'Diffusion of Innovation theory to the acceptance of online databases at University Zone of Iran. *Malaysian Journal of Library &Information Science*,18 (3),25-38.Wahid,F.(2010).

Nicoletti, B. (2018). The future: procurement 4.0. In *Agile Procurement* (pp. 189-230). Palgrave Macmillan, Cham.

Nyamete, L. K., & Namusonge, G. S. (2018). Enablers of E-Procurement Implementation In Procuring Entities In Kenya*International Academic Journal of Human Resource and Business Administration*, *3*(2), 48-78.

Oketch,D,.&Moronge,M.,(2016).Determinants of E-Procurement Implementation in Kenyan Public Sector: A Case of Kakamega County. *Strategic Journals*,3,4(8),144-161.

Ongola, A. A. (2017). *Factors Affecting Effective Implementation Of E-procurement In Supermarkets' Supply Chain Management In Nairobi And Its Environs, Kenya* (Doctoral dissertation, KCA University).

Oropesa G., González, M. E., Mueller, J., & Mueller, R. (2016). Impact of e-procurement on procurement practices and performance. *Benchmarking: An InternationalJournal*, *17*(4), 516-538.

Osir,O,E.(2016).Role of e-Procurement Adoption on Procurement Performance in State Corporations in Kenya: A Case of Kenya Utalii College.*International Academic Journal of Procurement &SupplyChain Management*,2(1),66-100.

Rahim,M,.&Iihan,N., (2013).Understanding E-Procurement Systems Benefits: A Theoretical Model with Initial Findings from an Australian Local Council 24th Australian Conference on Information Systems Benefits 4-6 Dec 2013, Melbourne.

Robinson, L. E., Rudisill, M. E., & Goodway, J. D. (2009). Instructional climates in preschool children who are at-risk. Part II: Perceived physical competence. *Research quarterly for exercise and sport*, *80*(3), 543-551.

Rotich, G.K.& Okello. B. (2015). Analysis of use of e-procurement on performance of the procurement functions of County Governments in Kenya. *International Journal of Economics, Commerce and Management United Kingdom. 3*(6),1381-1398.

Rotich. M. (2015). Dynamic Procurement Practices and Supply Chain Performance of Supermarkets in Nairobi, Kenya.*Unpublished MBA project. University of Nairobi*. Nairobi.

Storper,M,&Scott,J,A.(2009)Rethinking Human Capital, Creativity and Urban Growth. *Journal ofEconomic Geography*,9,147-167.

Teo, T. S., Srivastava, S. C., & Jiang, L. (2008). Trust and electronic government success: An empirical study. *Journal of management information systems*, *25*(3), 99-132.

Thiga,K,H.,Makau,G.,& Cheii,D. (2016)Determinants of Successful Implementation of e-Procurement in Public Institutions in Kenya. *International Journal of Economics,Commerce andManagement*,4(4),1125.

Tran, Q., Zhang, C., Sun, H., & Huang, D. (2014). Initial adoption versus institutionalization of e-procurement in construction firms: An empirical investigation in Vietnam. *Journal of Global Information Technology Management*, *17*(2), 91-116.

Turban, E., King, D., Lee, J. K., Liang, T. P., & Turban, D. C. (2015). *Electronic commerce: A managerial and social networks perspective*. Springer.