

The Impact Of Organizational Culture On E-Procurement Implementation In Public Sector Organizations In Ghana.

Yaw Brenya Abunyewa,

Phd Candidate

*Department Of Construction Technology And Management,
Kwame Nkrumah University Of Science And Technology, Kumasi, Ghana*

Ernest Kissi,

Senior Lecturer

*Department Of Construction Technology And Management,
Kwame Nkrumah University Of Science And Technology, Kumasi, Ghana*

Bernard Kofi Baiden,

Professor

*Department Of Construction Technology And Management,
Kwame Nkrumah University Of Science And Technology, Kumasi, Ghana*

Michael Adesi,

Senior Lecturer

*Department Of Construction Technology And Management,
Kwame Nkrumah University Of Science And Technology, Kumasi, Ghana*

Abstract

Purpose – This study aims to assess the impact of organizational culture on e-procurement implementation in public sector organizations in Ghana

Design/Methodology/approach- Employing an explanatory design, this study used an in-depth interview guide and case study analysis. Three organizations implementing e-procurement were selected using purposive sampling. Data was collected through structured interviews with six respondents from each organization, which focused on the impact of organizational culture on e-procurement implementation.

Findings- The data was analyzed thematically on Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions. Cultures promoting innovation, inclusivity and excellence boost performance expectations. Emphasizing adaptability, customer-centricity and efficiency eases system use. Inclusivity, open communication and collaborative decision-making improve social acceptance while facilitating conditions like empowerment and accountability ensures long-term sustainability. These traits were evident in Organizations A, B, and E, which aligned with organizational values with e-procurement system requirements.

Social implication – The findings from the study could help policy makers know the dominant organizational culture in the public sector and how the public organizations can foster collaboration and excellence through adaptability, user-centric design and comprehensive training, reducing perceived effort in e-procurement systems.

Originality/Value – This study is one of the limited empirical qualitative type of research aimed at providing a comprehensive understanding of the impact of organizational culture on the implementation of e-procurement within public organizations in Ghana. The findings give insights to policymakers regarding the relationship between organizational culture and the implementation of e-procurement in the public sector

Keywords- Impact, Organizational culture, E-procurement, Implementation, Public Sector Organizations in Ghana.

Date of Submission: 04-11-2024

Date of Acceptance: 14-11-2024

I. Introduction

Culture is a multifaceted concept that encompasses the beliefs, values, and behaviours that shape the collective identity of a group or society (Sackmann, 2021). In organizations, culture significantly influences how

individuals and teams interact, make decisions, and achieve their goals. Organizational culture is defined as the set of shared assumptions, values, and norms governing behaviour within an organization (Hackman, 2009). Culture plays a critical role in the success of information technology projects, including e-procurement implementation (Reyes, 1997). Researchers emphasize that organizational culture acts as an "information-processing system" driven by members' values and beliefs (Joseph & Gaba, 2020; Lemon & Sahota, 2004; Vander Weerd, 2018). The introduction of an IT system, such as an e-procurement platform, often clashes with existing cultural norms and expectations, leading to resistance and potential implementation failure (Cooper, 1994).

Scholars have categorized organizational cultures into four unique types, which are determined by the degree of risk linked to tasks and the promptness of feedback: clan, adhocracy, hierarchy, and market (Rodriguez & Gomez, 2009; Quinn & Cameron, 2006; Denison, 1996; Harrison & Stokes, 1992)

Each culture type requires a different approach to managing cultural change and fostering an environment conducive to successful IT implementation. For instance, public sector organizations with hierarchical cultures, characterized by stability, control, and predictability, may struggle to adapt to the flexibility and agility required for effective e-procurement implementation (Mohungoo et al., 2020; Rane et al., 2019).

Schein's (1990) model of organizational culture emphasizes behaviour and artifacts as key elements. Similarly, Denison's model focuses on the importance of mission and involvement in shaping organizational culture. In contrast, Cameron and Quinn's (2006) competing values framework highlights the significance of clan or group culture within organizations. This model (clan/group culture) stress shared goals, values like trust and teamwork, and the importance of collective action within organizations. Similarly, Schein's model of values and assumptions aligns with Adhocracy culture in the competing values framework, Harrison and Stokes' (1992) achievement-oriented culture, and Rodriguez and Gomez's (2009) optimistic/maniac paradigm. They all underscore how personal values significantly influence organizational culture. Harrison and Stokes' (1992) support and person-oriented culture model shares similarities with Denison's (1996;1990;1984) model of involvement, emphasizing leadership's role in fostering teamwork. Lastly, Denison's adaptability model resonates with the competing values framework's adhocracy/development culture, emphasizing organizational flexibility in response to environmental changes. Rodriguez and Gomez (2009) identified the Pragmatic/bureaucratic paradigm as a variable influencing employees' actions and inactions, which none of the model analyses above represents. Therefore, this study adopts and modifies the Competing Values Framework (CFV) model by Quinn and Cameron (2006) by incorporating the Pragmatic/Bureaucratic paradigm as a component of organizational culture. Consequently, organizational culture in this study consists of clan culture, adhocracy culture, market culture, hierarchy organizational culture, and the Pragmatic/Bureaucratic paradigm.

This study examines the impact of organizational culture, specifically Hierarchy, Adhocracy, and Pragmatic/Bureaucratic cultures, on the implementation of e-procurement in the Ghanaian public sector, focusing on performance expectancy, effort expectancy, social influence, and facilitating conditions. By exploring how existing cultural traits shape the adoption, implementation and effectiveness of e-procurement systems, the research aims to deepen the understanding of these dynamics.

II. Literature Review

Organizational Culture and E-Procurement Implementation

Organizational culture, characterized by shared values, beliefs, and norms, plays a crucial role in influencing the acceptance and success of new technologies, such as e-procurement systems (Cameron & Quinn, 2011). A supportive organizational culture fosters an environment conducive to change, innovation, and continuous improvement, which are critical for the successful implementation of e-procurement systems (Zheng et al., 2007).

In the context of e-procurement, an organizational culture can enhance employee engagement, facilitate effective communication, and ensure the alignment of e-procurement objectives with organizational goals (Pettigrew, 1979). For instance, a culture that values transparency, accountability, and efficiency can drive the successful adoption and implementation of e-procurement systems, as these systems inherently promote these values through their functionalities (Vaidya et al., 2006).

The Role of Organizational Culture in E-Procurement Implementation

Research has shown that organizational culture significantly impacts the implementation of e-procurement in several ways:

Effective leadership and management commitment are crucial for fostering a culture that supports e-procurement initiatives. Leaders who champion e-procurement can influence organizational culture by promoting the benefits of e-procurement, allocating necessary resources, and providing ongoing support (Mose et al., 2013).

A culture that emphasizes continuous learning and professional development can facilitate the successful implementation of e-procurement. Training programs that enhance employees' skills and knowledge about e-

procurement systems are essential for overcoming resistance to change and ensuring effective system use (Gunasekaran & Ngai, 2008).

The organizational culture that promotes collaboration and open communication can enhance the implementation process by ensuring that all stakeholders are involved and informed. This can lead to better decision-making, problem-solving, and a shared understanding of e-procurement goals (Croom & Brandon-Jones, 2007).

