

Internal Organizational Factors and E-Procurement Adoption in Benue State Public Sector

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Article History	Abstract
Original Research Article	<i>The study examined the effect of internal organizational factors on e-procurement adoption in the Benue State public sector. Specifically, it investigated the influence of organizational culture and top management support on the adoption of e-procurement practices. The study employed descriptive research design and relied on secondary sources of data. Information was gathered from both published and unpublished materials related to internal organizational factors and e-procurement adoption within the public sector. Data sources included academic journals, textbooks, conference proceedings, government publications, newspapers, magazines, official reports, and online materials. The findings revealed that organizational culture and top management support were considered significant factors in affecting e-procurement adoption in the Benue State public sector. However, the study generally established that internal organizational factors have a significant effect on the adoption of e-procurement in the Benue State public sector, Nigeria. Based on these findings, the study recommended that the Benue State Government should promote an organizational culture that supports innovation, continuous improvement, and technological advancement. Furthermore, employees should be encouraged and motivated to perceive e-procurement as a means of enhancing operational efficiency rather than as a threat to existing work practices.</i> Keywords: Internal Organizational Factors, Organizational Culture, Top Management Support and e-Procurement Adoption.
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Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited. Citation: Malu, W. C. (2026). Internal organizational factors and e-procurement adoption in Benue State public sector. UKR Journal of Economics, Business and Management, 2(7), 210-224.	

1.1 Introduction

The implementation of electronic procurement (e-procurement) has emerged as a key component of public sector reforms around the world. E-procurement is the adoption of internet-based technology and digital platforms to facilitate procurement operations such as request, tendering, selection of suppliers, contract administration and payment processing. E-procurement is increasingly adopted by governments and organisations to improve transparency, accountability, efficiency, cost reduction and service delivery in procurement activities. However, successful implementation of e-procurement depends on a number of internal organisational elements such as management support, staff skills, organisational culture, technology preparedness, financial resources, and organisational structure (John, 2024).

Nevertheless, governments around the world have continued to invest in e-procurement technologies to

increase procurement efficiency and eliminate corruption in public spending. The World Bank (2023) says that e-procurement promotes transparency, competitiveness and value for money by automating procurement procedures and reducing human involvement. Likewise, the Organisation for Economic Co-operation and Development (2023) revealed that nations with strong institutional backing and technology capability have made great strides in deploying e-procurement systems. But these benefits are hampered by internal organisational constraints such as reluctance to change, inadequate ICT infrastructure and insufficient personnel skills, which continue to hinder adoption in many public institutions (OECD, 2023).

In North and South America, e-procurement has become an integral part of public sector modernization. In the United States, federal and state governments utilize digital procurement platforms to streamline purchasing activities

and enhance accountability. Research by Johnson and Carter (2024) found that organizational readiness, management commitment, and employee technological competence significantly influence e-procurement adoption in public institutions. Likewise, public agencies in Canada have reported improved procurement efficiency through e-procurement systems, although challenges related to organizational culture and staff adaptation remain significant (Smith and Brown, 2023).

Asian countries have recorded remarkable progress in e-procurement implementation. Countries such as South Korea, Singapore, China, and India have developed sophisticated electronic procurement systems that support transparent and efficient public procurement. According to Lee and Kim (2023), South Korea's success in e-procurement adoption has been attributed to strong leadership support, continuous staff training, and robust ICT infrastructure. In India, Sharma and Gupta (2024) observed that organizational commitment and employee competence play a crucial role in the successful implementation of e-procurement initiatives in public institutions. Nevertheless, some developing Asian countries continue to face challenges related to inadequate organizational readiness and resistance to technological change.

Australia has emerged as one of the leading countries in digital government transformation, including e-procurement adoption. The Australian Government has implemented comprehensive digital procurement strategies aimed at enhancing efficiency and reducing administrative costs. According to Wilson and Taylor (2023), internal organizational factors such as leadership commitment, technological infrastructure, and employee digital literacy significantly determine the success of e-procurement adoption within Australian public agencies. The study further noted that organizations with supportive cultures and sufficient technological resources are more likely to achieve successful implementation outcomes.

Across Africa, governments are increasingly adopting e-procurement systems to improve governance and reduce procurement-related corruption. The African Development Bank (2024) reported that e-procurement has enhanced transparency and efficiency in several African countries. However, adoption levels vary considerably due to organizational and infrastructural challenges. Research by Basheka (2023) indicated that inadequate ICT infrastructure, weak management support, limited employee skills, and financial constraints continue to impede e-procurement adoption in many African public institutions. Countries such as Rwanda, Kenya, and South Africa have made notable progress due to strong institutional frameworks and organizational preparedness.

The Federal Government of Nigeria has established a number of programmes on e-governance and e-procurement in public organisations. The passage of the Public Procurement Act and the creation of the Bureau of Public Procurement have laid the groundwork for procurement digitisation. However, the adoption of e-procurement is still very low in many public sector organisations. Internal organisational problems include lack of management support, weak ICT infrastructure, lack of employee competency and reluctance to change have a substantial effect on the implementation of e-procurement in Nigerian public institutions (Eyaa and Oluka, 2023). Similarly, Olatunji and Adebayo (2024) concluded that technology preparedness and organisational commitment are critical factors for effective e-procurement adoption in the Nigerian public sector.

In Benue State, public sector organizations are increasingly recognizing the importance of digital procurement systems in enhancing procurement efficiency and accountability. The Benue State Government has undertaken reforms aimed at strengthening procurement processes through the activities of the Benue State Public Procurement Commission. Despite these efforts, the adoption of e-procurement remains at an emerging stage in many ministries, departments, and agencies within the state. Challenges such as inadequate ICT facilities, limited employee technical skills, insufficient management support, financial constraints, and organizational resistance to change continue to affect implementation efforts. Consequently, understanding how internal organizational factors influence e-procurement adoption is essential for improving procurement performance and supporting public sector modernization in Benue State.

