ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

Online Procurement Practices and Performance of Selected Manufacturing Small and Medium Enterprises in Ado-Ekiti Metropolis, Ekiti State, Nigeria

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DOI: https://doi.org/10.51583/IJLTEMAS.2026.151000104

Received: 17 October 2026; Accepted: 22 October 2026; Published: 14 November 2026

ABSTRACT

The study focused on the effect of online procurement practices on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State. The specific objectives were to determine the effect of online sourcing, online ordering and online payment on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria, The study used survey design. Census survey technique was used in this study were the entire population of 122 were drawn for selected manufacturing small and medium enterprise but 120 respondents was used for the analysis based on questionnaire received. Primary data was used for the study. Data were analyzed using multiple regressions. The study found out that online sourcing ($t= 6.271$, $P \leq 0.05$), online ordering ($t =4.511$, $P \leq 0.05$) and online payment ($t =4.312$, $P \leq 0.05$) have significant effect on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria. The study concluded that online procurement practices have significant effect on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria. Based on the findings of the study, manufacturing small and medium enterprises management should strengthen and institutionalize the use of online sourcing in their procurement activities**.** Rather than depending predominantly on traditional supplier networks, SMEs should make systematic use of reputable online platforms, supplier websites, electronic marketplaces and other digital procurement channels to identify and compare potential suppliers.

Keywords: Online procurement, Online sourcing, Online ordering, Online payment, Performance, Manufacturing, Small and medium enterprises

INTRODUCTION

Background to the Study

Globally, e-procurement adoption has been linked to improvements in operational performance and procurement effectiveness. Over recent decades, procurement has transitioned from manual, paper-based processes to digital and automated systems known as online or electronic procurement (e-procurement)**.** This transformation is part of broader digital adoption trends where information and communication technologies (ICTs) are leveraged to streamline organizational processes, increase visibility, and improve operational effectiveness (Ibem *et al.*, 2020). Studies in various international contexts have documented that e-procurement practices including e-ordering, e-sourcing, e-tendering, and e-informing contribute positively to firm performance by improving procurement cycle time and reducing administrative burdens (Cristóbal *et al.*, 2019). The global uptake of e-procurement is driven by its potential to enhance transparency, reduce

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

procurement cycle times, and decrease transaction costs. Firms adopting e-procurement report improved supplier management, reduced paperwork, and better compliance with standards and regulations. In both public and private sectors internationally, e-procurement has been championed as a strategy for reinforcing integrity and efficiency in sourcing and purchasing activities within increasingly complex supply networks (Oshoma *et al.,* 2024).

In Nigeria, the SME sector plays a critical role in economic development, job creation, and industrial growth. Yet, the adoption of online procurement practices remains limited across many Nigerian SMEs. Studies focused on technology adoption within the Nigerian context show that information technology adoption positively influences performance**,** suggesting that digital tools can enhance operational processes when successfully implemented (Waribugo and Ndukauba, 2021). Within Nigeria's procurement landscape, critical success factors for e-procurement adoption include reliable internet infrastructure, management support, and user familiarity with digital platforms. Studies from related sectors (e.g., construction) reveal that limitations in infrastructure and ICT skills significantly influence users' experiences and the sustained use of e-procurement systems (Ibem *et al.,* 2020). Online procurement is an online business capability that combines the use of information technology and purchasing resources in processing purchasing orders, exchanging information with suppliers and supporting purchasing decisions (Cook, 2025; Ordanini and Rubera cited in Cristóbal *et al.,* 2020).

Adopting online procurement systems in a more effective and efficient manner could bolster performance by increasing net profit. This could be achieved in a highly improved procurement system that is effective and efficient (Eric *et al.,* 2024). The use of internet and modern technology has led to astonishing speed in the growth of SMEs in the form of electronic business which makes transactions far easier and faster. It has created many effects especially in the fields of procurement when dealing with various customers and clients. Ali and Fan (2021) posit that most organizations spend a higher fraction of aggregate revenue on buying and in this way; the use of ICT aids the process and at the same time makes it more efficient by removing major barriers and wastes in the procurement process. The above fact attracts the study on online procurement practices and performance of selected small and media enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

Statement of the Problem

Online procurement is particularly relevant to manufacturing small and medium enterprises because these arms of business organization generally operate with fewer financial, technological, and human resources than large organizations. The use of digital procurement systems can help manufacturing SMEs simplify procurement processes and potentially compete more effectively by improving purchasing efficiency. Oshoma *et al.* (2024) specifically identified online informing, online sourcing, online tendering, online ordering and online payment as important components of online procurement adoption and found that their adoption was associated with improved procurement-related performance. Despite growing interest in digital procurement, a conceptual gap remains concerning the precise measurement of online procurement practices and manufacturing small and medium enterprises performance. There is variation in how organizational performance is conceptualized. Some studies measure performance through operational efficiency, while others focus on profitability, inventory control and productivity performance. This makes comparisons across studies difficult. This study on online procurement practices and performance of selected manufacturing small and medium enterprises in Ado-Ekiti Metropolis, Ekiti State tend to fill this conceptual gap.