Implementing e-procurement systems often requires significant organizational change (Soares & Carvalho, 2017). A culture that is adaptable and open to change can facilitate the transition by minimizing resistance and fostering a good attitude towards new systems and processes (Carter et al., 2004).

A supportive organizational culture is critical for the successful implementation of e-procurement systems in public sector organizations. In Ghana, a culture that embraces innovation and change can significantly enhance the implementation of e-procurement technologies. Organizations that prioritize training and capacity building can better equip their employees to handle new systems, thereby reducing resistance and fostering smoother transitions (Soja & Soja, 2020).

Furthermore, a culture of transparency and accountability can complement e-procurement systems by ensuring that procurement processes are fair and transparent, thereby reducing opportunities for corruption. Studies have shown that when employees perceive a strong alignment between organizational values and new technological initiatives, they are more likely to support and effectively use these technologies (Carter & Belanger, 2005).

Public Sector Organizations in Ghana

Public sector organizations in Ghana are government entities that deliver public services, implement policies, and manage public resources. These organizations operate in various sectors, including health, education, transportation, and public administration. The primary functions of public sector organizations in Ghana include Policy Implementation, Service Delivery, Regulation and Oversight and Resource Management (Ohemeng, 2010; Ayee, 2008; Ayee, 2001; Debrah, et al., 2000;)

Public sector organizations are responsible for implementing government policies and programs. This involves translating policy decisions into actionable plans and ensuring their effective execution (Ayee, 2001). These organizations provide essential services to the public, such as healthcare, education, and infrastructure development. Efficient service delivery is crucial for achieving socio-economic development goals (Ohemeng, 2010).

Public sector organizations in Ghana regulate and oversee various sectors to ensure compliance with laws and standards. This includes monitoring activities, enforcing regulations, and promoting transparency and accountability (Ibrahim et al., 2017). Managing public resources, including financial, human, and material resources, is a key function of public sector organizations. Effective resource management is essential for achieving organizational objectives and ensuring the sustainable development of the country (Ayee, 2008).

Organizational Culture in Ghanaian Public Sector Organizations

The organizational culture within Ghanaian public sector organizations can significantly influence e-procurement implementation. Studies have highlighted several cultural attributes that impact the success of e-procurement initiatives in Ghana (Boafo et al., 2020; Ofori & Fuseini, 2020; Addo, 2019)

A predominant characteristic of many public sector organizations in Ghana is a bureaucratic culture, characterized by formalized procedures, hierarchical structures, and rigid rules (Gyimah, 2019). While this culture can ensure standardization and control, it may also hinder the flexibility and innovation required for e-procurement implementation (Quartey & Afful-Mensah, 2014).

Corruption is a significant challenge in Ghanaian public sector organizations, often undermining the transparency and efficiency of procurement processes (Asiedu & Deffor, 2017). An organizational culture that promotes accountability and integrity is critical in addressing these challenges. By fostering such a culture, public sector organizations can create a more transparent and ethical environment that supports the successful implementation of e-procurement systems. Organizational culture, therefore, acts as a foundation for reducing corrupt practices and ensuring that e-procurement processes are carried out with greater efficiency and fairness (Addo, 2019).

The influence of organizational culture e-procurement implementation

The impact of organizational cultural factors on e-procurement implementation in the public sector is an area of interest for this study. Several studies have investigated the relationship between cultural factors and e-procurement implementation in the public sector (Delphine & Irechukwu, 2024; Genis-Gruber & Tas, 2020; Gascó et al., 2018). E-procurement, the utilization of digital technology to streamline and enhance procurement processes, has become increasingly vital in modern organizations seeking to optimize efficiency, reduce costs,

and enhance transparency (Mavidis & Folinas, 2022; Bienhaus & Haddud, 2018). Its successful implementation, however, is not solely contingent on technological prowess but also intricately linked to an organization's unique culture. The intersection of organizational culture and e-procurement implementation has garnered significant attention in scholarly research. Among a myriad of factors, organizational culture has emerged as a critical influence on e-procurement implementation (Delphine & Irechukwu, 2024; Genis-Gruber & Tas, 2020; Gascó et al., 2018). Organizational culture encompasses the beliefs, assumptions, values, and ways of interacting that shape an organization's unique social and psychological environment (Schein, 2010). Organizational culture, as described by Deal and Kennedy (2000), defines "how things are done" within an organization. It reflects the attitudes and behaviours of its members, setting the tone for the organization's response to change and innovation. In the context of e-procurement, a favourable organizational culture can significantly impact the acceptance and success of an e-procurement system.

Korir et al. (2015) and Shahin et al. (2022) underscore the importance of a conducive organizational culture in facilitating the integration of e-procurement practices. A culture that encourages openness, collaboration, and adaptability is more likely to embrace the changes brought about by e-procurement. Conversely, a culture resistant to change can impede implementation and hinder the realization of the technology's potential benefits. Resistance to change is a common setback to e-procurement implementation. Cameron and Quinn (2006) highlight that an organization's culture can significantly contribute to or mitigate resistance. Cameron and Quinn (2006) demonstrated how different types of organizational cultures (e.g., clan, adhocracy, hierarchy, and market) influence change initiatives. Organizations with a clan culture, characterized by collaboration and consensus-building, might be more adaptable to e-procurement's collaborative features. In contrast, organizations with a hierarchical culture may encounter more resistance due to a preference for centralized decision-making.

The Impact of organizational culture on e-procurement Implementation

The impact of organizational culture on e-procurement implementation is profound, shaping the success or setback of technology-driven initiatives. Organizations that recognize the symbiotic relationship between culture and technology are better positioned to navigate the complexities of the e-procurement landscape successfully (Althabatah et al., 2023). By fostering a culture that aligns with the goals of e-procurement, organizations can harness the full potential of technology to; drive efficiency, transparency, competitiveness in their procurement processes and Sustainable success in the digital age (Mandala et al., 2024).

The impact of organizational culture on e-procurement implementation cannot be overstated. This study has explored the multifaceted relationship between an organization's culture and the successful implementation and utilization of e-procurement technologies. As indicated, an organization's culture, comprising its values, beliefs, and norms, can either accelerate or impede the journey towards effective e-procurement implementation. A culture that fosters innovation, transparency, adaptability, and a customer-centric approach can act as a powerful catalyst for e-procurement success. It creates an environment where employees are not only receptive to change but also actively engage in the transformation process. Such a culture empowers individuals to embrace new technologies, collaborate with colleagues, and contribute to the achievement of e-procurement goals. Moreover, it enables organizations to reap the full benefits of e-procurement, including streamlined processes, cost savings, enhanced supplier relationships, and greater procurement transparency. Conversely, according to Mohungoo et al. (2020) a culture resistant to change, marked by rigidity, secrecy, and a reluctance to depart from traditional practices, can pose significant challenges to e-procurement initiatives. Resistance within such a culture may manifest as skepticism, fear, or pushback against new technologies, resulting in implementation delays, inefficiencies, and missed opportunities for improvement (Baker, 2023). It is essential for organizations embarking on e-procurement journeys to recognize that technology alone is not a panacea for procurement challenges (Makgaka, 2023). The cultural fabric of the organization must be woven into the transformation process. This necessitates leadership commitment to fostering a culture conducive to e-procurement, as well as efforts to align cultural values with the goals of technology implementation. In the dynamic landscape of modern business, where e-procurement offers a pathway to enhanced competitiveness and efficiency, organizations must take a holistic approach (Althabatah et al., 2023; Raghul et al., 2024). Therefore, organizations must not only invest in the latest tools and technologies but also nurture a culture that values change, embraces innovation, and places the customer at the Centre of the procurement process.