1.2 Statement of the Problem

E-procurement is widely recognized as an important tool for enhancing efficiency, transparency, accountability, and cost-effectiveness in public sector procurement. Ideally, public sector organizations are expected to adopt and effectively utilize e-procurement systems to automate procurement processes, improve record management, reduce procurement cycle times, minimize human interference, promote competitive bidding, and ensure value for public funds. Successful e-procurement adoption is expected to be supported by favorable internal organizational factors such as strong management commitment, adequate technological infrastructure, skilled personnel, sufficient financial resources, and a supportive organizational culture.

In pursuit of these benefits, governments across the world have introduced various reforms and policies aimed at promoting digital procurement systems. In Nigeria, the Federal Government has implemented several e-

governance initiatives and procurement reforms, including the enactment of the Public Procurement Act (2007) and the establishment of the Bureau of Public Procurement (BPP) to strengthen transparency and efficiency in public procurement processes. Similarly, the Benue State Government has undertaken procurement reforms through the Benue State Public Procurement Commission and has continued to encourage the integration of information and communication technology into public sector operations. These efforts are intended to improve procurement management, reduce corruption, and enhance service delivery within public institutions.

Despite these initiatives, the level of e-procurement adoption in many public sector organizations remains below expectation. Evidence from previous studies indicates that several internal organizational challenges continue to hinder the effective implementation of e-procurement systems. These challenges include inadequate technological infrastructure, insufficient management support, limited employee ICT competence, resistance to organizational change, inadequate funding, and poor organizational readiness for digital transformation. As a result, many public sector institutions still rely heavily on traditional procurement methods, leading to delays in procurement processes, increased administrative costs, reduced transparency, and inefficiencies in service delivery.

In Benue State, although efforts have been made to modernize procurement practices, concerns remain regarding the extent to which internal organizational factors influence the adoption of e-procurement within public sector institutions. Many ministries, departments, and agencies continue to experience challenges associated with technology utilization, staff capacity, and organizational preparedness, which may negatively affect the successful implementation of e-procurement initiatives.

Moreover, there are few empirical research that particularly examined the effect of internal organisational elements on e-procurement adoption in Benue State public sector. Most of the current research have focused on e-procurement implementation in other areas, nations or sectors. The studies undertaken in Nigeria have generally focused on procurement performance, procurement reforms or technological issues in general. Hence, empirical evidence on the effect of specific internal organisational factors like management support, technological readiness, employee competence, organisational culture and financial capacity on e-procurement adoption in public sector organisations in Benue State is scanty.

1.3 Objectives of the study

The main objective of the paper was to examine the effect of internal organizational Factors on e-procurement

Adoption in Benue State Public Sector. The specifics objectives of the study are to;

- i. Determine the effect of organizational culture on e-procurement Adoption in Benue State Public Sector, and
- ii. Ascertain the effect of top-management support on e-procurement Adoption in Benue State Public Sector.

1.4 Methodology

This seminar paper adopted a descriptive research design based on secondary sources of data. Relevant information was obtained from published and unpublished materials relating to internal organizational factors and e-procurement adoption in the public sector. The sources of data included scholarly journals, textbooks, conference papers, government publications, newspapers, magazines, official reports, and internet-based materials.

The study relied extensively on existing literature to examine the influence of internal organizational factors such as top management support, technological readiness, employee competence, organizational culture, and financial capacity on e-procurement adoption in the public sector. Relevant materials were sourced from reputable academic databases, institutional repositories, government websites, and other credible online platforms.

The collected information was critically reviewed, analyzed, and synthesized using content analysis. This approach enabled the researcher to identify major themes, trends, findings, and gaps in the literature relating to internal organizational factors and e-procurement adoption in the Benue State public sector. The findings from the reviewed literature formed the basis for the conclusions and recommendations of the study.

2.0 Literature Review

This section presents theoretical framework, conceptual framework, empirical review and summary of literature reviewed.

2.1 Theoretical Frameworks

This section discusses two key theories relevant to this study: Diffusion of Innovation Theory (DOI), and Anchor theory. However, the study was anchored on the anchor theory.

2.1.1 Diffusion of Innovation Theory (DOI)

Diffusion of Innovation (DOI) Theory was propounded by Rogers (1962) amended by Rogers (2003). The theory describes how new ideas, technologies and innovations propagate and are embraced by individuals and organisations over time. Rogers (2003) proposed that the perception of potential consumers regarding the traits and

benefits of an innovation influences the adoption of an innovation. The idea suggests that the rate and degree of acceptance of an innovation is determined by five main characteristics: relative advantage, compatibility, complexity, trialability and observability (Rogers, 2003).

The Diffusion of Innovation Theory is based on several assumptions. First, innovations are not adopted simultaneously by all members of an organization or society but spread gradually over time (Rogers, 2003). Second, individuals and organizations are more likely to adopt an innovation if they perceive it to offer greater advantages than existing practices. Third, the compatibility of an innovation with existing values, systems, and organizational processes significantly influences its adoption. Fourth, simplicity and ease of use encourage faster adoption, while complexity discourages acceptance. Fifth, opportunities to test an innovation before full implementation increase the likelihood of adoption. Sixth, observable benefits of innovation encourage other individuals and organizations to adopt it. Finally, organizational and social factors influence the diffusion process and determine the success of innovation adoption (Rogers, 2003).

Despite its widespread application, the Diffusion of Innovation Theory has been criticized on several grounds. Greenhalgh et al. (2004) argued that the theory assumes innovation adoption is generally beneficial and desirable without adequately considering situations where adoption may be inappropriate or ineffective. The theory has also been criticized for placing considerable emphasis on the characteristics of the innovation while paying limited attention to environmental, institutional, and regulatory influences (Tornatzky & Fleischer, 1990). Furthermore, critics contend that the theory assumes a relatively linear adoption process, whereas organizational innovation adoption is often more complex and dynamic (Hall, 2006). It has also been noted that the theory does not adequately address resource constraints and infrastructural deficiencies that may hinder innovation adoption, particularly in developing countries (Molla & Licker, 2005).