Despite wide studies on online procurement within my empirical search by different scholars such as Airoya (2025); Yusuf, *et al.* (2024); Oyerogba, *et al.* (2026) on e-procurement adoption practices and inventory control, corporate performance, digital transformation and performance of the Nigerian listed manufacturing companies yet there is still an empirical gap exists because the available evidence remains relatively limited. Based on the constraints of previous empirical research available both online and offline, there has not been a study focusing on the online procurement practices and performance of selected manufacturing small and medium enterprises in the Ado-Ekiti area of Ekiti State. This represents the gap that this study tends to fill.

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

Objectives of the study

The main objective of the study is to examine the effect of online procurement practices on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria. Specific objectives include to:

i) examine the effect of online sourcing on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

ii) .ascertain the effect of online ordering on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

iii) examine the effect of online payment on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

Significance and Scope of the Study

The significance of the study is to enhance the knowledge about the of online procurement practices on how it affects performance of selected manufacturing Small and Medium Enterprises in Ado-Ekiti metropolis, Ekiti State and Nigeria at large. Conceptually, the scope of the study seeks to examine the effect of online procurement practices on performance of selected manufacturing small and medium enterprises in Ado-Ekiti, Ekiti State. Geographically, the scope of the study revolves round manufacturing Small and Medium Enterprises (SMEs) in Ado-Ekiti metropolis, Ekiti State, Nigeria The time scope of this study covers a short period of 3 years from 2022 to 2025.

LITERATURE REVIEW

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

Theoretical Framework

This study is guided by three theories; Disruptive Innovation Theory, Innovation Diffusion Theory and Technology Acceptance Theory. These theories enhance understanding of innovative strategies like online procurement.

Disruptive Innovation Theory

Disruptive innovation theory was originally developed by Clayton M. Christensen in 1995**,** a professor at Harvard Business School, and later expanded with Joseph L. Bower. The concept was first introduced in 1995 and further developed in Christensen's influential book The Innovator's Dilemma published in 1997. The theory explains how new innovations, technologies, or business models transform industries by initially targeting overlooked or underserved markets and eventually displacing established competitors (Christensen, 1997; Yu and Hang, 2020).

The theory has become a widely applied framework in strategic management, entrepreneurship, and technology adoption studies because it explains why established firms often fail when confronted with emerging technological innovations. Disruptive Innovation Theory posits that innovation does not always emerge from leading firms but often from smaller or new organizations that target neglected market segments with cheaper and simpler alternatives. Initially, these innovations may perform worse on traditional performance indicators; however, continuous improvement allows them to eventually meet the needs of mainstream customers and disrupt established market leaders (Yu and Hang, 2020).

Christensen distinguishes between sustaining innovation and disruptive innovation. Sustaining innovation improves existing products and services for current customers, while disruptive innovation introduces new

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

solutions that create new markets or reshape existing ones by focusing on affordability, accessibility, and simplicity (Christensen Institute, 2024). The theory therefore highlights the dynamic nature of competition and the importance of adaptability in a rapidly changing technological environment.

Disruptive innovation theory is based on several underlying assumptions: Established firms prioritize their most profitable customers, often ignoring emerging markets or low-end consumers. Disruptive technologies initially underperform compared to established technologies in traditional markets. Technological improvement over time allows disruptive innovations to improve performance and gain wider acceptance. New entrants or small firms are more flexible and willing to experiment with new technologies and business models. Market competition evolves as innovations reshape customer expectations and industry structures. These assumptions explain why well-managed firms may still fail when confronted with disruptive technologies.

The major argument of disruptive innovation theory is that successful companies often fail not because of poor management but because they follow rational management strategies that prioritize existing customers and profitable markets. By focusing on sustaining innovation, these firms may overlook emerging technologies that initially appear unattractive but later transform the industry (Yu and Hang, 2020). The theory also argues that disruptive innovation often begins in low-end or new market segments where established firms are unwilling to compete due to low profit margins. Over time, these innovations improve in quality and expand into mainstream markets, eventually replacing established technologies and firms.