III. Methodological Framework

This study adopted the explanatory design bearing in mind the complex nature of the concept of organizational culture (Creswell, 2014). The study examines the influence of organizational culture on e-procurement implementation, with particular consideration on the public sector in Ghana. This design allows for the use of in-depth interviews and literature reviews to increase the understanding of a study. The population of the study consisted of ten (10) public sector organizations implementing e-procurement in a previous study that

examined the types of culture within them based on the five cultures adopted by this study (i.e. clan culture, adhocracy culture, market culture, hierarchy organizational culture and Pragmatic/Bureaucratic paradigm) Purposive sampling procedures were used to select three (3) organizations (Org A, B and E). The selection of the three organizations was based first on the representation of Organizational cultures. That is six (6) including organizations A, D, G, F, H and J have the same organizational culture that is the Hierarchical culture, represented by organization A, Also, organization B has Adhocracy/Development culture and is represented by Organization B, while Organizations E and I also have the same organizational culture namely Pragmatic/ Bureaucratic culture, represented by Organization E. (Creswell, 2014).

A quota of six (6) respondents each was sampled purposively for the study as six was the point of saturation. For each group, six respondents were used for the study. A semi-structured interview guide was used to collect data from the respondents (Creswell, 2014). Data gathered from the field was limited to the impact of organizational culture and e-procurement implementation. The study employed qualitative content analysis. Data was thematically analyzed using the UTUAT themes; Performance Expectancy, Effort Expectancy, social influence and facilitating conditions.

Fig 1.1 Table showing sample size of the study.

Org	Culture Type	Definitions
A	Hierarchical	Hierarchy culture refers to a structured and formalized work environment where clear procedures and well-defined authority lines are prioritized to ensure efficiency and stability.
B	Adhocracy/ Development	Pragmatic culture emphasizes practical and results-oriented approaches to problem-solving, focusing on the immediate needs and effective execution of tasks.
E	Pragmatic/ Bureaucratic	The bureaucratic paradigm is characterized by a reliance on rules, procedures, and a clear hierarchy, often associated with a formalized and controlled organizational environment that values consistency and adherence to established practices.

Source: Author

IV. Conceptualizing The Parameters

The Unified Theory of Acceptance and Use of Technology (UTAUT), developed by Venkatesh et al. (2003), is highly relevant for understanding the impacts of organizational culture on e-procurement implementation. According to UTAUT, the acceptance and use of new technology, such as e-procurement systems, are influenced by several key factors including performance expectancy (perceived usefulness), effort expectancy (ease of use), social influence (organizational norms and support), and facilitating conditions (resources and infrastructure) (Venkatesh et al., 2003). Organizational culture plays a crucial role in shaping these factors within the context of e-procurement implementation (Shahin et al., 2022; Korir et al., 2015). A strong organizational culture that values innovation, efficiency, and collaboration can enhance performance expectancy by demonstrating the benefits of e-procurement in streamlining processes and improving decision-making (Shatta & Shayo, 2021; Shale, 2015). According to Soong et al. (2020), effort expectancy can be influenced when employees perceive that the e-procurement system is user-friendly and aligns with existing workflows and practices. Social influence within an organization, driven by its culture, can promote acceptance and use of e-procurement through leadership support, peer influence, and shared norms that emphasize the importance of implementing new technologies for organizational success (Suhaidi, 2021). Facilitating conditions, such as adequate training, technical support, and integration with existing systems, are also facilitated by a supportive organizational culture that prioritizes investment in employee development and technological infrastructure (Shatta et al., 2020). By applying UTAUT in the context of organizational culture and e-procurement implementation, the study assesses how cultural factors impact user intentions and behaviours towards accepting and utilizing e-procurement systems. This framework allows for a comprehensive understanding of how organizational culture can foster a good attitude towards technology usage, thereby enhancing the efficiency and effectiveness of e-procurement initiatives within organizations.

V. Results And Discussion

The objective of the study was to assess the impact of the organizational culture on the implementation of e-procurement in public organizations. To achieve this objective, the study asked respondents the question; how does existing organizational culture influence the implementation of e-procurement systems in public sector organizations? The responses were analyzed and interpreted using the lens of the parameters/themes under UTAUT. The study analysed the responses thematically using themes under the Unified Theory of Acceptance and Use of Technology which are Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions.

Impacts of organizational culture on e-procurement implementation regarding Performance Expectancy.

Regarding Performance Expectancy and organizational culture's influence on successful e-procurement implementation responses from organization A asserts that the culture of collaboration and inclusiveness creates a conducive environment and will empower them to embrace new technology.

This is evident as A1 commented that;

"...In our organization, our strong organizational culture on e-procurement implementation is evident in the seamless collaboration among teams. Our shared values create a conducive environment for embracing technological advancements, of implementing e-procurement a natural progression." (Interviewee Organization A1).

A3 also indicated that;

"...At organization A, our inclusive culture plays a key role in the successful implementation of e-procurement. Team members from diverse backgrounds collaborate effortlessly, bringing unique perspectives to the table and ensuring that the e-procurement system meets the needs of all stakeholders." (Interviewee Organization A3)

A5 reiterated that;

"... Our supportive organizational culture on e-procurement is reflected in the high level of employee engagement. Our workforce is enthusiastic about embracing technology, and this enthusiasm translates into a smoother implementation and integration of e-procurement practices." (Interviewee Organization A5)

However, other members in organization A asserts that besides the culture of collaboration and inclusiveness, a culture of innovation and a commitment to excellence can also create a conducive environment and will empower them to embrace new technology.

This is evident as A2 commented that;

"...The organizational culture at organization A fosters innovation and a commitment to excellence. This has greatly contributed to our e-procurement implementation, as employees feel empowered to explore new technologies and processes, enhancing overall efficiency and transparency." (Interviewee Organization A2).

Regarding Performance Expectancy and organizational culture's influence on successful e-procurement implementation responses from organization B also asserts that the culture of collaboration and inclusiveness creates a conducive environment and will empower them to embrace new technology.

This is evident as B1 commented that;

"...Our organizational culture promotes a strong sense of collaboration and teamwork. This has significantly contributed to the successful implementation of e-procurement, as employees work seamlessly together, leveraging each other's strengths for optimal outcomes." (Interviewee Organization B1)

On the contrary some also identified a culture continuous learning to have a impact on e-procurement implementation.

