WWW.IJRPR.COM

International Journal of Research Publication and Reviews

Journal Homepage: www.ijrpr.com ISSN 2582-7421

Influence of Institutional Factors on the Adoption of the National Electronic Procurement System in Mtwara District Council

Allen Exavery Mbafu

University of Iringa

ABSTRACT

This study investigated the effects of institutional factors on the adoption of the National Electronic Procurement System (NeST) in Mtwara District Council, Tanzania, despite government efforts to digitize procurement processes. Three objectives guided the research: to evaluate the effect of organizational policies on the adoption of NeST, to determine the effect of Management support on the adoption of NeST,, and to examine the effect of institutional capacity on the adoption of NeST.. Using a mixed-methods approach, the study surveyed 67 respondents from a target population of 80 administrative staff and stakeholders, and conducted semi-structured interviews with ten key informants. The research was based on Systems Theory and Institutional Theory. Findings indicated that organizational policies significantly impact NeST adoption; 68.7% of respondents were willing to adopt the system, yet 67.1% viewed existing policies as obstacles. Management support was crucial, with 79.1% believing it ensured timely implementation, though only 53.7% felt management communication effectively promoted system usage. Key institutional capacity factors included organizational culture (73.1%), trained personnel (64.2%), and financial resources (62.7%). Low response rates on several indicators revealed employee uncertainty regarding existing arrangements. The study concludes that successful NeST adoption requires addressing policies, management support, and institutional capacity holistically. It recommends developing a Policy-Process Alignment and Digital Transformation Framework, enhancing management communication through a Leadership Communication Protocol, and launching an Institutional Capacity Development Initiative to improve NeST outcomes in Mtwara District Council and similar local government authorities.

Key words: procurement system, procurement practices, procurement officer, Adoption, National Electronic System

Introduction

Globally, the development of information and communication technologies, as well as the internet, not only affects the activities of providing products and services to consumers, but also increases the need for a system that facilitates the procurement of goods and services. The need for this system does not only occur in private organizations, but also in government organizations (Nani and Ali, 2020). Government procurement of goods and services involves the acquisition of necessary items by the Ministry, Institution, or Regional Work Unit. This process starts with planning needs and continues until all related activities for obtaining the goods or services are completed. It is funded through the State Budget or the Regional Budget. A crucial factor influencing the performance of procurement personnel is the implementation of e-procurement. The e-procurement system is an integral part of the broader e-government initiative. Effective implementation of e-procurement focuses not only on the development of websites and online services but also on enhancing Information and Communication Technology infrastructure and improving the capacity of human resources (Yuliawati and Kurniawan,2021). The adoption of IoT technologies empowers organizations to enhance their competencies. By identifying the advantages and disadvantages of incorporating IoT into the supply chain, companies can improve and elevate their overall performance. When supply chain performance is optimized through IoT, it has a significant positive impact on organizational success. According to strategies and reports from the European industry in 2020, an increased reliance on digital technologies and IoT is projected to yield an additional 110 billion Euros in annual returns. This underscores the critical role that technology and digitization play in the future development of industry (Lee et al, 2022).

In many developing countries, the adoption and utilization of electronic procurement systems have not progressed uniformly due to various structural and institutional challenges. Although governments have introduced digital procurement platforms to improve Policies and Procedures, management support, and Commitment and institutional capacity in public procurement, their effective use often depends on several organizational and technological factors. Electronic medical records are a major innovation in health care. These systems have effectively reduced medication errors, adverse drug reactions, and improved adherence to practice guidelines among health care professionals.

Statement of the Problem

Public procurement is essential for effective service delivery and responsible resource management. Many governments are enhancing procurement policies through stronger management support and the adoption of electronic procurement systems to increase efficiency and transparency. In Tanzania,

the National Electronic Procurement System (NeST) has been introduced to modernize procurement operations and improve compliance with the Public Procurement Act, addressing issues like delays and corruption.

However, NeST's adoption remains inconsistent across public institutions. Its successful implementation depends on organizational policies, management commitment, and institutional capacity (Kibira, 2024). Much of the existing research has focused on national levels, leaving a gap in understanding how NeST operates within Local Government Authorities, particularly at the District Council level.

The Mtwara District Council, as noted in the CAG report (2022-2023), faces challenges in implementing an effective electronic procurement system. This study aims to investigate how institutional factors affect NeST adoption in Mtwara, focusing on organizational policies, management support, and overall capacity to successfully implement electronic procurement. The goal is to provide insights into the council's ability to modernize its procurement practices.

Research Objectives

General Objectives

To examine the effects of institutional factors on the adoption of the National Electronic Procurement System in Mtwara District Council"

Specific Objectives

To evaluate the effect of organizational policies on the adoption of the National Electronic Procurement System.

To determine the effect of management support in the adoption of the National Electronic Procurement System.

To examine the effect of institutional capacity on the National Electronic Procurement System.

Significance of the Study

The study offers valuable insights for the Mtwara District Council on improving procurement practices. By evaluating these practices, it aims to enhance the National Electronic Procurement System's effectiveness. This knowledge will enable entities to critically assess and improve their internal processes, promoting best practices that foster efficiency and transparency in procurement activities.