Despite its popularity, disruptive innovation theory has been criticized by several scholars. One major criticism is the lack of precise definition, as the concept of "disruption" is often broadly applied to many forms of innovation, thereby reducing its analytical clarity (Diversification, 2024). Another criticism is that the theory relies heavily on case studies, which may lead to selective interpretation of evidence. Some scholars argue that the theory sometimes explains disruption only after it has occurred rather than predicting it accurately in advance (Diversification, 2024). Furthermore, recent research suggests that the theory may oversimplify the competitive dynamics of modern markets by ignoring external factors such as regulatory frameworks, institutional environments, and ecosystem interactions that also influence innovation outcomes (Lattman, 2024).

Despite these criticisms, disruptive innovation theory remains influential because it provides a valuable framework for understanding technological change and competitive dynamics. One of its major strengths is that it explains why established firms often fail despite strong management and resources. The theory also highlights the importance of innovation, adaptability, and technological awareness for organizations seeking long-term competitiveness. Additionally, it provides strategic insights for managers and policymakers in identifying emerging technologies that may transform industries and create new opportunities (Christensen Institute, 2024). Another strength of the theory is its applicability across various sectors including technology, healthcare, education, and supply chain management, making it relevant for studying digital transformation in organizations.

Online procurement systems such as e-procurement platforms, electronic tendering, and digital supplier management systems represent technological innovations that can disrupt traditional procurement methods. Traditionally, procurement processes in many SMEs rely on manual procedures, paper-based documentation, and physical supplier interactions. However, digital procurement technologies simplify procurement operations, reduce transaction costs, improve transparency, and enhance efficiency.

From the perspective of disruptive innovation theory, online procurement practices can be viewed as disruptive innovations that transform conventional procurement processes by introducing faster, more accessible, and cost-effective solutions. These technologies enable SMEs to streamline supply chain operations, improve supplier relationships, and enhance overall organizational performance.

For manufacturing SMEs in Ado-Ekiti metropolis, adopting online procurement practices may improve operational efficiency, reduce procurement cycle time, and enhance decision-making. Consequently, the theory

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

provides a useful conceptual framework for understanding how technological innovations in procurement systems can improve the performance and competitiveness of SMEs in the manufacturing sector.

The theory is therefore significant to this study because it provides a framework for understanding how online procurement practices can transform procurement operations and improve the performance of manufacturing SMEs in Ado-Ekiti metropolis. It also supports the argument that continuous adoption of innovative procurement technologies is essential for SMEs to remain competitive and sustainable in the modern business environment.

Technology acceptance theory (TAT)

The technology acceptance theory (TAT), more commonly referred to as the Technology Acceptance Model (TAM), was developed by Fred Davis in 1986 and later published in 1989. The theory was designed to explain and predict users' acceptance and utilization of information technology systems within organizations. Davis (1989) argued that individuals' willingness to adopt a new technology is primarily influenced by their perceptions of the technology's usefulness and ease of use.

The focal point of the technology acceptance theory is that users will embrace and utilize a technological system when they believe that the system will enhance their job performance and can be used with minimal effort. The theory identifies two major determinants of technology adoption. The first is Perceived Usefulness (PU), which refers to the degree to which an individual believes that using a particular technology will improve work performance, efficiency, and productivity. The second is Perceived Ease of Use (PEOU), which refers to the extent to which an individual believes that using a system will be free from difficulty or complexity. These perceptions influence users' attitudes toward technology, which subsequently affect their intention to use and actual usage behavior.

The theory assumes that individuals are rational decision-makers who evaluate the benefits and challenges associated with a technology before deciding whether to adopt it. It further assumes that positive perceptions regarding usefulness and ease of use will lead to favorable attitudes toward technology adoption. In the context of organizations, employees are expected to adopt technological innovations when they perceive that such innovations will improve task performance, reduce operational costs, and simplify work processes.

One of the major strengths of the technology acceptance theory is its simplicity and strong predictive capability. The model provides a clear framework for understanding why individuals accept or reject technological innovations. It has been extensively validated across various sectors, including e-commerce, e-banking, e-learning, supply chain management, and procurement systems. The theory is also flexible and has been extended by numerous researchers to include additional variables such as trust, perceived risk, social influence, and facilitating conditions. Consequently, it remains one of the most widely used theories in information systems and technology adoption studies.