The theory has several limitations. It does not fully explain the influence of government policies, legal frameworks, and regulatory requirements on technology adoption (Tornatzky & Fleischer, 1990). It also provides limited consideration of financial constraints and infrastructural deficiencies that may affect innovation adoption, especially in public sector organizations. In addition, the theory focuses primarily on the diffusion and adoption process and pays less attention to post-adoption challenges and sustainability issues (Greenhalgh et al., 2004). The theory may not adequately capture the bureaucratic nature of public sector institutions where administrative procedures

can affect the adoption of innovations. Furthermore, it does not explicitly explain the influence of organizational resources and technological readiness on innovation implementation.

The Diffusion of Innovation Theory is relevant to this study because e-procurement represents a technological innovation introduced to improve procurement processes in public sector organizations. The theory provides a useful framework for understanding how internal organizational factors influence the adoption of e-procurement in the Benue State public sector. According to Rogers (2003), innovations are more likely to be adopted when they are perceived as beneficial, compatible with existing systems, and easy to use.

In the context of this study, organizational culture can affect the compatibility of e-procurement with existing work practices, while top management support can encourage employees to embrace the innovation. Employee competence and technological readiness can reduce the perceived complexity of e-procurement systems, thereby facilitating adoption. Similarly, adequate organizational resources and supportive leadership can create opportunities for experimentation and implementation of e-procurement technologies. Therefore, the theory helps explain how internal organizational factors such as management support, organizational culture, employee competence, technological readiness, and financial capacity influence the diffusion and adoption of e-procurement systems within public sector organizations in Benue State. Consequently, the theory provides a strong theoretical foundation for examining the relationship between internal organizational factors and e-procurement adoption in the study area.

2.1.2 Anchor Theory

This study is based on the Technology-Organization-Environment (TOE) Framework of Tornatzky and Fleischer (1990). The framework was developed to describe the elements affecting the acceptance and realisation of technological breakthroughs in organisations. The decision to embrace a technical innovation is influenced by three key settings, namely, technological context, organisational context and environmental context (Tornatzky and Fleischer, 1990). Organisational context includes elements such as top management support, personnel competency, organisational culture, organisational structure, financial resources and technological preparedness and impact the adoption of new technology. Recent research has continued to support the TOE Framework's usefulness in understanding organisational technology adoption and digital transformation activities (Baker, 2022; Awa & Ojiabo, 2023).

The TOE Framework is based on several assumptions. First, the adoption of technological innovations is influenced by the interaction of technological, organizational, and environmental factors (Tornatzky and Fleischer, 1990). Second, organizations with adequate technological infrastructure and resources are more likely to adopt new technologies successfully. Third, internal organizational characteristics such as management support, employee competence, organizational culture, and financial capacity significantly affect technology adoption decisions. Fourth, organizations operate within external environments that may either facilitate or constrain innovation adoption. Finally, the framework assumes that organizations make rational decisions regarding technology adoption based on perceived benefits and organizational readiness (Baker, 2022).

Despite its widespread application, the TOE Framework has been criticized for several reasons. Some scholars argue that the framework is overly broad and does not clearly specify the relative importance of individual factors influencing technology adoption (Oliveira and Martins, 2011). Others contend that the model provides limited explanation of individual user behavior and technology acceptance, focusing primarily on organizational-level factors (Awa & Ojiabo, 2023). Additionally, critics argue that the framework may not adequately capture the dynamic nature of technological change, particularly in rapidly evolving digital environments. The framework has also been criticized for lacking clear guidelines on how organizations should prioritize the various technological, organizational, and environmental factors affecting adoption.

The TOE Framework has some limitations. First, it focuses primarily on organizational and environmental determinants of technology adoption while paying less attention to individual behavioral factors. Second, the framework does not explicitly explain post-adoption outcomes such as continued usage, system effectiveness, and sustainability. Third, it assumes that organizations possess the capacity to evaluate and respond to technological opportunities rationally, which may not always be the case in public sector organizations characterized by bureaucratic procedures and resource constraints. Furthermore, the framework does not provide specific measurement criteria for evaluating each adoption factor, leaving researchers to determine appropriate indicators based on the context of the study (Baker, 2022).

The TOE Framework is particularly important to this study since it clearly explains the influence of internal organisational factors on the adoption of technological breakthroughs such as e-procurement systems. The organisational context of the TOE Framework is

appropriate because the study focuses on the impact of internal organisational factors on e-procurement adoption in the public sector of Benue State. The framework recognises important organisational elements such top management support, technological preparedness, personnel competency, organisational culture and financial capacity as determinants of technology adoption.

Technological infrastructure, management commitment, staff ICT competency, organisational readiness to change and enough budgetary resources are highly dependent on the successful implementation of e-procurement in the public sector in Benue State. The TOE Framework offers an extensive elucidation of how these factors influence the adoption and implementation of e-procurement systems. Thus the framework presents a suitable theoretical basis for examination of the relationship between internal organisational characteristics and e-procurement adoption in the Benue State public sector. The framework is used as the anchor theory for this study.

2.2 Conceptual Framework

The conceptual framework for this study illustrates the relationship between internal organizational factors and e-procurement adoption in the Benue State public sector. Internal organizational factors constitute an independent variable, while e-procurement adoption serves as the dependent variable. The framework is based on the premise that the extent to which public sector organizations adopt e-procurement systems depends largely on internal organizational conditions such as management commitment, technological readiness, employee competence, organizational culture, and financial capacity. The framework assumes that improvements in top management support, technological readiness, employee competence, organizational culture, and financial capacity will positively influence the adoption of e-procurement systems in the Benue State public sector.