LITERATURE REVIEW

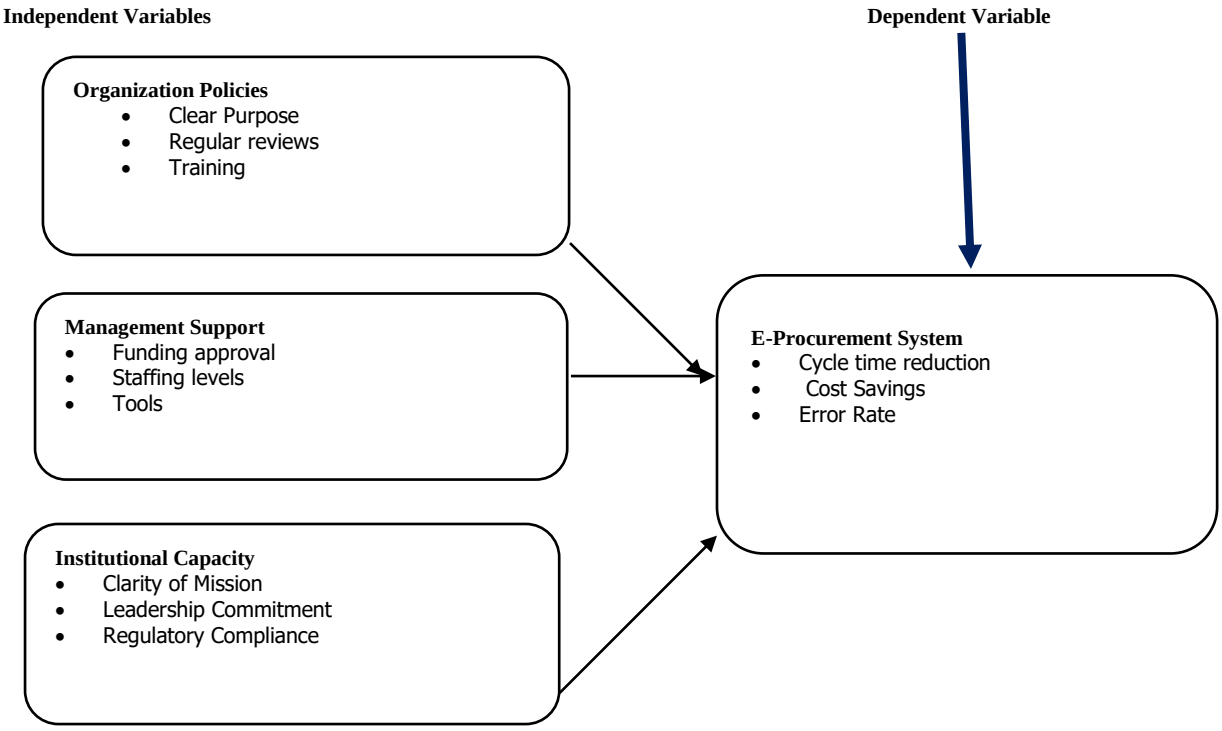
Systems Theory

Systems Theory, created by Ludwig von Bertalanffy in 1968, explains how organizations work as interconnected systems made up of subsystems. Each subsystem depends on the others to achieve the organization's goals. If one part is weak or inefficient, it can hurt the entire organization. The theory highlights that activities within an organization are linked. Changes in one area can impact others. For effective decision-making and efficiency, good information flow and coordination are essential. In procurement systems, subsystems like policies, management support, and institutional capacity are crucial to performance.

Although Systems Theory helps to understand complex processes, it can be hard to use in practice. Coordinating many parts can be challenging, and it doesn't clearly indicate which subsystem should receive priority when resources are limited. This theory is especially relevant for public sector operations with multiple departments. The theory connects to the study's goals by showing that problems in any subsystem can lead to delays and higher costs in procurement. To improve, the Mtwara District Council should strengthen its policies, management support, and institutional capacity. Improving communication and coordination is just as important as focusing on individual performance and investing in new procurement software.

Conceptual framework

Figure 1: Conceptual Framework; The effects of institutional factors on the adoption of the National Electronic Procurement System.



Source: Researcher (2026**)**

RESEARCH METHODOLOGY

Area of the study

This was conducted at the Mtwara District Council. The choice of the study area is due to the presence of the e-procurement system of goods, works, and services, and thus is expected to adopt the system during the procurement process (CAG, 2016-2021).

Research approach

This study adopted a mixed research approach because it is capable of yielding information that can be summarized through statistical analyses and is an effective tool for establishing cause-and-effect relationships. The mixed approach was chosen for reasons such as facilitating the measurement of variables using standardized instruments, thereby enhancing objectivity and reliability.

Research design

According to Imeda (2024), research design is the overall strategy a researcher uses to integrate components of a study, ensuring a coherent investigation of the research problem. This study adopted a descriptive research design combined with a cross-sectional survey to examine the e-procurement system, focusing on Organization Policies, Management Support, and Institutional Capacity.

Population

The total target population for this study consisted of 80 administrative public servants from Mtwara District Council involved in National electronic procurement systems (MDC Profile, 2025). This population was deemed appropriate as it comprises individuals with direct knowledge and experience in procurement practices, enabling the collection of relevant and reliable data.

Sample size

A sample size means a specific number of respondents that are included in the sample. The sample should neither be excessively large nor too small but should be optimum, which fulfills the requirements of efficiency, representativeness, reliability, and flexibility (Bouchrika, 2024). The sample size is obtained by using the Yamane (1967) formula.

n =N /1+N (e)2

Whereby: n = the sample size, N = the population size and e = the level of accuracy.

For the target population of 80 stakeholders, assuming 95% Confidence level, and with an accuracy of 5% (0.05);

n = 80 1+80 *(0.05)2*

= 67 respondents.

Table 2; Sample proportion from each stratum

Category	Subgroups	Clustering into	Departments Proportionality
Procurement Department	• Procurement Officers	18	15
	• Heads of Department		
	• Procurement Units		
User Department	• Heads of Department	30	25
	• Administrative Staff		
Storekeepers	• Store Officers	32	27
	• Store Assistants		
	•Warehousing Manager		
Total Sample Size		**80**	**67**

Source; Researcher, 2026

Sampling technique

Sampling, as defined by Turner (2020), is the process of selecting a subset of subjects from a population to represent that population. This study employed a combination of stratified and purposive sampling techniques. Stratified sampling divided the population into homogeneous subgroups based on criteria like department, while purposive sampling selected participants based on their expertise and involvement in e-procurement at Mtwara District Council, enhancing the study's validity and reliability.