Despite its strengths, the theory has been criticized for being overly simplistic. Critics argue that the model focuses mainly on individual perceptions while neglecting organizational, cultural, environmental, and social factors that may influence technology adoption. Furthermore, the theory assumes that all users behave rationally when making technology-related decisions, which may not always be the case. Researchers have also noted that factors such as organizational support, management commitment, infrastructure availability, and regulatory requirements can significantly influence technology adoption beyond perceived usefulness and ease of use. As a result, the explanatory power of the theory may be limited in complex organizational environments.

Therefore, the technology acceptance theory provides a suitable theoretical foundation for examining online procurement practices. It explains how users' perceptions influence the adoption and effective utilization of electronic procurement technologies within organizations. The theory helps in understanding the extent to which perceived usefulness and perceived ease of use contribute to the successful implementation of online procurement systems and their subsequent impact on organizational performance.

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

Therefore, technology acceptance theory is relevant to this study because it explains the behavioral and organizational factors influencing the acceptance and use of online procurement technologies among manufacturing SMEs. It also demonstrates how effective utilization of these technologies can improve organizational performance, competitiveness, and operational efficiency.

Conceptual Review

Concept of Online Procurement Practices

Online procurement is a modern procurement method that utilizes cutting-edge technology, the internet, and networking systems. It's imperative that both buyers and sellers can electronically access each other's information as needed, ensuring the smooth operation of e-procurement processes (Kariuki and Kimani, 2021).

Online procurement technology is the best way of establishing sustainable development in the supply chain (Ibem *et al*. 2020). E-procurement normally includes a system for making purchases online. Online procurement practices in businesses have benefits such as increased transparency and accountability in the procurement process which leads to high possibility of preventing corruption (Harelimana, 2018). According to Ekrem et al cited in Maagi (2023) information system including online procurement facilitate in creating a unified supply networks by integrating the business processes of buyers and suppliers in a quick and economical manner in terms of reduced labour costs, paper work and better negotiation. In addition, the use of online e- procurement can help business organizations to make market analysis, to sell products in a wider market, to reduce transactional cost and to connect with many potential suppliers. This means that by using online procurement organizations are able to use their innovativeness and share information in a wider scope and with low cost thus mitigating supply chain uncertainty immediately (Ismail, 2015).Online procurement is described as technology implementation in the supply chain management stage, encompassing sourcing, purchasing, contracting, auctioning, and negotiating (Yusoff, Islam, Abas, Yusuf cited in Singh and Chan, 2022).

Dimensions of Online Procurement Practices

The researcher adopts the dimensions of online procurement practices as in the work of these authors (Cook, 2025; Idrees et al. 2022; Kandie and Wachiuri, 2023).

i) Online sourcing

Online sourcing entails the procurement process where bids from various suppliers are obtained through a unified online platform. It encompasses internet-enabled applications and decision support tools facilitating interactions between buyers and suppliers, utilizing online negotiations, auctions, reverse auctions, and similar mechanisms (Oluwatuyi *et al.* 2024). The advantages of e-sourcing encompass the streamlining of the sourcing process, reducing costs by maximizing supplier competition, and establishing a centralized repository for sourcing information (Chan and Chin, 2018). Unlike traditional constraints, e-sourcing eliminates geographical limitations, as the exchange of emails and information through the World Wide Web is swift and efficient. Through e-sourcing, organizations can diversify their potential suppliers without incurring additional expenses, as they are not restricted to physically visiting vendors (Munubi *et al.* 2017). The online interaction allows them to access necessary information at the click of a button from any part of the world, all within the convenience of their offices (Kandie and Wachiuri, 2023). This technology empowers businesses and their trading partners to oversee transactional documents, ensuring adherence to agreed-upon trading terms.

ii) Online Ordering

According to Alege (2018), Online ordering describes the process of creating and approving purchasing requisitions. That means placing purchase orders but also receiving services and products that were ordered. All this is done through IT-based software systems which smoothen the supply chain management performance. Oteki *et al.* (2018) views E-ordering as web-based ERP is the process of creating and approving purchasing requisitions, placing purchase orders as well as receiving goods and services ordered, by using a

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

software system based on Internet technology. In the case of e-ordering the goods and services ordered are indirect goods and services (i.e., non- product related goods and services). This process ensures that human error is eliminated and also streamlines the entire order cycle, making it more effective and less time consuming, (Mutangili, 2014).