This is evident as B3 indicated that;

"...Our commitment to continuous learning is a driving force behind our successful e-procurement implementation. Our employees are encouraged to upskill and adapt, ensuring that they can effectively leverage the technology and stay ahead of industry trends." (Interviewee Organization B3)

Regarding Performance Expectancy respondents from the organization E identified a culture adaptability and agility to have a impact on e-procurement implementation.

This is evident as E1 commented that;

"...Our culture of adaptability and agility has been crucial in navigating the dynamic landscape of e-procurement. Our ability to quickly respond to changing requirements and market conditions has ensured the sustained success of our implementation." (Interviewee Organization E1)

Impacts of organizational culture on e-procurement implementation regarding Effort Expectancy

Regarding Effort Expectancy of organizational culture's influence on successful e-procurement implementation responses from organization A asserts that the culture of adaptability and continuous improvement empowers them overcome challenges when accepting new technology.

This is evident as A4 commented that;

"...Our culture at Organization A emphasizes adaptability and continuous improvement. This mindset has been pivotal in overcoming challenges during the e-procurement implementation process, allowing us to evolve and refine our strategies for better outcomes." (Interviewee Organization A4)

Regarding Effort Expectancy of organizational culture's influence on successful e-procurement implementation responses from organization, B asserts that a culture that focuses on the customer will increase acceptance and use of new technology.

This is evident as B2 commented that;

"...The impact of our customer-centric culture at Organization B is evident in the user-friendly design of our e-procurement system. Putting the end-users first has resulted in a system that meets their needs and preferences, fostering greater acceptance and utilization." (Interviewee Organization B2)

However, others believe the culture of efficiency will not only increase acceptance and use of new technology but will also reduce cost.

This is evident as B5 indicated that;

"...Our culture of efficiency and process optimization has streamlined our e-procurement workflows. This emphasis on effectiveness ensures that the implementation is not only successful but also results in tangible improvements in cost savings and resource utilization." (Interviewee Organization B5)

Impacts of organizational culture on e-procurement implementation regarding Social Influence.

Regarding the social influence of organization A's culture's influence on successful e-procurement implementation suggests that the culture of inclusiveness empowers them to accept new technology.

This was highlighted by A3 who said that;

"...In A, our inclusive culture plays a key role in the successful implementation of e-procurement. Team members from diverse backgrounds collaborate effortlessly, bringing unique perspectives to the table and ensuring that the e-procurement system meets the needs of all stakeholders." (Interviewee Organization A3).

Similarly, regarding social influence of organization E's culture's influence on successful e-procurement implementation also suggests that the culture of inclusiveness empowers them to accept new technology.

This was also corroborated by E5 who said that;

"...Our inclusive culture at Organization E has contributed to the successful implementation of e-procurement by ensuring that diverse perspectives are considered. This inclusivity not only fosters innovation but also helps create a system that caters to the needs of a broad range of stakeholders." (Interviewee Organization E5).

Regarding the social influence of organization B's culture's influence on successful e-procurement implementation suggests that the culture of collaborative decision-making empowers them to implement new technology.

"...The collaborative decision-making culture at B has ensured the success of our e-procurement initiatives. Involving various stakeholders in the decision-making process has led to well-informed choices that align with the overall organizational goals." (Interviewee Organization B6).

Impacts of organizational culture on e-procurement implementation regarding Facilitating Conditions.

Regarding facilitating conditions of organizational culture's influence on successful e-procurement implementation from organization, E suggests that the culture of open communication and transparency empowers them to implement new technology.

This is evident as B4 indicated that;

"...In our organization, the culture of open communication and transparency has enhanced the trust and confidence in our e-procurement processes. This trust is crucial for successful implementation, as it encourages widespread implementation and participation from all stakeholders." (Interviewee Organization B4)

Regarding facilitating conditions of organizational culture's influence on successful e-procurement implementation responses from organization, E suggest that the culture of empowerment through continuous improvement empowers them to implementing new technology.

This is evident as E2 indicated that;

"...Our culture of empowerment has encouraged employees to take ownership of the e-procurement process. This sense of ownership has resulted in a proactive approach to problem-solving and a continuous drive for improvement." (Interviewee Organization E2)

Some also believe that the culture of sustainability empowers them to implement new technology

This is evident as E3 noted that;

"...Our commitment to sustainability is reflected in our e-procurement practices. The organizational culture places a strong emphasis on ethical sourcing and environmentally friendly practices, aligning our procurement processes with broader corporate values." (Interviewee Organization E3)

Some also believe that the culture of innovation empowers them to implement new technology.

This is evident as E4 indicated that;

"...Our culture of innovation has been a driving force behind the successful integration of cutting-edge technologies in our e-procurement system. Employees are encouraged to think creatively, leading to solutions that enhance the overall efficiency of our processes." (Interviewee Organization E4)

Some also believe that the culture of accountability and a result driven mindset empowers them to implement new technology.

This is evident as E6 commented that;

"...Our culture of accountability and results-driven mindset has been instrumental in the successful implementation of e-procurement. Our employees are focused on achieving measurable outcomes, ensuring that the benefits of e-procurement are realized across the organization." (Interviewee Organization E6)

VI. Discussion Of Findings - Impacts Of Organizational Culture On E-Procurement Implementation Regarding; Performance Expectancy, Effort Expectancy, Social Influence, And Facilitating Conditions.

Impacts of organizational culture on e-procurement implementation regarding Performance Expectancy.

The interviewees from Organizations A, B, and E consistently emphasized the impact of their organizational cultures on performance expectancy regarding the implementation of e-procurement systems. They underscored how elements such as collaboration, innovation, inclusivity, adaptability, and a commitment to excellence within their organizational cultures created an empowering environment. This environment encouraged employees to embrace technological advancements and work diligently towards the goals of e-procurement initiatives.

The findings suggest that organizational cultures characterized by these attributes foster an atmosphere where employees are motivated and equipped to embrace e-procurement initiatives.

Organizational culture plays a crucial role in shaping employees' attitudes and behaviors towards technology implementation. The literature extensively discusses how shared values, beliefs, and norms influence employees' perceptions and actions (Hoogan & Coote, 2014; Schein, 1990). In the context of e-procurement implementation, organizational culture emphasizing collaboration and innovation can facilitate the acceptance and utilization of new technologies (Maddi, 2016).

Performance expectancy, as defined in technology acceptance models such as the Unified Theory of Acceptance and Use of Technology (UTAUT), refers to the extent to which individuals believe that using a particular technology will enhance their job performance (Venkatesh et al., 2003). The findings indicate that a supportive organizational culture can improve employees' perceptions of the benefits associated with e-procurement, thereby increasing their performance expectancy. These insights underscore the importance of

organizational culture in shaping employees' perceptions of e-procurement and their willingness to embrace and utilize related systems effectively.

The findings highlight the significant influence of organizational culture on the success of e-procurement implementation, particularly in terms of performance expectancy. Organizations A, B, and E, with their respective hierarchical, adhocracy, and bureaucratic traits, demonstrated how distinct cultural traits shape employees' readiness to implement e-procurement systems. Hierarchical organizations (A) benefit from seamless collaboration among teams, inclusive culture and an innovation and a commitment to excellence. While adhocracy organizations (B) encourage innovation and adaptability, a strong sense of collaboration and teamwork and continuous learning and Bureaucratic organizations (E) ensure traits of adaptability and agility in the implementation process.