Data Analysis

The process of cleaning, transforming, inspecting, and modelling data to produce conclusions and support decision-making is known as data analysis (Kowieski, 2023). Data analysis involves the use of various analysis methods. After data collection, the data were processed and analyzed based on research questions. The data analysis process included data editing and coding.

Validity and Reliability of Data

Validity

Validity is defined as the extent to which the results obtained from data analysis accurately reflect the phenomenon being studied (John, 2023). To ensure validity, the study utilized multiple data collection methods, including questionnaires and document reviews. Additionally, the study ensured validity by closely aligning the research objectives with the questions posed to respondents.

Reliability

According to John Kowieski (2023), reliable research requires data consistency, ensuring similar results across comparable groups in similar contexts. The reliability of the research instrument is measured using Cronbach's Alpha coefficient; a value of 0.7 or higher is considered acceptable.

Table 3. Cronbach Alpha Test

Variables	Cronbach Alpha
Organizational Policies	0.713
Management Support	0.734
Institutional Capacity	0.725

Source; Field Data, (2026)

DATA PRESENTATION, ANALYSIS AND DISCUSSION

The study aimed to assess how institutional factors influence the adoption of the National electronic procurement system in Mtwara District Council. Specifically, it evaluated the effects of organizational policies, management support, and institutional capacity on the e-procurement system. Findings were organized based on these objectives.

Organizational policies.

The first objective was to assess how organizational policies influence the adoption of the National Electronic Procurement System. To achieve this, a series of carefully crafted questions were developed, which were then disseminated through questionnaires to gather valuable feedback from the respondents.

Employee Willingness to Adopt the National Electronic Procurement System

The survey findings show strong support for the adoption initiative, with 28 respondents (41.8%) agreeing and 18 (26.9%) expressing strong approval, totalling a positive response rate of 68.7%. Only 3 respondents (4.5%) disagreed, indicating minimal resistance, while 18 (26.9%) remained neutral.

Table 4.6 Willingness of employees

Response	Frequency	Percent (%)
Disagree	3	4.5
Moderate	18	26.9
Agree	28	41.8
Strongly Agree	18	26.9
Total	**67**	**100.0**

Source: Field Data (2026)

The findings indicate that a significant majority of employees recognize the potential benefits of digitizing procurement operations, showing a strong willingness to embrace technological change. This eagerness suggests they are ready to adapt to new tools that enhance efficiency and streamline workflows.

Interviews with key informants reveal that our organization now mandates a digital procurement process for all tenders above a certain financial threshold. This requirement aligns with existing workflows for a smoother transition. Additionally, we have revised our financial and records management procedures to integrate with the new system, minimizing resistance by making its use a standard part of our operations.

The Clear and Well-Documented Procedures in Facilitating NesT Implementation

The findings showed that 27 respondents (40.3%) agreed and 22 respondents (32.8%) strongly agreed that well-documented procedures are essential. Fifteen respondents (22.4%) had a neutral stance, while only 3 (4.5%) disagreed. Overall, 73.1% of the workforce recognizes the importance of proper documentation and guidelines in successful system adoption.

Table 4.7 Clear and Well-documented procedure

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	2	3.0
Moderate	15	22.4
Agree	27	40.3
Strongly Agree	22	32.8
Total	**67**	**100.0**

Source: Field Data (2026).

This finding highlights the critical importance of prioritizing thorough procedural documentation at all phases of NeST's implementation—before, during, and after deployment. Documentation should include detailed guides, troubleshooting manuals, and workflow diagrams, along with clear definitions of team roles and responsibilities.

Interviews revealed key challenges, notably rigid approval hierarchies requiring physical signatures and cumbersome manual document handling. This reliance on traditional methods clashed with the organization's goal of a fully digital workflow, causing inefficiencies and frustration among team members.

Organizational procedures affect the rate and effectiveness of NeST adoption.

The findings indicated that the majority of respondents acknowledged this relationship, with 25 respondents (37.3%) agreeing and 19 respondents (28.4%) strongly agreeing that procedures influence adoption outcomes. Twenty-one respondents (31.3%) had a moderate response, and only 2 respondents (3.0%) expressed disagreement. This highlights widespread awareness of the organizational dynamics at play.

Table 4.8 Organizational procedure

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	1	1.5
Moderate	21	31.3
Agree	25	37.3
Strongly Agree	19	28.4
Total	67	100.0

Source: Field Data (2026)

The findings emphasize that well-structured procedures are essential for successful system implementation. Thoughtfully designed processes reduce confusion and promote efficiency in procurement tasks using NeST, enhancing user experience and collaboration.

Interviews revealed key challenges, including rigid approval hierarchies requiring physical signatures, which hindered the shift to a fully digital workflow. Additionally, mismatches between financial procedures and the system's processing capabilities caused delays. To tackle these issues, the team decided to suspend outdated legacy rules and re-engineer internal workflows to align with modern digital standards.

Training and development play a role in promoting NeST

The findings indicated that the majority of respondents acknowledged this relationship, with 25 respondents (37.3%) agreeing, and 19 respondents (28.4%) strongly agreeing that procedures influence adoption outcomes. Twenty-one respondents (31.3%) had a moderate response, and only 2 respondents (3.0%) expressed disagreement. This highlights widespread awareness of the organizational dynamics at play.