iii) Online Payment

Online payment is an essential component of online procurement (e-procurement) systems. Online procurement refers to the use of internet-based technologies to manage procurement processes such as tendering, ordering, invoicing, and payment between buyers and suppliers. One of the most important stages in this process is the settlement of financial transactions through electronic or online payment platforms. These systems allow organizations to complete procurement transactions quickly, securely, and efficiently without relying on manual or paper-based payment methods Ibem *et al.* 2020). Online payment systems encompass a range of technologies, including mobile banking apps, digital wallets, and blockchain-based platforms. They have enabled seamless transactions for everyday consumers, facilitated cross-border trade, and provided financial inclusion opportunities to unbanked populations worldwide. These innovations have not only enhanced convenience but also driven significant economic growth by supporting the expansion of e-procurement (Lokhande, 2025). The adoption of digital payment systems has emerged as a pivotal area of research, reflecting the transformative impact these technologies have on various sectors, particularly in manufacturing small and medium enterprises.

2.2.3 Concept of performance of manufacturing small and medium enterprises

Performance measurement is a method or tool used to assess the results of implementing activities based on important concepts. The aim is to measure the development of a group or organization and improve the quality of decision making and accountability. By using performance measurement, an entity can evaluate the extent to which goals and objectives have been achieved, as well as identify areas that require improvement or improvement (Abdulrival *et al.*, 2023).

Performance of small and medium enterprises (SMEs) refers to the extent to which these firms achieve desired outcomes in areas such as profitability, operational efficiency, market expansion, customer satisfaction, and overall competitiveness. In contemporary business environments, SME performance is increasingly influenced by the adoption of digital tools, particularly online procurement systems, which streamline purchasing processes and enhance organizational effectiveness. Performance is multidimensional, often assessed through financial indicators (profitability, revenue growth), non-financial indicators (customer satisfaction, internal process efficiency), and strategic indicators (market share and innovation capacity) (Agyapong *et al.*, 2021). For SMEs, online procurement enhances performance by reducing transaction costs, improving transparency, shortening procurement cycle time, and increasing access to a wider pool of suppliers (Mrope and Namusonge, 2021). By digitizing procurement activities, SMEs can minimize human errors, improve inventory accuracy, and access real-time information needed for decision-making (Osei and Ackah, 2022). These efficiencies collectively enhance operational performance and support long-term growth.

2.3 Review of Related Empirical Studies

Nimako (2025) investigated on adoption of e-procurement and its effects on firm performance in Ghana's construction sector. A mixed-method approach was adopted, with data collected from 60 procurement officers and project managers in Accra. The study reveals a significant positive correlation between e-procurement usage and firm profitability (mean = 3.59) and competitiveness (mean = 4.00). Quantitative results indicate that e-procurement led to a reduction in procurement costs by 10-15%, while qualitative insights highlight the need for capacity-building initiatives to overcome resistance to technological change. However, challenges such as unreliable energy supply (mean = 4.02) and limited technological integration hinder the full potential of e-procurement. These findings suggest that e-procurement can play a crucial role in improving efficiency, transparency, and competitiveness in Ghana’s construction sector, provided systemic challenges are addressed.

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

The similarity between this previous study with the current study is that both studies have the same independent and dependent variable but it differs in the area and country of study with different measurement and company of study. It is relevant in this study.

Odike *et al.* (2025) examined the comparative analysis of impact of E-procurement and Traditional Procurement on Building Construction Project Delivery in Rivers State Nigeria. A mixed- methods approach was employed, involving descriptive statistics, relative importance index, severity index analysis, factor analysis, Surveys, principal component analysis (PCA) and correlation analysis to analyze data from 180 respondents in the construction industry. Results of this study showed that e-procurement systems outperform traditional systems in efficiency, accuracy, transparency, and cost-effectiveness. A strong positive correlation was observed between the performances metrics of both systems, emphasizing that e-procurement amplifies the benefits seen in traditional systems. The similarity between this previous study with the current study is that both studies have the same independent variable but different dependent variable with different area of study measurement and company of study. It is relevant in this study.