The findings emphasize the crucial role of organizational culture in shaping the success of e-procurement implementation, particularly regarding performance expectancy. Organizations with hierarchical (A), adhocracy (B), and bureaucratic (E) cultural traits demonstrate how these distinct traits influence employees' readiness to implement e-procurement systems. Hierarchical organizations (A) benefit from seamless team collaboration, an inclusive culture, innovation, and a strong commitment to excellence. Adhocracy organizations (B) foster innovation, adaptability, collaboration, and continuous learning. Bureaucratic organizations (E) exhibit adaptability and agility, ensuring smoother implementation processes. Recognizing and leveraging these cultural traits can create a supportive environment that enhances e-procurement outcomes, especially in public sector organizations.

Impacts of organizational culture on e-procurement implementation regarding Effort Expectancy

The interviewees' opinions illustrated how the organizational cultures of Organizations A and B facilitated effort expectancy in e-procurement implementation. They emphasized cultural aspects such as adaptability, customer-centricity, efficiency, and process optimization. These factors streamlined workflows, making the implementation of e-procurement systems easier for employees. The focus on user-friendly design and continuous learning further reduced the perceived effort associated with using e-procurement technologies. Consequently, these cultural attributes contributed to a more seamless and efficient implementation process, enhancing employees' willingness to engage with e-procurement systems.

The findings are consistent with the work of Heinze and Heinze (2020), who underscore the importance of organizational adaptability and customer-centricity in technology implementation initiatives. According to Heinze and Heinze (2020), an adaptable culture fosters openness to change and innovation, which is crucial for successfully implementing new technologies like e-procurement systems. Moreover, a customer-centric culture prioritizes meeting the needs and preferences of internal users, thereby enhancing their satisfaction and acceptance of the technology. The focus on optimizing processes and enhancing efficiency, as highlighted in the findings, aligns with existing literature on organizational efficiency and technological innovation. For instance, Aldoseri et al. (2023) demonstrate that organizations prioritizing process optimization are better equipped to integrate new technologies seamlessly into their workflows, thus reducing resistance to change. These findings indicate that cultural elements such as adaptability, customer-centricity, and efficiency play pivotal roles in facilitating the implementation of e-procurement systems. By fostering a supportive environment, these cultural attributes help mitigate perceived effort and resistance, ultimately promoting successful technology usage.

The study highlights that the organizational cultures of Organizations A and B significantly influence effort expectancy during the implementation of e-procurement systems. Organization A's exhibited cultural traits such as adaptability and continuous improvement. Meanwhile, Organization B's pragmatic and results-oriented culture, which emphasized customer-centric culture reflected in the acknowledged user-friendly nature of the e-procurement system, this fosters an environment where employees can easily implement new technologies. Both cultures reduce barriers to engagement and support the successful implementation of e-procurement systems.

The findings highlight that organizations with cultural traits such as adaptability, continuous improvement, and a customer-centric focus are more conducive to the implementation of technologies like e-procurement systems. These traits help to reduce resistance to change, foster openness to new technologies, and enhance the ease of technology implementation. By promoting user-friendly systems and reducing barriers to engagement, these cultures create an environment where the implementation of e-procurement systems is more likely to be successful and efficient.

Impacts of organizational culture on e-procurement implementation regarding Social Influence.

The interviewees from Organizations A, B, and E underscored the importance of social influence in facilitating e-procurement implementation through their organizational cultures. They emphasized cultural aspects such as inclusivity, open communication, transparency, and collaborative decision-making, which fostered trust, confidence, and stakeholder engagement in e-procurement processes. By involving diverse perspectives and stakeholders in decision-making and promoting a culture of open dialogue, these organizations

created a supportive environment conducive to the successful implementation of e-procurement initiatives. This social influence aspect played a crucial role in garnering widespread acceptance and participation in e-procurement practices. The theme highlighted in the findings pertains to the impacts of organizational culture, specifically focusing on social influence, on e-procurement implementation within Organizations. In the context of social influence, Metwally et al (2019) have shown that organizational culture plays a significant role in shaping employees' attitudes and behaviours towards technology implementation. According to Metwally et al (2019) a culture that values inclusivity and open communication tends to promote collaboration and teamwork, which are essential for successful e-procurement implementation. Transparency in decision-making processes and involving diverse perspectives can lead to greater acceptance and participation in e-procurement practices (Handfield et al., 2019).

The findings from Organizations A, B, and E highlight the pivotal role of organizational culture in the successful implementation of e-procurement through social influence. Cultural traits such as inclusivity, open communication, transparency, and collaborative decision-making, present in these organizations, foster trust and stakeholder engagement. These traits align with the respective organizational cultures and play a significant role in gaining acceptance for e-procurement systems.

The study suggests that organizations focusing on open communication, inclusivity, and transparency are better equipped to implement e-procurement systems successfully. The social influence generated by these cultural traits positively impacts employees' attitudes toward new technologies, promoting collaboration and teamwork.

Impacts of organizational culture on e-procurement implementation regarding Facilitating Conditions.

The findings relate to the impacts of organizational culture on e-procurement implementation, particularly focusing on facilitating conditions that contribute to successful integration. The interviewees' opinions highlighted how the organizational cultures of Organizations B and E provided facilitating conditions for e-procurement implementation. Cultural aspects such as empowerment, sustainability, innovation, accountability, and a results-driven mindset created an enabling environment for the successful integration of e-procurement technologies and practices. By empowering employees to take ownership, promoting ethical and environmentally friendly practices, fostering innovation, and emphasizing accountability and measurable outcomes, these organizations laid the groundwork for effective e-procurement implementation. These facilitating conditions supported the alignment of organizational culture with the technical and operational requirements of e-procurement systems, enhancing the likelihood of successful implementation and long-term sustainability. Several studies support the findings regarding the facilitating conditions identified by these organizations.

Regarding Empowerment, empowering employees according to Carmeli et al (2013) fosters a sense of ownership and responsibility, encouraging them to actively participate in the implementation process. Carmeli et al (2013) suggest that empowered employees are more likely to embrace technological changes and contribute to organizational goals.

Regarding Sustainability, a focus on sustainability according to Hahn et al., (2015) reflects an organization's commitment to ethical practices and long-term value creation. Sustainable procurement practices, including the use of e-procurement systems, not only reduce environmental impact but also align with corporate social responsibility goals, enhancing the organization's reputation and stakeholder relationships (Hahn et al., 2015).

Regarding innovation, cultivating an innovative culture according to Tidd and Bessant (2020) encourages exploration of new ideas and approaches, including technological innovations like e-procurement. Organizations that prioritize innovation are more adaptable to technological changes and can leverage e-procurement systems to improve efficiency and competitiveness (Tidd and Bessant, 2020).

Regarding accountability, emphasizing accountability according to Haninun et al., (2023) ensures that employees and stakeholders are held responsible for their actions and decisions related to e-procurement. This accountability fosters transparency, trust, and effective governance, which are essential for successful technology implementation (Haninun et al., 2023).