Table 4.8 Training and Development

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	1	1.5
Moderate	21	31.3
Agree	25	37.3
Strongly Agree	19	28.4
Total	**67**	**100.0**

Source: Field Data (2026)

The findings indicate that well-structured procedures are essential for the effective implementation of any system. Organizations that invest in comprehensive training can minimize confusion and create efficient pathways for procurement tasks using NeST. Poorly structured procedures can lead to bottlenecks, increased error rates, and user frustration, hindering adoption and effectiveness.

Additionally, policies play a crucial role in ensuring compliance by mandating the use of the designated system for all employees. To promote engagement, performance evaluation policies assess staff proficiency and provide rewards such as training and promotions. This encourages full utilization of the system and skills enhancement among employees.

Organizational policy acts as a barrier to the adoption of NeST.

In Question five of objective one, 34 respondents (50.7%) agreed that these factors create obstacles, 11 (16.4%) strongly agreed, 18 (26.9%) were neutral, and 4 (6%) disagreed, as shown in the table below.

Table 4.10 Organization policy

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	3	4.5
Moderate	18	26.9
Agree	34	50.7
Strongly Agree	11	16.4
Total	67	100.0

Source: Field Data (2026)

The study highlighted a strong employee belief that the new system would improve work processes. This optimism reflects a shared understanding that organizational policies are more than bureaucratic necessities; they are dynamic tools that impact behavior and outcomes. Interviews revealed that a comprehensive policy review was conducted to replace manual signatures with digital authorization.

Organizational policies influence the adoption of NeST.

The research findings regarding organizational policies and their impact on the adoption of New and Emerging Scientific Technologies (NeST) reveal some intriguing insights. Specifically, a notable 44.8% of respondents acknowledge the importance of having well-documented procedures in place, indicating a recognition of the need for structured guidelines in the implementation process. Additionally, 29.9% of individuals see clear benefit in these procedures. However, a significant 19.4% of participants view the current existing policies as obstacles to adopting NeST.

Table 4.11 Organizational policies

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	3	4.5
Moderate	13	19.4
Agree	30	44.8
Strongly Agree	20	29.9
Total	**67**	**100.0**

Source: Field Data (2026)

The research highlights the essential role of organizational policies in successful system implementation. Well-structured policies reduce confusion and create efficient pathways for completing procurement tasks with the NeST (Next-generation System Technology). In contrast, poorly designed policies can lead to bottlenecks, increased errors, and user frustration, ultimately hindering system adoption.

Interviews revealed that employees expect policy alignment to yield significant benefits, including faster processing times, fewer errors, improved operational transparency, better vendor management, and more strategic decision-making in procurement. Since implementing NeST, these benefits have materialized, reinforcing the connection between policy compliance and successful procurement outcomes.

Management Support

The second objective was to assess how management support influences the adoption of the national electronic procurement system. Questionnaires were distributed to gather feedback from respondents.

Management Support Influences the Successful Adoption of NesT

The findings showed that 31 respondents (46.3%) agreed, and 16 (23.9%) strongly agreed, leading to a total affirmative rate of 70.2%. Fifteen respondents (22.4%) were neutral, while 5 (7.5%) disagreed.

Table 4.12 Management support

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	4	6.0

Response	Frequency	Percent (%)
Moderate	15	22.4
Agree	31	46.3
Strongly Agree	16	23.9
Total	**67**	**100.0**

Source: Field Data (2026)

The findings align with existing literature on organizational change, emphasizing the critical role of leadership commitment in adopting new technologies. Management support manifests through resource allocation, clear strategic direction, visible endorsement, and fostering a supportive environment. When employees see leaders invested in an initiative, they are more likely to engage and adapt their behaviors accordingly, promoting collaboration and innovation.

Interviews indicated that management actively supports the system through strategic communication, stressing its importance in meetings, and allocating resources for successful implementation. By personally using the system for approvals and establishing a specialized task force to oversee optimization, leadership reinforces that the system is a key strategic priority for the company.

Management Support influences users' acceptance of NeST.

The findings showed that 27 respondents (40.3%) agreed, and 21 respondents (31.3%) strongly agreed, yielding a combined affirmative response rate of 71.6%. This indicates that employees recognize that the degree of management support directly shapes their willingness to embrace the new system. Eighteen respondents (26.9%) were moderate, and 1 respondent (1.5%) disagreed.

Table 4.13 Management support influences users' acceptance of NeST.

Response	Frequency	Percent (%)
Disagree	1	1.5
Moderate	18	26.9
Agree	27	40.3
Strongly Agree	21	31.3
Total	**67**	**100.0**

Source: Field Data (2026)

Research findings indicate that user acceptance of technology is influenced by both the system's functionality and the broader organizational context. A critical factor is management support; when leaders communicate a clear vision of the system's benefits, employees tend to have a more positive outlook. Interviews revealed strong managerial commitment, which helped secure a dedicated budget for essential components like hardware and software upgrades and the hiring of specialized consultants.

Active Involvement of Management in NesT Implementation Improves Adoption Outcomes

In question three from the second objective, 28 respondents (41.8%) agreed, and 14 (20.9%) strongly agreed that active management involvement in NesT implementation improves adoption outcomes, resulting in a total affirmative rate of 62.7%. Additionally, 19 respondents (28.4%) had a moderate response, indicating they recognize the theoretical importance of management involvement but may not have experienced its benefits. The disagreement rates included 4 respondents (6.0%) who disagreed and 2 (3.0%) who strongly disagreed.

Table 4.14 Active involvement of management

Response	Frequency	Percent (%)
Strongly Disagree	2	3.0
Disagree	4	6.0
Moderate	19	28.4
Agree	28	41.8
Strongly Agree	14	20.9
Total	**67**	**100.0**

Source: Field Data (2026)

The findings indicate that while most employees recognize the importance of active management involvement, there are noticeable rates of moderate and disagreement, suggesting a gap between expectations and reality. Key aspects of effective management involvement include direct participation in implementation, timely decision-making, resource allocation, and problem-solving support.