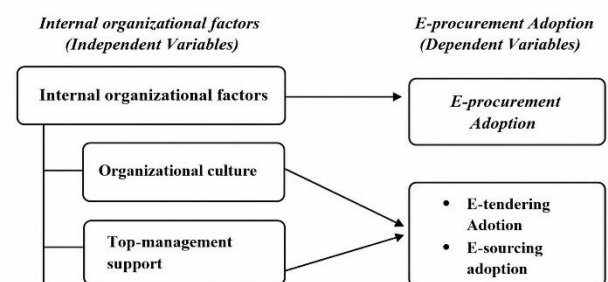


Figure 1. Conceptual framework
Source: Researchers compilation, 2026.

2.2.1 Concept of internal organizational Factors

Internal organizational factors refer to the characteristics, resources, structures, and capabilities that exist within an organization and influence its ability to adopt innovations,

implement strategies, and achieve desired objectives. These factors are under the control of the organization and include elements such as top management support, organizational culture, employee competence, financial resources, organizational size, technological readiness, communication systems, and managerial structure. Internal organizational factors play a critical role in determining whether an organization can successfully adopt and utilize new technologies such as e-procurement systems (Aligarh *et al*, 2023).

According to the Technology–Organization–Environment (TOE) framework, organizational factors comprise the internal characteristics of a firm, including managerial support, organizational structure, human resource quality, formalization, and the availability of organizational resources that facilitate or hinder technological adoption. Organizations with adequate resources, supportive leadership, and skilled personnel are more likely to embrace innovative technologies than those lacking these attributes. Recent studies have emphasized that internal organizational factors are significant determinants of technology adoption and organizational performance. Chittipaka *et al.*, (2023) identified organizational resources, top management support, firm size, and financial capacity as critical organizational factors influencing the adoption of digital technologies in organizations. Similarly, Shahadat *et al.* (2023) argued that organizational readiness, managerial commitment, and internal capabilities significantly affect the successful implementation of digital technologies within firms.

In the context of e-procurement adoption in the public sector, internal organizational factors represent the internal conditions that either encourage or impede the implementation and effective utilization of electronic procurement systems. These factors determine the organization's readiness to embrace digital procurement practices and achieve improved efficiency, transparency, and accountability in procurement operations (Morawiec *et al*, 2023).

2.2.2 Dimensions of internal organizational Factors

Internal organisational elements include internal resources, capabilities, structures and managerial traits that may affect the organizations' adoption and implementation of innovations such as e-procurement. Recent research using the Technology-Organization-Environment (TOE) framework identifies numerous important characteristics of internal organisational elements.

1. Organizational Culture

Organisational culture involves shared values, beliefs, attitudes, and norms that impact employees' openness to innovation and organisational change. A culture that

promotes learning, creativity and flexibility increases technology adoption, whereas opposition to change might hinder implementation (Heliyon, 2024). Organisational culture is a set of shared values, beliefs, norms, assumptions and practices that guide the behaviour of members of an organization. It affects how people operate, how they take decisions and how they adapt to changes in the organization like the introduction of an e-procurement system. According to Schein (2017), organisational culture is a pattern of shared basic assumptions that a group learned as it solved problems of external adaptation and internal integration that have been considered valid and taught to new members as the correct way to perceive, think, and feel in the organization. Alvesson (2018) considered organisational culture as a system of shared meanings, values, and ideas that govern employee behaviours and impact organisational practices and decision-making processes.

Likewise, Robbins and Judge (2019) described organisational culture as a system of shared meaning that is held by members of an organization, and that distinguishes one company from another, and influences the attitudes and actions of employees. Cameron and Quinn (2020) defined organisational culture as the prevailing beliefs, assumptions, interpretations and techniques that characterise an organization and determine how work is conducted. Daft (2021) described organisational culture as a set of core values, beliefs, understandings, and standards that are shared by organization members and taught to new members as the correct way of thinking and doing.

Furthermore, Northouse (2022) explained organizational culture as the collective identity of an organization reflected through shared beliefs, customs, values, and traditions that guide organizational behavior. Maamari and Saheb (2023) defined organizational culture as the collection of organizational values, norms, and behavioral expectations that influence employee commitment, innovation, and organizational effectiveness. More recently, Hoang (2024) described organizational culture as an internal organizational characteristic that shapes employees' attitudes toward innovation, technological change, and digital transformation initiatives within organizations. From the foregoing definitions, organizational culture can be viewed as the shared values, beliefs, norms, and practices that influence how employees think, behave, and respond to organizational changes. In the context of this study, organizational culture refers to the collective values and attitudes within the Benue State public sector that influence employees' acceptance, support, and utilization of e-procurement systems. A culture that encourages innovation, learning, and adaptability is more likely to facilitate successful e-procurement adoption, whereas a

culture characterized by resistance to change may hinder its implementation.

2. Top Management Support

Top management support refers to the commitment, involvement, and willingness of senior executives to provide leadership, resources, and strategic direction for technology adoption. Management support is critical because leaders influence policy formulation, resource allocation, and employee acceptance of new systems. Recent studies show that organizations with strong managerial support are more likely to successfully implement digital technologies and e-procurement systems (Begombe *et al.*, 2024). Baker (2019) defined top management support as the level of managerial commitment demonstrated through decision-making, communication, and provision of resources necessary for technology implementation.

Begombe *et al.* (2024) defined top management support as the willingness of senior managers to provide leadership, financial support, and organizational backing for the successful implementation of electronic procurement systems and other digital technologies. Olfat (2024) described top management support as the degree to which organizational leaders champion technological innovation, influence employee acceptance, and ensure alignment between technology initiatives and organizational objectives.