Regarding a Results-driven mindset, A results-driven culture according to Kargas and Varoutas (2015) focuses on achieving measurable outcomes and continuous improvement. Linking e-procurement implementation goals to strategic objectives and performance metrics helps drive implementation, monitor progress, and demonstrate the value of the investment (Kargas and Varoutas, 2015).

The findings demonstrate the significant influence of organizational culture on various dimensions of e-procurement implementation, as conceptualized by the Unified Theory of Acceptance and Use of Technology. The alignment between organizational culture and the key factors driving technology acceptance and use plays a critical role in shaping employees' attitudes, behaviors, and perceptions towards e-procurement systems in the public sector in Ghana.

The study highlights the pivotal role of organizational culture in the successful implementation of e-procurement systems, particularly through facilitating conditions like culture of open communication, transparency, empowerment, sustainability, innovation, accountability, and a results-driven mindset. Organizations B (Adhocracy/Development) and E (Pragmatic/Bureaucratic) provide these conditions by fostering a culture that supports the technical and operational needs of e-procurement, ensuring long-term sustainability and effectiveness in public procurement processes.

The findings imply that, public sector organizations must prioritize cultural traits that empower employees, promote innovation and sustainability, emphasize accountability, and focus on measurable outcomes. Integrating cultural analysis into technology implementation strategies can significantly enhance the implementation, performance, and long-term success of e-procurement systems.

VII. Implication Of The Research

Practical implication

This study is one of the few empirical qualitative research to assess the impact of organizational culture on the implementation of e-procurement in the Ghanaian Public Sector. Previous studies have been on adoption/introduction to e-procurement and critical success factors etc. The findings from this study will give deeper understanding of organizational culture and how it impacts on implementation of a e-procurement in Ghana with specific focus on the public sector to policy makers and the public as a whole. The study brings to light the importance of knowing organizational culture and its associated impact on the implementation of e-procurement. To attain these objectives, public sector organizations must cultivate an organizational culture that promotes collaboration, fosters innovation, and upholds a steadfast commitment to excellence. This can also be achieved through team-building activities, innovation workshops, and recognition programs that reward creative solutions.

Theoretical implication

With the concerns regarding organizational culture shown by both scholars and industry practitioners on the implementation of novel technologies (e-procurement), this study aims to enrich the existing body of literature within the area and assist policymakers in gaining a deeper understanding of organizational culture and its influence on the implementation of a new technological framework (e-procurement) in Ghana.

Limitation and future research

The study was limited to Public sector organizations that have implemented e-procurement in Ghana, excluding other public sectors organizations yet to implement e-procurement, the private sector. Future research could look at public sector organizations yet to implement e-procurement, to assess if organizational culture has had an impact on the delays in the implementation of e-procurement.

VIII. Conclusion And Recommendation

The results of this research underscore the positive influence of Hierarchy, Adhocracy/Development, and Pragmatic/Bureaucratic organizational cultures on the implementation of e-procurement, as reflected in four primary themes: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions. Firstly, organizational cultures that encourage collaboration, innovation, inclusivity, and a dedication to excellence, as demonstrated by Organizations A, B, and E, significantly shape employees' expectations regarding the performance advantages of e-procurement systems. These cultural characteristics empower employees to adopt technological innovations and strive towards achieving e-procurement objectives. Additionally, the perceived user-friendliness of e-procurement systems is enhanced in organizations that prioritize adaptability, customer focus, efficiency, and intuitive design. Organizations A and B particularly exemplify these cultural traits, which optimize workflows and minimize the effort needed to utilize e-procurement technologies, thereby facilitating a more seamless and effective implementation process. Moreover, organizational cultures that promote inclusivity, open communication, transparency, and collaborative decision-making, as seen in Organizations A, B, and E, positively affect the social dynamics that influence the acceptance and utilization of e-procurement systems. These cultural elements foster trust, confidence, and stakeholder involvement in e-procurement initiatives, promoting broad acceptance and engagement. Finally, the successful implementation and long-term viability of e-procurement systems are bolstered by organizational cultures that create facilitating conditions such as empowerment, sustainability, innovation, accountability, and a results-oriented approach. Organizations B and E exemplify these cultural attributes, aligning their organizational values with the technical and operational demands of e-procurement systems

Based on the findings the study recommends that public organizations should foster a culture that encourages collaboration, innovation, and a commitment to excellence. This can be achieved through team-building activities, innovation workshops, and recognition programs that reward creative solutions. Also, to

reduce effort in using e-procurement systems, the study recommends that organizations should prioritize adaptability and user-centric design. Providing comprehensive training and user support can further ease the transition to new technologies.

In addition, the study recommends management of public sector organizations to foster inclusivity and advocates open Communication, as it can enhance social influence on e-procurement implementation. Regular stakeholder meetings, transparent communication channels, and inclusive decision-making processes are essential. Finally, the study recommends that public sector organizations should focus on creating enabling environments that support e-procurement implementation. This includes providing necessary resources, encouraging accountability, and promoting a results-driven mindset aligned with the goals of e-procurement initiatives. By adhering to these recommendations, organizations can leverage their cultural strengths to enhance the implementation and sustainability of e-procurement systems, ultimately achieving greater efficiency and effectiveness in their procurement processes.