Interview feedback also revealed that management enhances motivation by addressing challenges, promoting continuous learning, and celebrating early adopters. This visible engagement builds credibility and unity among staff, encouraging them to embrace change as integral contributors to the mission.

Management Communication and Guidance Influence Employees' Willingness to Use NesT

In question four of the second objective, 28 respondents (41.8%) agreed and 8 respondents (11.9%) strongly agreed that management communication influences employees' willingness to use NesT, resulting in a combined affirmative response of 53.7%. This is the lowest agreement rate among the management support items. Additionally, 27 respondents (40.3%) expressed uncertainty about management's influence on system adoption. The disagreement rate was low, with only 4 respondents (6.0%) disagreeing, indicating that while few reject the importance of communication, many remain unconvinced of its effectiveness.

Table 4.15 Management communication and guidance

Response	Frequency	Percent (%)
Disagree	4	6.0
Moderate	27	40.3
Agree	28	41.8
Strongly Agree	8	11.9
Total	**67**	**100.0**

Source: Field Data (2026)

The findings indicate that effective management communication goes beyond sharing information; it requires fostering dialogue, addressing concerns, building trust, and offering clear guidance to alleviate uncertainty and anxiety. The moderate response rate suggests that current communication practices might be viewed as inadequate or misaligned with employee needs. While information is being shared, employees may lack the guidance necessary for confidence and system adoption.

Interviews highlighted strategies to enhance operational efficiency and support a positive work environment. A key approach was the suspension of outdated approval processes, which reduced delays in decision-making. Open-door feedback channels and weekly office hours were also introduced, fostering transparency and allowing team members to engage with leaders directly.

Organizations with Committed Management Influence adoption of NesT

In question five of the second objective, 28 respondents (41.8%) agreed, and 25 (37.3%) strongly agreed, resulting in a combined affirmative response rate of 79.1%, the highest among all management support items. Twelve respondents (17.9%) were moderately neutral, possibly due to limited experience with project timelines. The disagreement rate was minimal at 3.0% (n=2), with no strong disagreements, indicating a near-universal acceptance of this proposition.

Table 4.16 Organizations with Committed Management

Response	Frequency	Percent (%)
Disagree	2	3.0
Moderate	12	17.9
Agree	28	41.8
Strongly Agree	25	37.3
Total	**67**	**100.0**

Source: Field Data (2026)

The findings indicate that committed management significantly impacts project timelines through key mechanisms: ensuring resource allocation prevents bottlenecks, making timely decisions avoids delays, and resolving inter-departmental conflicts facilitates coordination. Employees observe that when management prioritizes a project, it progresses smoothly; conversely, wavering commitment leads to delays.

Organizations should communicate how management commitment will be demonstrated, set clear milestones, and track progress against schedules. Additionally, I'd like to explore which mechanism employees view as the most crucial in preventing delays.

Comprehensive Synthesis of Management Support Findings

In question six of the second objective, 26 respondents (38.8%) strongly agreed on management commitment and timely implementation. This was followed by 23 respondents (34.3%) who agreed on management support for successful adoption and user acceptance. Fourteen respondents (20.4%) had a moderate view, while four respondents (6%) disagreed.

4.17 Organizations with committed management

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	3	4.5
Moderate	14	20.9
Agree	26	38.8
Strongly Agree	23	34.3
Total	**67**	**100.0**

Source: Field Data (2026)

Employees view management support as a multifaceted concept, consisting of advocacy for their needs, resource provision, involvement in team activities, effective communication, and commitment to deadlines. The varying levels of agreement among employees indicate a general recognition of management support's importance, while also highlighting their nuanced perceptions of how this support manifests in their experience at work.

Employees noted varying effectiveness in different support areas, attributing the variation in agreement rates to management's inconsistent performance. They experienced situations where management excelled in one dimension but underperformed in another, impacting NesT implementation.

Institutional Capacity

The third objective was to assess how institutional capacity affects the implementation of the national e-procurement system. Different questions were formulated by means of questionnaires and were distributed to the respondents to obtain their feedback.

Availability of Sufficient Technological Infrastructure Influences Adoption of NesT.

In the third objective, 22 respondents (32.8%) agreed with the proposition, and 15 (22.4%) strongly agreed, resulting in a combined affirmative response rate of 55.2%. While significant, this is lower than agreement rates in previous objectives, indicating that employees see technological infrastructure as important but not universally decisive. Additionally, 26 respondents (38.8%) expressed moderate views, indicating uncertainty about the infrastructure's direct impact or experiencing inconsistent quality. The disagreement rate was low, with 3 respondents (4.5%) disagreeing and 1 (1.5%) strongly disagreeing, totalling 6.0%. This small minority either has adequate infrastructure or does not consider it a key factor in implementation success.

Table 4.17 Availability of sufficient technological

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	3	4.5
Moderate	26	38.8
Agree	22	32.8
Strongly Agree	15	22.4
Total	67	100.0

Source: Field Data (2026)

The findings indicate that a moderate response rate highlights a critical area needing organizational attention. Technological infrastructure includes hardware, software, network connectivity, and technical support. Uncertainty in responses may arise from experiences of inconsistent infrastructure quality across departments, recognition that infrastructure alone is inadequate without training and support, or concerns about the sustainability of investments.

The interview revealed that while our technical capacity is generally adequate, additional investment and external support are crucial. Although our IT department is competent, there's a gap in specialized expertise for system integration. To address this, we hired external consultants for their knowledge and skills. We also formed a group of "Super Users" to empower our internal staff in utilizing the systems effectively.