2.2.3 Concept of e-procurement adoption

E-procurement adoption refers to the acceptance, implementation, and utilization of electronic technologies and digital platforms in carrying out procurement activities such as sourcing, tendering, purchasing, supplier management, contract administration, invoicing, and payment processing. It involves the transition from traditional manual procurement processes to technology-driven systems aimed at improving efficiency, transparency, accountability, and value for money in procurement operations. Recent scholars have emphasized e-procurement adoption as a strategic innovation that enhances organizational performance and procurement effectiveness. According to Luo, Serrão, Liang, and Zhou (2023), e-procurement adoption is the implementation and continuous utilization of digital procurement technologies that facilitate procurement planning, supplier management, contract execution, and purchasing activities within organizations. The authors argue that e-procurement enables organizations to achieve cost reduction, operational efficiency, and improved procurement transparency.

Furthermore, Satyro *et al.* (2024) viewed e-procurement adoption as an organizational innovation process involving the deployment and effective use of digital procurement

systems to automate procurement activities and improve supply chain efficiency. Their study highlighted the role of organizational, technological, and environmental factors in influencing adoption decisions. Hoang (2024) described e-procurement adoption as the organizational commitment to implementing digital procurement technologies that support electronic tendering, supplier relationship management, purchasing, and contract management processes. According to the author, adoption enhances organizational agility and digital transformation efforts.

Likewise, Olfat (2024) defined e-procurement adoption as the extent to which organizations embrace and utilize internet-enabled procurement technologies to improve procurement effectiveness, communication, and resource management. The study found that managerial support and technological readiness are crucial for successful adoption. According to Mzumbe and Mrope (2025), e-procurement adoption is the process through which public sector organizations integrate electronic procurement platforms into procurement operations to improve transparency, reduce corruption, and enhance procurement efficiency. The authors noted that e-procurement has become an essential component of public sector reforms in many developing countries. Similarly, Nchabeleng and Mbohwa (2025) defined e-procurement adoption as the implementation and sustained use of digital procurement systems that facilitate electronic sourcing, tendering, purchasing, and supplier interactions while promoting accountability and governance in public procurement.

2.2.4 Measures of e-procurement adoption

E-procurement adoption is commonly measured by the extent to which an organization implements and utilizes various electronic procurement functions in its procurement processes. Recent scholars have identified several dimensions that can be used to assess the level of e-procurement adoption within organizations, particularly in the public sector.

1. E-Tendering Adoption

E-tendering refers to the use of electronic platforms for advertising tenders, receiving bids, evaluating proposals, and awarding contracts. It is one of the most widely used indicators of e-procurement adoption because it enhances transparency, competition, and efficiency in procurement activities. According to Nchabeleng and Mbohwa (2025), organizations that utilize electronic tendering systems demonstrate a higher level of e-procurement adoption due to improved transparency and reduced procurement cycle time.

2. E-Sourcing Adoption

E-sourcing involves the use of digital platforms to identify, evaluate, and engage suppliers. It facilitates supplier

selection, market analysis, and supplier relationship management through electronic means. Luo *et al.* (2023) identified e-sourcing as a key measure of e-procurement adoption because it improves supplier collaboration, information sharing, and procurement efficiency.

2.2.5 Nexus between internal organizational factors and e-procurement Adoption in Nigeria

The relationship between internal organizational factors and e-procurement adoption has attracted considerable attention among researchers because organizational characteristics significantly determine the success or failure of technological innovations. Internal organizational factors such as top management support, organizational culture, technological readiness, employee competence, financial capacity, and organizational readiness influence the willingness and ability of organizations to adopt and utilize e-procurement systems. Within the Technology–Organization–Environment (TOE) framework, organizational factors are considered critical determinants of technology adoption because they shape the internal environment in which innovation implementation occurs (Baker, 2019).

In Nigeria, the adoption of e-procurement has been relatively slow despite government efforts to modernize procurement processes and improve transparency, accountability, and efficiency in public procurement. Studies have shown that internal organizational challenges remain among the major barriers to e-procurement adoption across public sector organizations. Organizations with strong managerial commitment, adequate technological infrastructure, skilled personnel, and supportive organizational cultures are more likely to implement e-procurement successfully than those lacking these capabilities (Maepa *et al.*, 2023).

Top management support plays a crucial role in e-procurement adoption because senior executives provide strategic direction, allocate resources, formulate policies, and encourage employee acceptance of technological innovations. In the Nigerian public sector, management commitment has been identified as a key factor influencing the implementation of e-procurement systems. Where top management actively supports digital procurement initiatives, organizations tend to experience higher adoption rates and greater utilization of e-procurement technologies (Begombe *et al.*, 2024).

Technological readiness is another important organizational factor affecting e-procurement adoption. Organizations require adequate information and communication technology (ICT) infrastructure, internet connectivity, software applications, and technical expertise to implement electronic procurement systems effectively. In Nigeria,

inadequate ICT infrastructure and poor technological capacity have continued to hinder the widespread adoption of e-procurement in many public institutions. Consequently, organizations with better technological preparedness are more likely to adopt and sustain e-procurement systems than those with limited technological resources (Luo *et al.*, 2023).

Employee competence also significantly influences e-procurement adoption. The successful implementation of e-procurement depends on the availability of employees who possess the necessary knowledge, skills, and technical expertise to operate digital procurement systems. Several studies have revealed that insufficient training and low digital literacy among procurement personnel contribute to resistance and implementation challenges in public organizations. Therefore, organizations that invest in employee training and capacity development tend to achieve higher levels of e-procurement adoption (Maepa *et al.*, 2023).

Organizational culture equally affects the adoption of e-procurement. A culture that promotes innovation, learning, flexibility, and openness to change encourages employees to embrace new technologies. Conversely, resistance to change, bureaucratic practices, and rigid organizational norms may impede the implementation of e-procurement systems. In many Nigerian public institutions, traditional procurement practices and resistance to organizational change have been identified as barriers to digital procurement transformation (Hoang, 2024).