References

- [1] Addo, A., & Avgerou, C. (2021). Information Technology And Government Corruption In Developing Countries: Evidence From Ghana Customs. *Mis Q.*, 45(4), 1833-1862.
- [2] Addo, S. K. (2019). Challenges Of E-Procurement Adoption In The Ghana Public Sector: A Survey Of In The Ministry Of Finance. *Journal Doi*, 10, 22501991.
- [3] Ahmed, F. (2021). E-Procurement As An Instrument In Improving Public Procurement Processes: A Bangladesh Perspective (Doctoral Dissertation, Rmit University).
- [4] Aldoseri, A., Al-Khalifa, K., And Hamouda, A. (2023). A Roadmap For Integrating Automation With Process Optimization For Ai-Powered Digital Transformation.
- [5] Althabatah, A., Yaqot, M., Menezes, B., & Kerbache, L. (2023). Transformative Procurement Trends: Integrating Industry 4.0 Technologies For Enhanced Procurement Processes. *Logistics*, 7(3), 63.
- [6] Asiedu, K. F., & Deffor, E. W. (2017). Fighting Corruption By Means Of Effective Internal Audit Function: Evidence From The Ghanaian Public Sector. *International Journal Of Auditing*, 21(1), 82-99.
- [7] Ayee, J. R. (2001). Civil Service Reform In Ghana: A Case Study Of Contemporary Reform Problems In Africa. *African Journal Of Political Science/Revue Africaine De Science Politique*, 1-41.
- [8] Ayee, J. R. (2008). The Balance Sheet Of Decentralization In Ghana. In *Foundations For Local Governance: Decentralization In Comparative Perspective* (Pp. 233-258). Heidelberg: Physica-Verlag Hd.
- [9] Baker, D. S. (2023). Increasing Change Effectiveness: Impacts Of Emotional Intelligence On Sensemaking, Sensegiving, And Resistance During Organizational Change (Doctoral Dissertation, Franklin University).
- [10] Batenburg, R. (2007). E-Procurement Adoption By European Firms: A Quantitative Analysis. *Journal Of Purchasing And Supply Management*, 13(3), 182-192.
- [11] Bienhaus, F., & Haddud, A. (2018). Procurement 4.0: Factors Influencing The Digitization Of Procurement And Supply Chains. *Business Process Management Journal*, 24(4), 965-984.
- [12] Boafu, N. D., Ahudey, E., & Darteh, A. O. (2020). Evaluating E-Procurement Impact In The Public Sector. *Archives Of Business Research*, 8(5), 235-247
- [13] Cameron, K. S., And Quinn, R. E. (2006). *Diagnosing And Changing Organizational Culture: Based On The Competing Values Framework*. Jossey-Bass.
- [14] Cameron, K., & Quinn, R. (1999). *Diagnosing And Changing Organizational Culture, Based On The Competing Values Framework*, Reading, Massachusetts: Addison Wesley
- [15] Carmeli, A., Gelbard, R., And Reiter-Palmon, R. (2013). Leadership, Creative Problem-Solving Capacity, And Creative Performance: The Importance Of Knowledge Sharing. *Human Resource Management*, 52(1), 95-121.
- [16] Carter, C. R., Kaufmann, L., Beall, S., Carter, P. L., Hendrick, T. E., & Petersen, K. J. (2004). Reverse Auctions—Grounded Theory From The Buyer And Supplier Perspective. *Transportation Research Part E: Logistics And Transportation Review*, 40(3), 229-254.
- [17] Carter, L., & Bélanger, F. (2005). The Utilization Of E-Government Services: Citizen Trust, Innovation And Acceptance Factors. *Information Systems Journal*, 15(1), 5-25.
- [18] Cooper, R. B. (1994). The Inertial Impact Of Culture On It Implementation. *Information & Management*, 27(1), 17-31.
- [19] Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, And Mixed Methods Approaches* (4th Ed.). Sage Publications.
- [20] Croom, S., & Brandon-Jones, A. (2007). Impact Of E-Procurement: Experiences From Implementation In The Uk Public Sector. *Journal Of Purchasing And Supply Management*, 13(4), 294-303.
- [21] Deal T. E. And Kennedy, A. A. (2000) *Corporate Cultures: The Rites And Rituals Of Corporate Life*, Harmondsworth, Penguin Books, 1982; Reissue Perseus Books.
- [22] Delphine, U., & Irechukwu, E. N. (2024). E-Procurement Components And Performance Of Public Institutions: A Case Of Muhanga District. *Journal Of Digital Economy*, 3(1), 269-317.
- [23] Denison, D. (1990). *Corporate Culture And Organizational*. New York: Wiley. Dike, P.(2013). The Impact Of Workplace Diversity On Organizations. Dobbin, F., & Jung, J.(2010). Corporate Board Gender Diversity And Stock Performance: The Competence Gap Or Institutional Investor Bias. *Ncl Rev*, 89, 809.
- [24] Denison, D. R. (1984). *Bringing Corporate Culture To The Bottom Line: Periodicals Division, American Management Associations*.
- [25] Denison, D. R. (1996). What Is The Difference Between Organizational Culture And Organizational Climate? A Native's Point Of View On A Decade Of Paradigm Wars. *Academy Of Management Review*, 21(3), 619-654.
- [26] Gascó, M., Cucciniello, M., Nasi, G., & Yuan, Q. (2018). Determinants And Barriers Of E-Procurement: A European Comparison Of Public Sector Experiences.
- [27] Genis-Gruber, A., & Tas, B. (2020). Does National Culture Affect E-Procurement Implementations? <https://doi.org/10.4018/978-1-4666-3622-4.Ch009>.
- [28] Gunasekaran, A., & Ngai, E. W. (2008). Adoption Of E-Procurement In Hong Kong: An Empirical Research. *International Journal Of Production Economics*, 113(1), 159-175.