Presence of Trained Personnel as a Key Factor in the Effective Implementation of NesT

In question two of the third objective, 23 respondents (34.3%) agreed and 20 respondents (29.9%) strongly agreed, resulting in a combined positive response rate of 64.2%. This suggests that nearly two-thirds of the workforce believes human capacity development is crucial for system success. Additionally, 22 respondents (32.8%) were moderately supportive, indicating they see the importance of training but may have concerns about its quality or accessibility. The disagreement rate is low, with only 1 respondent (1.5%) disagreeing and another (1.5%) strongly disagreeing, reflecting a negligible 3.0% who either possess exceptional technical skills or do not view training as essential.

Table 4.18 Presence of trained personnel

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	1	1.5
Moderate	22	32.8
Agree	23	34.3
Strongly Agree	20	29.9
Total	**67**	**100.0**

Source: Field Data (2026)

The study highlights the complexities of successful implementation processes in organizations. Employees understand that technology alone is not enough; it requires a supportive ecosystem of complementary organizational capabilities for effective integration.

The organization has implemented a set of policies to ensure effective procurement processes through the NeST system. All procurement activities must occur within NeST, avoiding parallel manual systems that can cause inconsistencies. Detailed procedures provide step-by-step instructions for users, while data quality policies maintain the integrity of information entered, promoting accuracy.

In question three of objective three, 34.3% of respondents (23 individuals) agreed and 22.4% (15 respondents) strongly agreed that strong institutional management structures enhance NesT implementation, resulting in a combined affirmative rate of 56.7%. A substantial 34.3% also expressed moderate uncertainty about the impact of these structures. Meanwhile, 9.0% (4 respondents disagreed and 2 respondents strongly disagreed), indicating a minority that either sees no connection between management structures and implementation outcomes or has experienced success despite perceived weaknesses.

Table 4.19 Organizations with strong institutional management

Response	Frequency	Percent (%)
Strongly Disagree	2	3.0
Disagree	4	6.0
Moderate	23	34.3
Agree	23	34.3
Strongly Agree	15	22.4
Total	**67**	**100.0**

Source: Field Data (2026)

The research revealed that employees experience variations in the quality of institutional frameworks based on their organizational units. There is also uncertainty about what constitutes a successful management structure for tech initiatives. This highlights the need for organizations to assess their governance frameworks, establish clear implementation procedures with defined roles, and promote strong cross-functional coordination. Additionally, decision-making processes should be streamlined and transparent to foster clarity and trust during implementation.

Based on interview providing role-based workshops, train-the-trainer programs, and 24/7 video tutorials. This training reduced user errors and increased system efficiency. However, one-time training was insufficient, so we added periodic refresher courses to maintain high proficiency levels.

Availability of Financial Resources Essential for the Timely adoption of NesT

In Question four of Objective Three, 23 respondents (34.3%) agreed and 19 respondents (28.4%) strongly agreed that financial resource availability is crucial for timely NesT implementation, resulting in a total affirmative response rate of 62.7%. This indicates that nearly two-thirds of the workforce acknowledges the importance of adequate financial resources for on-schedule implementation. Additionally, 18 respondents (26.9%) gave a moderate response, reflecting uncertainty about the sufficiency of resources. The disagreement rate, with 5 respondents (7.5%) disagreeing and 2 respondents

(3.0%) strongly disagreeing, totals 10.5%. This is the highest disagreement observed in the survey, suggesting that some believe successful implementation can occur despite limited resources or that resource constraints can be addressed through alternative strategies.

Table 4.20 Availability of financial resources

Response	Frequency	Percent (%)
Strongly Disagree	2	3.0
Disagree	5	7.5
Moderate	18	26.9
Agree	23	34.3
Strongly Agree	19	28.4
Total	67	100.0

Source: Field Data (2026)

The findings show that many employees in the moderate group are uncertain about resource allocation. They question if the resources are sufficient, being used efficiently, or if additional support is available. The notable disagreement among some highlights individuals who have seen successful projects from innovative resource management or partnerships that eased financial constraints. This indicates a complex view of resource adequacy and utilization in their work environment.

During our recent interview, we identified key constraints affecting our operations, including inadequate network infrastructure, a shortage of skilled IT staff, and limited financial resources. To address these issues, we secured additional budget for network upgrades, hired more IT specialists to enhance our team, and adopted a phased implementation approach.

Organizational Culture Supports the Adoption of NesT

In question five from objective three, 26 respondents (38.8%) agreed and 23 (34.3%) strongly agreed, resulting in a total affirmative response rate of 73.1%. This indicates a strong perception among employees that the organizational culture supports system adoption, with more than seven in ten in favor. Additionally, 14 respondents (20.9%) responded neutrally, suggesting some uncertainty about cultural influences. Disagreement was minimal, with 3 respondents (4.5%) disagreeing and 1 (1.5%) strongly disagreeing, as shown in the table below.

Table 4.21 Organizational culture supports the adoption of NesT

Response	Frequency	Percent (%)
Strongly Disagree	1	1.5
Disagree	3	4.5
Moderate	14	20.9
Agree	26	38.8
Strongly Agree	23	34.3
Total	**67**	**100.0**

Source: Field Data (2026)

Research findings highlight the crucial role of organizational culture in fostering technology adoption. When innovation is prioritized, employees become more open to new technologies, creating a climate for exploration and adaptation. Moreover, organizations that promote collaboration enhance knowledge sharing and collective learning, fostering an environment conducive to understanding and mastering new systems.

The interview insights highlight that organizational culture significantly influences the adoption of the NesT initiative by fostering innovation, collaboration, and a commitment to improvement. This supportive environment reduces resistance to change; however, some employees face challenges not encountered by others, indicating uneven cultural support.