Financial capacity is another critical determinant of e-procurement adoption. The implementation of e-procurement systems requires substantial investment in ICT infrastructure, software acquisition, system maintenance, employee training, and technical support. Public sector organizations with adequate financial resources are better positioned to implement and sustain e-procurement initiatives. However, budgetary constraints and inadequate funding remain significant challenges affecting e-procurement implementation in many Nigerian public institutions (Mzumbe and Mrope, 2025).

Furthermore, organizational readiness reflects the extent to which an organization is prepared to adopt and implement technological innovations. It encompasses the availability of resources, supportive policies, skilled personnel, and change management mechanisms necessary for successful implementation. Studies have consistently shown that organizations exhibiting higher levels of readiness are more likely to adopt e-procurement systems effectively and achieve the intended benefits of transparency, efficiency, and accountability (Shahadat *et al.*, 2023).

Empirical evidence from Nigeria suggests that internal organizational factors collectively exert a significant influence on e-procurement adoption. Organizations that possess strong leadership support, adequate technological infrastructure, competent personnel, positive organizational cultures, sufficient financial resources, and high levels of organizational readiness are more likely to embrace e-procurement and realize its benefits. Consequently, improving these organizational factors is essential for accelerating the adoption of e-procurement within the Nigerian public sector and enhancing procurement performance.

2.3 Review of Related Empirical Studies

Muhia and Afande (2015) evaluated the implementation of e-procurement strategies and their effects on procurement performance of state companies in Kenya. A case study of Kenya Revenue Authority (KRA). The purpose of the study was to investigate the effects of e-sourcing, e-ordering, e-invoicing and e-payment on procurement performance in public sector organisations. The study employed a quantitative research method in which data was collected using standardised questionnaires that were administered to procurement officials and other relevant staff in the Kenya Revenue Authority. The data collected were analysed using descriptive statistics and regression analysis with the Statistical Package for the Social Sciences (SPSS) to find out the association between e-procurement practices and procurement performance indicators. The results showed that e-procurement techniques had a positive and significant effect on procurement performance through enhancing operational efficiency, reducing processing time, boosting procurement accuracy and improving overall effectiveness. The study also found that including suppliers into electronic procurement platforms has a favourable impact on procurement outcomes. The researchers concluded that governments should develop supportive policies to promote the widespread adoption of e-procurement in public institutions, provide adequate financial and managerial support for digital transformation initiatives, and implement continuous staff training programmes to enhance employees' competencies in the effective utilisation of e-procurement systems.

Similarly, Waithaka and Kimani (2021) evaluated the effect of e-procurement methods on the procurement efficiency of the Kakamega County Government in Kenya. The study indicated that the usage and the accessibility of the e-procurement facilities within the county government was relatively limited therefore limiting the efficiency of the procurement activities. In particular, the researchers noted that the full adoption of electronic ordering systems, online transactions with suppliers and other digital procurement procedures was not achieved, which led to a decrease in

operational effectiveness and procurement efficiency. Results further revealed that little use of e-procurement platforms delayed procurement procedures and hampered the achievement of the full benefits of digital procurement systems. Hence, the study proposed that local government procurement agencies should establish e-procurement information systems that are accessible and user friendly that can accommodate providers with different levels of technological ability. The authors also stressed the need for ongoing capacity-building activities to enhance the digital capabilities of procurement officers and promote wider stakeholder engagement. This would in turn improve the effectiveness, inclusiveness and overall performance of public procurement processes.

Wanian et al. (2016) conducted a study to evaluate the technical infrastructure for e-procurement at Nzoia Sugar Company, focusing on its adequacy and the challenges faced during implementation. The primary objective of the study was to assess the adequacy of the existing technical infrastructure at Nzoia Sugar Company for supporting e-procurement practices and to identify the challenges associated with its implementation. The research was conducted at Nzoia Sugar Company, located in Bungoma County, Kenya. The study utilized quantitative data collected through structured questionnaires administered to employees of Nzoia Sugar Company. This approach allowed for a comprehensive analysis of perceptions regarding the company's technical infrastructure and its capability to facilitate e-procurement. Data analysis involved descriptive statistics to summarize the responses and identify trends. The researchers specifically looked at the percentage of respondents who agreed or disagreed with various statements regarding the adequacy of technical infrastructure, including hardware, software, Internet connectivity, and technological know-how. The findings indicated that a significant majority (66.9%) of respondents believed that the technical infrastructure at Nzoia Sugar Company was adequate for facilitating e-procurement. However, 33.1 percent expressed concerns about insufficient technological infrastructure, attributing it to unreliable Internet connectivity and a lack of necessary equipment, such as scanners. Respondents highlighted issues related to Internet connectivity, network coverage, and system failures as major challenges hindering effective e-procurement implementation.

The study also noted that data and information security were viewed as critical factors in procurement processes. The study recommended that: Nzoia Sugar Company should enhance its Internet connectivity and address network coverage issues to improve e-procurement efficiency. Continuous training should be provided for

employees to familiarize them with e-procurement systems and technologies. The company should consider integrating other communication technologies beyond email to facilitate better internal communication regarding procurement matters.