- [29] Gyamfi, K., Adamu, M., And Billa, G. (2021). The Impact Of Organizational Culture On Public Procurement Act Compliance In Obuasi Municipality.
- [30] Gyimah, J. H. (2019). Institutionalising Performance Management Reforms In The Ghanaian Public Service: Administrative Culture Versus Leadership? (Master's Thesis, The University Of Bergen).
- [31] Hackman, J. R. (2009). The Perils Of Positivity. *Journal Of Organizational Behavior: The International Journal Of Industrial, Occupational And Organizational Psychology And Behavior*, 30(2), 309-319.
- [32] Hahn, T., Pinkse, J., Preuss, L., And Figge, F. (2015). Tensions In Corporate Sustainability: Towards An Integrative Framework. *Journal Of Business Ethics*, 127, 297-316.
- [33] Handfield, R., Jeong, S., And Choi, T. (2019). Emerging Procurement Technology: Data Analytics And Cognitive Analytics. *International Journal Of Physical Distribution And Logistics Management*, 49(10), 972-1002.
- [34] Haninun, H., Danescan, M., Pratito, A., Simanjuntak, E. T. Y., Dwiputri, N. K. W., And Novita, T. (2023). Public Accountability In Electronic Procurement Of Government Goods And Services (E-Procurement) In Local Governments. *Journal Science Administration, Innovations, And Public Service Development*, 1(1), 1-19.
- [35] Harrison, R., & Stokes, H. (1992). *Diagnosing Organizational Culture*. New York: Pfeiffer And Company
- [36] Heinze, K. L., And Heinze, J. E. (2020). Individual Innovation Adoption And The Role Of Organizational Culture. *Review Of Managerial Science*, 14, 561-586.
- [37] Hogan, S. J., And Coote, L. V. (2014). Organizational Culture, Innovation, And Performance: A Test Of Schein's Model. *Journal Of Business Research*, 67(8), 1609-1621.
- [38] Ibrahim, M., Bawole, J. N., Obuobisa-Darko, T., Abubakar, A. B., & Kumasey, A. S. (2017). The Legal Regime And The Compliance Façade In Public Procurement In Ghana. *International Journal Of Public Sector Management*, 30(4), 370-390.
- [39] Kargas, A. D., And Varoutas, D. (2015). On The Relation Between Organizational Culture And Leadership: An Empirical Analysis. *Cogent Business And Management*, 2(1), 1055953.
- [40] Korir, S., Afande, F. O., & Maina, P. (2015). Constraints To Effective Implementation Of E-Procurement In The Public Sector: A Survey Of Selected Government Ministries In Kenya. *Journal Of Information Engineering And Applications*, 5(4).
- [41] Leidner, D., Alavi, M., & Kayworth, T. (2006). The Role Of Culture In Knowledge Management: A Case Study Of Two Global Firms. *International Journal Of E-Collaboration (Ijcc)*, 2(1), 17-40.
- [42] Maddi, M. S. (2016). *E-Procurement Adoption And The Impact Of Culture Mediator Towards The Assessment Of Accepting A New Technology In Organizations* (Doctoral Dissertation, Dublin City University).
- [43] Makgaka, B. T. (2023). *Exploring The Impact Of Procurement On Sustaining Small And Medium Enterprises In Mpumalanga* (Doctoral Dissertation, North-West University (South Africa)).
- [44] Mandala, N. O., Ayoyi, I. R., & Too, S. K. (2024). The Impact Of Information Technology Adoption On Efficiency And Transparency In Public Procurement Processes In Kenya. *Esi Preprints*, 20(13), 167-167.
- [45] Mavidis, A., & Folinas, D. (2022). From Public E-Procurement 3.0 To E-Procurement 4.0; A Critical Literature Review. *Sustainability*, 14(18), 11252.
- [46] Mccue, C. P., Prier, E., & Swanson, D. (2015). Five Dilemmas In Public Procurement. *Journal Of Public Procurement*, 15(2), 177-207.
- [47] Metwally, D., Ruiz-Palomino, P., Metwally, M., & Gartzia, L. (2019). How Ethical Leadership Shapes Employees' Readiness To Change: The Mediating Role Of An Organizational Culture Of Effectiveness. *Frontiers In Psychology*, 10, 434635.
- [48] Montanari, L., & Migliavacca, M. (2020). Public Procurement In Times Of Emergency: An Analysis Of Digitalization In Italian Public Universities.
- [49] Moon, J. (2005). An Explicit Model Of Business-Society Relations. *Corporate Social Responsibility Across Europe*, 51-65.
- [50] Mose, J. M., Njihia, J. M., & Magutu, P. O. (2013). The Critical Success Factors And Challenges In E-Procurement Adoption Among Large Scale Manufacturing Firms In Nairobi, Kenya.
- [51] Ofori, D. And Fuseini O., I. (2020) Electronic Government Procurement Adoption In Ghana: Critical Success Factors. 21(3): 18-34, 2020, Doi: 10.9734/Air/2020/V21i330191
- [52] Ohemeng, F. (2010). The Dangers Of Internationalization And "One-Size-Fits-All" In Public Sector Management: Lessons From Performance Management Policies In Ontario And Ghana. *International Journal Of Public Sector Management*, 23(5), 456-478.
- [53] Pettigrew, A. M. (1979). On Studying Organizational Cultures. *Administrative Science Quarterly*, 24(4), 570-581.
- [54] Quartey, P., & Afful-Mensah, G. (2014). Financial And Monetary Policies In Ghana: A Review Of Recent Trends. *Review Of Development Finance*, 4(2), 115-125.
- [55] Raghul, S., Jeyakumar, G., Anbuudayasankar, S. P., & Lee, T. R. (2024). E-Procurement Optimization In Supply Chain: A Dynamic Approach Using Evolutionary Algorithms. *Expert Systems With Applications*, 255, 124823.
- [56] Reyes, M. G. (1997). The Impact Of Organizational Culture On The Success Of Information Technology Projects. In *Information Technology In Educational Management For The Schools Of The Future: Ifip Tc3/Wg 3.4 International Conference On Information Technology In Educational Management (Item)*, 22–26 July 1996, Hong Kong (Pp. 73-79). Springer Us.
- [57] Rodriguez, J. K., & Gomez, C. F. (2009). Hrm In Chile: The Impact Of Organizational Culture. *Employee Relations*, 31(3), 276-294.
- [58] Ronald, N. K., And Omwenga, J. Q. (2015). Factors Contributing To Adoption Of E-Procurement In County Governments: A Case Study Of County Government Of Bomet. *International Journal Of Academic Research In Business And Social Sciences*, 5(10), 233-239.
- [59] Schein, E. H. (1990). Organizational Culture. *American Psychologist*, 45(2), 109-119.
- [60] Schein, E. H. (2010). *Organizational Culture And Leadership*. (4th Ed) San-Francisco: Jossey-Bass.
- [61] Shahin, A., Balouei Jamkhaneh, H., & Shahin, R. (2022). The Role Of E-Procurement In Supply Chains. In *Developments In Information & Knowledge Management For Business Applications: Volume 4* (Pp. 599-616). Cham: Springer International Publishing.
- [62] Shale, N. I. (2015). *Role Of E-Procurement Strategy On The Performance Of State Corporations In Kenya* (Doctoral Dissertation).
- [63] Shatta, D. N., & Shayo, F. (2021). The Influence Of Performance Expectancy On E-Procurement Adoption Model In Developing Countries: Tanzanians Perception. *Itegam-Jetia*, 7(29), 4-12.
- [64] Shatta, D. N., Shayo, F. A., & Layaa, J. N. (2020). Influence And Linkage Of Buyers'-Suppliers' Attitude Towards E-Procurement Adoption In Developing Countries: Tanzania Context. *International Journal Of Applied Research In Management And Economics*, <https://doi.org/10.33422/ijarme. V3i1, 282>.
- [65] Soares, L., & Carvalho, A. (2017). E-Procurement And Innovation In The Portuguese Municipalities: When Change Is Mandatory., 363-388. https://doi.org/10.1007/978-3-319-44582-3_16.

- [66] Soja, E., & Soja, P. (2020). Fostering Ict Use By Older Workers: Lessons From Perceptions Of Barriers To Enterprise System Adoption. *Journal Of Enterprise Information Management*, 33(2), 407-434.
- [67] Soong, K., Ahmed, E., & Tan, K. (2020). Factors Influencing Malaysian Small And Medium Enterprises Adoption Of Electronic Government Procurement. *Journal Of Public Procurement*, 20, 38-61. <https://doi.org/10.1108/Jopp-09-2019-0066>.
- [68] Suhaidi, E. (2021). *The Adoption Of E-Procurement On Performance Impact: Malaysian Contractors' Perspectives* (Doctoral Dissertation, Asia E University).
- [69] Suliantoro, H., Ghozali, I., & Wibowo, M. (2017). E-Procurement Adoption In Government Institution: Predicting Social Values Effect On Intention And Usage Behavior Of E-Procurement. *International Journal Of Biological Sciences*, 16, 167. <https://doi.org/10.33736/ijbs.562.2015>.
- [70] Tidd, J., And Bessant, J. R. (2020). *Managing Innovation: Integrating Technological, Market And Organizational Change*. John Wiley And Sons.
- [71] Tran, Q., Zhang, C., Sun, H., & Huang, D. (2014). Initial Adoption Versus Institutionalization Of E-Procurement In Construction Firms: An Empirical Investigation In Vietnam. *Journal Of Global Information Technology Management*, 17(2), 91-116.
- [72] Vaidya, K., Sajeev, A. S. M., & Callender, G. (2006). Critical Factors That Influence E-Procurement Implementation Success In The Public Sector. *Journal Of Public Procurement*, 6(1/2), 70-99.
- [73] Venkatesh, V., Morris, M. G., Davis, G. B., And Davis, F. D. (2003). User Acceptance Of Information Technology: Toward A Unified View. *Mis Quarterly*, 425-478.
- [74] Zheng, J., Knight, L., Harland, C., Humby, S., & James, K. (2007). An Analysis Of Research Into The Future Of Purchasing And Supply Management. *Journal Of Purchasing And Supply Management*, 13(1), 69-83.