Administrative Systems Improve the Overall Success of the Adoption of NesT

Question six from Objective Three indicated that 15 respondents (22.4%) agreed and 31 (46.3%) strongly agreed that robust administrative systems significantly contribute to implementation success, achieving a combined affirmative response rate of 68.7%. Additionally, 14 respondents (20.9%) were moderately positive, acknowledging the importance of these systems but uncertain about their adequacy. The disagreement rate included 3 respondents (4.5%) who disagreed and 4 (6.0%) who strongly disagreed, totaling 10.5%. This suggests a notable minority views administrative systems as less critical or has successfully implemented changes despite perceived deficiencies.

Table 4.22 Administrative systems improve the overall success of NesT

Response	Frequency	Percent (%)
Strongly Disagree	4	6.0
Disagree	3	4.5
Moderate	14	20.9
Agree	15	22.4
Strongly Agree	31	46.3
Total	**67**	**100.0**

Source: Field Data (2026)

The findings indicate that effective administrative systems support technology adoption by providing clear procedures, ensuring data integrity, facilitating coordination, and enabling performance monitoring. However, high disagreement among employees suggests some view these systems as bureaucratic obstacles due to rigidity, outdated processes, or poor integration with new technologies. Organizations should systematically review and streamline existing systems, invest in necessary upgrades, and align administrative requirements with new system capabilities.

The interview insights emphasize the importance of well-designed administrative systems in supporting the adoption of the new electronic management technology, NesT. These systems help by establishing clear procedures, ensuring data integrity, and facilitating team coordination.

Conclusion of the Study

For the successful implementation of the NeST initiative in Mtwara District Council, a comprehensive strategy is essential, addressing organizational policies, management support, and institutional capacity simultaneously. Focusing on just one aspect will not produce the desired results, as these elements are interconnected. This approach aligns with Systems Theory, which views organizations as complex systems of interdependent subsystems. By integrating these factors, we can ensure a more effective and sustainable adoption of NeST.

REFERENCES

Akaba, T. I., Norta, A., Udokwu, C., & Draheim, D. (2020). A framework for the adoption of blockchain-based e-procurement systems in the public sector in Nigeria.

Akwaowo, C. D., Sabi, H. M., Ekpenyong, N., Isiguzo, C. M., Andem, N. F., Maduka, O., Dan, E., Umoh, E., Ekpin, V., & Uzoka, F.-M. (2022). Adoption of electronic medical records in developing countries: A multi-state study of the Nigerian healthcare system.

Alanez, F. (2021). Factors affecting the adoption of e-health system in the Kingdom of Saudi Arabia. *International Health, 13*, 456–470.

AlHamada, A., and Alshurideh, M. (2022). The effects of electronic human resources management on organizational health of telecommunication companies in Jordan. International journal of Data and Network science. Vol 6 pp 429-438; Doi; 10.5267/ji.ijdns.

Arthur, B., Mwaseba, N. K., & Mnasi, H. M. (2023). Examining the influence of e-payment system on LGAs' public procurement performance in Tanzania. *Global Journal of Purchasing and Procurement Management*, *2*(2), 1–16.

Baruti (2022). The influence of the national e-procurement system on employees' performance in selected public institution in Tanzania. international conference on intelligence and innovative computing application https://doi.org/10.59200/ICONIC.

Bhandari, P. (2021). Ethical consideration in research, types, and examples, *https://www.scribbr.com/methodology/ethics.*

Bhatt and Nagar (2021). An empirical study to evaluate factors affecting customer satisfaction on the adoption of mobile banking track financial management. Turkish journal of computer and mathematics education. Vol. 12 (10) pp 5354-5373.

Boafo, D, N., Ahudey, E., and Darteh, O, A, (2020). Evaluating e- procurement impact in the public sector in Ghana. Archives of Business Research, Vol.8(5) Doi. 10.14738/abr.858268.

Bouchrika, I. (2024). *Research methods and sample size determination in social and behavioral sciences*. Springer.

Caffrey, D. (2024). *Conceptual frameworks in research: A practical guide*. Academic Press.

CAG (2016-2021). The annual general report of the Controller and Auditor General on the financial Statements for the year ended 30th June 2016, Dar Es Salaam, Tanzania, National Audit Office.

CAG (2021-2022). The annual general report of the Controller and Auditor General on the financial statements for the year ended 30th June 2016, Dar Es Salaam, Tanzania, National Audit Office.

Cophas, M (2026). Internal organizational factors and e-procurement adoption in banue state public sector. Ukr jounal of economic, businsess and Management. Vol 2 (7). https: doing/10.5281/doi.21697036.

Fofie, I., Bediako, E., and Asamoah, K (2022). Barriers and drivers of electronic procurement adoption and firm performance in Ghana. Vol. 19 (7).

Geffrey and Paul, M (2021). Effects of e-procurement implementation on the performance of developed system of Government in Kenya. Journal of procurement strategic management. Vol 4(2), pp 21-34.

Imeda, X. Y. (2024). *Title of the article: Subtitle if any*. *Journal Name, 15*(2), 101–120 *Journal of Economics, Commerce and Management Vol. VIII.*

Janavi, E., Soleimani., and Gholampour, A, (2020). Effects of social media adoption and media needs on online purchase behavior in Iran. A journal of Information technology management. Vol. 13(2). Doi; 10.22059/jitn.

Kaul, S. (2020). Information and Communication Technologies for Effective Tendering Process in Public Procurement of Works: A Case of TANROADS And TARURA In Mbeya City and Mbeya District.

Kibe, B and Gachango, L (2026). Electronic procurement and performance of micro, small and medium enterprises in Nairobi. International journal of social science and Humanities Research. Vol 14(2), pp 288-299

Kibira, Y. Y. (2024). *E-Government Services Integration in Tanzania: A Framework*, University of Dodoma (Tanzania)].