Barasa et al. (2017) studied e-procurement and its effect on procurement performance of county governments in Kenya with Bungoma County as a case study. The main purpose of this study was to investigate the effect of e-procurement practices on procurement processes efficiency and effectiveness in the county governments in Kenya. The study was carried out in Bungoma County in Kenya. Quantitative data for the study was obtained using standardised questionnaires given to procurement officers and related workers of the county government. This approach enabled a full investigation of perspectives on e-procurement processes and its impacts on procurement performance. The data analysis was done by regression analysis in order to study the association between several e-procurement techniques including e-ordering, e-tendering and e-invoicing and procurement performance. Descriptive statistics were used to summarise the data and detect trends. The results showed that: The support websites of the government's e-procurement were not adequate, which could have hampered procurement efficiency. Public administration efficiency was positively associated with e-ordering, suggesting that good e-ordering procedures can improve overall procurement performance. Procurement duties were inefficient due to restrictions in online delivery order arrangements and availability of platforms for electronic procurement. Some progress has been made but respondents observed that there were still substantial gaps in adoption and implementation of e-procurement technologies in government operations. The findings suggested: The government should strengthen the e-procurement initiatives by enhancing the availability and functionality of e-procurement websites. The development of robust online systems to process delivery orders and other procurement processes should be a concentrated endeavour. Training programs should be sent out to encourage the adoption of e-procurement practices among public sector employees so that they can use these systems efficiently.

Kioko and Mwangangi (2017) conducted a study to investigate the influence of e-procurement on the performance of semi-public companies in Kenya. The primary objective of the study was to analyze the impact of e-procurement practices—including e-sourcing, e-information, e-payments, and e-bidding—on the performance of semi-public institutions. The research was conducted in semi-public companies in Kenya, focusing specifically on how these companies utilize e-procurement

to enhance their operational efficiency. The study utilized quantitative data collected through structured questionnaires distributed to employees involved in procurement processes within the selected semi-public companies. This approach provided a broad perspective on the perceptions and experiences of staff regarding e-procurement practices. Data analysis involved the use of descriptive statistics to summarize the responses and regression analysis to examine the relationships between various e-procurement practices and the performance metrics of the companies. This method allowed for a detailed understanding of how different aspects of e-procurement contributed to overall performance. The findings revealed that: A substantial portion of respondents acknowledged that e-bidding significantly influenced market share, with 69% indicating that e-evaluation also had a notable impact. The availability of tender documents online was identified as a key factor affecting market share, with 47% of respondents agreeing on its importance. Overall, 96% of respondents believed that e-bidding positively impacted profitability, underscoring its relevance in enhancing operational performance. The study recommended that: Semi-public companies should enhance their e-procurement systems by investing in technology that supports online bidding and tendering processes. There should be a focus on improving the accessibility and functionality of online platforms to facilitate better engagement with suppliers. Training programs should be implemented to ensure that procurement staff are well-equipped to utilize e-procurement tools effectively, thereby maximizing their benefits for organizational performance.

Chegugu and Yusuf (2017) did a study on the influence of computerised procurement methods on the performance of public hospitals. Their study had a particular reference to the impact of e-procurement practices. The purpose of this study was to determine the influence of electronic procurement techniques such as e-tendering, e-invoicing and e-payment on organisational performance of public hospitals in Uasin Gishu County, Kenya. The study was conducted in public hospitals in Uasin Gishu County of Kenya. The study used both quantitative and qualitative data. Information was gathered from questionnaires provided to a sample of hospital staff including procurement officers and other relevant persons. The data obtained were coded and analysed using Statistical Package for Social Sciences (SPSS) version 22. Descriptive statistics were used to analyse the data as well as correlation and regression analysis to establish the association between e-procurement practices and organisational performance.

The results indicated that: E-tendering considerably enhanced the competitiveness of tender bids of hospitals. E-

invoicing increased openness and efficiency in the billing process. E-payment helped to make payment to vendors in time and reduce transaction costs. The use of e-procurement methods in general has a favourable influence on organisational performance through the enhancement of service delivery and operational efficiency. The report advised public hospitals to: Set standardised practices for e-procurement to optimise the efficiency and performance. Automate your invoice operations to improve transparency and record management. Train staff on the use of e-procurement systems.

Waithaka and Kimani (2021) conducted a desktop literature review approach in their study of the effect of electronic procurement strategies on supply chain performance. The sufficiency of the object of research was tested with the use of three processing stages of the object of investigation. This was the initial phase in locating all of the factors that affected supply chain efficiency from electronic sourcing. A second search revealed everything that was accessible on e-procurement and supply chain efficiency. The last step was to obtain publically available journals. The researcher carefully examined the key concepts of e-procurement processes, supply chain management and performance and discovered publications related to the review on competitively buying and acquiring high quality items that give the company's products or services a competitive advantage in the marketplace. An examination into the influence of e-procurement on the fulfilment of government procurement functions has found that e-Procurement is favourably related to the company's supply chain function performance. Thus the paper recommends that the government should set the standards for the implementation of e-Procurement processes and provide critical tools and support. The best value for money is to fortify the electronic system and to make it compulsory that all orders are in electronic order, which is faster, with less cost and human blunders and also better delivery. Finally, the study proposed that government agencies use e-procurement to enhance their performance and that further studies be carried out in other government agencies to see whether the same or similar outcomes can be achieved.

Peter et al., (2023) studied the determinants of e-procurement adoption in Nigeria's public sector. The introduction of the Internet and the widespread use of Information and Communication Technologies (ICTs) have brought about dramatic changes in many sectors of the global economy. One important development is electronic procurement (e-procurement), the use of electronic communication and transaction systems to facilitate the procurement of products, services and works. E-procurement has shown great promise in boosting procurement efficiency, transparency and overall

organisational effectiveness. However, despite these advantages, the use of e-procurement in Nigeria's public sector is still quite low. The study investigated the determinants of adoption of e-procurement in public sector institutions in Nigeria such as the health, construction, economic and education sectors. The study used a quantitative method with a cross-sectional survey-based research design. Data were obtained from 50 procurement-related people, including Senior Procurement Officers, Procurement Managers, Administrative/Operations Officers, Chief Investigation Officers and Finance Officers from selected public procurement ministries and agencies in Nigeria. The data were analysed by using descriptive analysis. The data showed that the adoption rate of e-procurement in Nigeria is gradual and still at a low level. The key impediments highlighted include poor technical infrastructure, political intervention, socio-cultural problems, inadequate awareness of the benefits of e-procurement and budgetary limits affecting implementation. Hence, the study recommends the need to improve negotiation processes, budgetary support, establish effective feedback mechanisms and promote strategic sourcing practices so as to fast track the adoption and successful implementation of e-procurement in the public sector in Nigeria.

Maepa, Mpwanya, and Phume (2023) investigated the readiness factors affecting e-procurement implementation in South African government departments. The study adopted a quantitative research design and collected data from procurement officials across selected public institutions. The findings revealed that organizational readiness, employee competence, management support, and technological infrastructure significantly influenced the successful implementation of e-procurement systems. The study concluded that organizations with adequate resources and skilled personnel were more likely to adopt e-procurement successfully.

Luo, Serrão, Liang, and Zhou (2023) examined the critical success factors influencing digital procurement adoption among construction firms in China using the Technology–Organization–Environment (TOE) framework. Data were collected through a structured questionnaire administered to procurement professionals and analyzed using structural equation modeling. The findings indicated that technological readiness, top management support, organizational competence, and financial capability significantly affected digital procurement adoption. The study recommended increased investment in organizational capabilities to enhance procurement digitization.

Shahadat, Nekmahmud, Ebrahimi, and Fekete-Farkas (2023) conducted a study on digital technology adoption among small and medium-sized enterprises (SMEs) in

emerging economies. Using survey data and regression analysis, the study found that organizational readiness, managerial commitment, employee competence, and organizational culture positively influenced technology adoption. The authors concluded that internal organizational factors remain essential determinants of digital transformation initiatives, including e-procurement implementation.

Begombe, Mohamed, and Kavale (2024) examined the relationship between top management support and electronic procurement implementation in selected county governments in Kenya. The study employed a descriptive survey design and gathered data from procurement officers and senior management staff. The results showed that top management support had a significant positive effect on e-procurement implementation. The study concluded that leadership commitment through resource allocation, policy formulation, and employee motivation enhances the adoption of e-procurement systems.

Hoang (2024) investigated the influence of organizational factors on digital transformation adoption among SMEs. The study employed the TOE framework and found that organizational culture, technological readiness, and managerial support significantly affected the adoption of digital technologies. The findings emphasized that organizations characterized by innovation-oriented cultures and adaptive leadership were more likely to implement digital procurement solutions successfully.

Mzumbe and Mrope (2025) assessed the determinants of e-procurement adoption in public sector organizations in Tanzania. Using a cross-sectional survey design, data were collected from procurement officers and analyzed using multiple regression analysis. The study found that inadequate ICT infrastructure, limited financial resources, insufficient employee skills, and weak management support were major barriers to e-procurement adoption. The authors recommended increased investment in ICT infrastructure and staff capacity building to improve adoption rates.

Nchabeleng and Mbohwa (2025) examined e-procurement implementation and governance in South African public institutions. The study utilized a mixed-methods approach involving questionnaires and interviews. The findings revealed that organizational culture, top management support, financial capacity, and employee competence significantly influenced e-procurement implementation. The study further observed that organizations with strong governance structures and supportive organizational cultures recorded higher levels of e-procurement utilization.

Olayiwola and Oladapo (2022) examined the adoption of e-procurement practices among public sector organizations in

Nigeria. Using survey data from procurement officers in selected ministries, departments, and agencies (MDAs), the study found that organizational readiness, management commitment, ICT infrastructure, and employee training significantly influenced e-procurement adoption. The study recommended increased government investment in technological infrastructure and employee development programs.

Afolabi and Oke (2023) investigated the effect of organizational factors on e-procurement adoption in Nigerian public institutions. The study employed a descriptive survey design and found that organizational culture, financial capacity, technological readiness, and top management support significantly affected e-procurement implementation. The findings suggested that strengthening internal organizational capabilities would accelerate digital procurement transformation within the Nigerian public sector.

2.4 Summary of Literature Review

The reviewed studies indicate that internal organizational factors such as top management support, technological readiness, employee competence, organizational culture, financial capacity, and organizational readiness significantly influence e-procurement adoption. However, most existing studies were conducted in countries such as South Africa, Kenya, Tanzania, and China, while the few Nigerian studies focused broadly on public sector organizations without specifically examining the Benue State public sector. Furthermore, many previous studies investigated general technology adoption or digital transformation rather than focusing specifically on the effect of internal organizational factors on e-procurement adoption. Therefore, a contextual gap exists regarding the influence of internal organizational factors on e-procurement adoption in the Benue State public sector. This study seeks to fill this gap by empirically examining how internal organizational factors affect e-procurement adoption among public sector organizations in Benue State, Nigeria.

3.0 Conclusion and Recommendations

3.1 Conclusion

The study examined the effect of internal organizational factors on e-procurement adoption in Benue State Public sector. The study specifically, the study sought to examine the effect of organizational culture and top-management support on e-procurement adoption in Benue State Public sector. The seminar paper adopted a descriptive research design based on secondary sources of data. Relevant information was obtained from published and unpublished materials relating to internal organizational factors and e-procurement adoption in the public sector. The sources of

data included scholarly journals, textbooks, conference papers, government publications, newspapers, magazines, official reports, and internet-based materials. The study found that organizational culture and top-management support have no significant importance in Benue State Public sector. The study concluded that internal organizational factors have a significant effect on e-procurement adoption in Benue State Public sector, Nigeria.

3.2 Recommendations

1. The Benue State Government should encourage a culture that embraces innovation, continuous improvement, and technological advancement. Employees should be motivated to view e-procurement as an opportunity to improve efficiency rather than as a threat to traditional work practices.

2. Top management in ministries, departments, and agencies (MDAs) should demonstrate visible commitment to e-procurement initiatives by actively supporting and participating in implementation processes. Leadership commitment will encourage employees to embrace the system and reduce resistance to change.

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