Kitundo, S (2024). Factors affecting the adoption of electronic procurement systems in public institution in Tanzania. international journal of innovative science and research technology. Vol.9 (9). https://doi.org/10.38124/ijist.

Kowieski, A. (2023). *Understanding reliability in research.*

Leea, K. L., Romzia, P. N., Hanayshab, J. R., Alzoubib, H. M., & Alshurideh, M. (2022). Investigating the impact of benefits and challenges of IoT adoption on supply chain performance and organizational performance: An empirical study in Malaysia.

Lyimo, B., and Mrema, I. (2022). Factors affecting procurement practices in public procurement

Maiyaki1, D. B., Success, T. A., and Abimbol, O., (2025). E-procurement adoption policy implication and challenges in government agencies. The Abuja management review Vol.9 https://doi.org/10.70118/AMR-0902.

Mandala, N. O., Renson, A. I., & Kipketer, T. S. (2024). The impact of technology adoption on efficiency and transparency in public procurement processes in Kenya. *ESI Preprints (European Scientific Journal, ESJ)*, *25*, 483-483.

Mavidis and Folinas (2022) Public e-procurement of Supply Chain Management, International Hellenic University, *Sustainability 14*(18), 11252; https://doi.org/10.3390/su141811252

Mchopa, A. D., Changalima, I. A., Sulle, G. R., & Msofe, R. M. (2024). Public procurement trajectories in Tanzania: a review of reforms, practices, and compliance. *Cogent Business & Management*, *11*(1), 2300498.

Momoh, O. (2023). Research Methodology, University Technology MARA

Mushi, O., and Nsimbila, M. (2022). Determinants of electronic procurement system adoption in Tanzania. *African Journal of Applied Research, 8*(1), 309–323.

Mwalimu, W (2026). Leveraging electronic procurement from improved supply chain collaboration in Tanzania. International Academic journal of procurement and supply chain management. Vol. 3(3), pp 25-42.

Myovela1, G., Ng'elenge, H., and Kisawike, B,. (2023). Factors affecting the adoption of electronic procurement in the public sectors in Tanzania. East Africa Journal of Business and economics. Vol 6(2) Doi: https://doi.org/37284/2707-4269.

Nani1, A., D. and Ali, S (2020). Determinants of effective e-performance system empirical evidence from Indonesian Local Government. Journal Dinamika dan Bisnis Vol.7(1), pp 33-50 http://glox.doi .org/ 10.24815/jdab.v7i/.156871**.**

Njunwa, A, (2023). Determinants for adoption of electronic procurement systems by public institution in Tanzaniat. Doi: https: dx.doi.org/10.431/ajass.v5i2.4.

Ntooki, N and Alexander, K (2021). Influence of electronic procurement practices on organizational performance at the judiciary in Kenya. Journal of logistics and supply chain management Vol.5(2), pp 234-257.

Octavia, A., Indrawijaya, S., Sriayudha, Y., Heriberta, H., Hasbullah, H., and Asrini, I. (2020). Impact on e-commerce adoption on entrepreneurial orientation and market orientation in business performance of SMEs. *Asian Economic and Financial Review*, *10*(5), 516–525.

Octavia1,A., Indrawijaya, S., and Sriayudha, Y. (2020). Impact of e-commence adoption on entrepreneurial orientation and market orientation in Business performance of SMEs in Indonesia Asia economic and financial Review Vol. 10(5), pp 516-525, Doi. 10.18488.

Omwono, G. A., Mayanja, S. N., & Rodrigue, K. (2020). Factors influencing e-procurement on the implementation of public institutions in Rwanda. *Randwick International of Social Science (RISS) Journal*, *1*(2)

Precious, O, Chimae, G, Enyima and Osuangwu, J (2025). The effects of electronic procurement on building construction projects in River's station in Nigeria. International journal of emerging treaands in engineering Research. Vol.13(2).

Qalati1, A. S, Li, W, Vela, G, E., Barbosa, A., B, and Herzallah, A. M (2020). Effects of technological, Organizatinal and environmental factors on social media adoption in China. Journal of Asian finance, economics and Business Vol 7(10) pp 989-998. Doi.1013106/jafeb.

Sakutemba, N, Muvungai, R and Moyo, T (2024). Barriers to the adoption of electronic procurement in public sectors construction projects in Zambia. Journal of construction in developing countries Vol.29(2), pp 231-255.

Shatta N., F. A., and Layaa, J. N. (2020). Determinants of e-procurement adoption model for green procurement in developing countries: Experience from Tanzania. *International Academic Journal of Procurement and Supply Chain Management*, *3*(2), 1–18.

Shatta, D., Shayo, F., Mchepa, A, and Layaa, J (20200. The influence of relative advantage toward e -procurement adoption model in developing countries in Tanzania, European scientific journal Vol. 16 (28).

Sidael, J. (2020). Ethical practices in public procurement regulatory compliance. *International*

Suleiman, M. (2015). *Adoption of e-procurement and value addition: Tanzanian context*. European Journal of Business and Management, 7(14), 143–151.

System on the Performance of Public Procurement in Local Government Authorities in Tanzania A Case of Mbeya City Council. *Asian Journal Of Economics, Business And Accounting*, *25*(11), 202-221.

Tiffany, A. B. (2023). *Title of the article: Subtitle if any*. *Journal Name*, *12*(3), 45–60.

Turner, R. (2020). Research methods: Designing and conducting research.

Waithaka, R. K., & Kimani, J. G. (2021). Effect of e-procurement practices on supply chain performance. *Global Journal of Purchasing and Procurement Management*, *1*(1), 32–42.

Yuliawati, N. M., Icih, I., & Kurniawan, A. (2021). The effect of e-procurement system implementation, competence and compensation on employee performance of goods/services procurement. *Accounting Research Journal of Sutaatmadja (ACCRUALS)*, *5*.