A study was carried out by Kenyanjimu *et al.* (2025) on effect of inventory computerization on procurement performance of state service corporations in Nairobi City County. This study adopted a descriptive research design. The target population comprised chief accountants, procurement managers, and heads of inventory departments from 93 service state corporations in Nairobi City County, Kenya. A sample of 165 respondents was selected through stratified random sampling to ensure balanced representation across the three groups. The sample included 55 chief accountants,55 procurement managers, and 55 heads of inventory departments. The findings revealed that inventory computerization was moderately adopted among service state corporations in Nairobi City County. Most respondents confirmed the use of fully computerized inventory coding systems, which improved stock identification and retrieval. In contrast, the adoption of Electronic Data Interchange (EDI) for supplier transactions was relatively low, with many respondents expressing neutrality or disagreement. The similarity between this previous study with the current study is that both studies have the different independent variable but the same dependent variable with different area of study measurement and company of study. It is relevant in this study.

Ayodolapo (2024) investigated on impact of e-procurement adoption on the performance of smes in emerging economy. This study used a quantitative research design, data was collected from 150 managers of SMEs, and structural equation modelling (SEM-PLS) was used for data analysis. Results indicate a positive relationship between e-procurement adoption and the business performance of SMEs in terms of procurement operations. The adoption of specific e-procurement practices, such as e-ordering, e-invoicing, e-sourcing, and e-payment, is associated with improved SME performance. The findings indicated that managers and stakeholders should consider adopting e-procurement practices to improve their business operations. The similarity between this previous study with the current study is that both studies have the same independent and dependent variable with different area of study and company of study. It is relevant in this study.

Emmanuel (2024) conducted a study on an assessment of the impact of e-procurement practices on organizational performance in Tanzania. This study examines the impact of e- procurement practices—specifically e- tendering, e-informing, and e-payment—on organizational performance at the National Housing Corporation (NHC) in Tanzania. Utilizing a descriptive research design, data were collected from 45 employees across various departments through structured questionnaires and analyzed using both descriptive and inferential statistical methods, including correlation and regression analyses. The findings revealed that e-procurement practices significantly enhance organizational performance by improving efficiency, transparency, and cost-effectiveness. E- tendering emerged as the most influential factor, demonstrating the importance of secure and efficient tendering processes in achieving organizational objectives. E-informing practices further support performance by enabling timely data backup and information flow, while e-payment fosters financial transparency and strengthens supplier relationships. The similarity between this previous study with the current study is that both studies have the same independent variable measurement and dependent variable with different area of study and company of study. It is relevant in this study.

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

Oluwatuyi *et al. (*2024) conducted a study on the effect of e-procurement practices on the performance of Small and Medium Enterprises (SMEs) in Accra, Ghana. Primary data were collected using a questionnaire administered to 246 SMEs. Regression analysis was employed to analyze data collected from SMEs using SPSS software. The result of the analysis showed that e- payment had the highest positive impact, followed by e-tendering, while e-sourcing had a negative impact. The Model's R-squared value of 0.449 indicated that approximately 44.9% of the variation in the performance of SMEs could be explained by e-procurement factors. The findings from the study highlight the importance of adopting efficient e- procurement that E-Payment had a significantly positive impact on SME performance, emphasizing the benefits of adopting digital payment systems for improved financial management and customer experiences. The similarity between this previous study with the current study is that both studies have the same independent and dependent variable with different area of study and company of study. It is relevant in this study.

METHODOLOGY

The study adopted a survey research design to collect information by administering questionnaires to a sample of respondents. The population consist of 16 selected registered manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria. The entire population of staff from the selected registered manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria was 122 comprised of project managers and procurement officers. The entire population was studied. The census sampling technique was used to determine the sample size at 122. This is because the population of 122 was manageable. Primary source of data for the study were obtained mainly by means of questionnaire. The study utilized content validity. The content validity of the questionnaire was ascertained by giving it to the supervisor to be assessed and modified some of the statements before final draft was presented for approval and administration. The study utilized internal consistency reliability to measure the instrument. The Cronbach's Alpha coefficient result from the pilot test with the application of SPSS version 20 were as follows: online informing 0.841, online sourcing 0.913, online tendering 0.939, online ordering 0.940, online payment 0.913 and Performance 0.918 Multiple regression analyses was utilised to analyse data in order to determine the effect of online procurement practices on performance in selected manufacturing small and media enterprises in Ado-Ekiti metropolis, Ekiti State.

RESULTS AND DISCUSSION

This section focused on data presentation and analysis, test of hypotheses and discussion of findings

4.1 Respondents demographic characteristics

Table 1 examine the demographic Characteristics of the respondents based on gender, gender, age, educational background, length of service and current level in the organization:

The distribution in Table 4 shows that gender of respondents 50.8% represent male while 49.2% represent female. It shows that the number of male genders is more than female in manufacturing small and medium enterprises. With regard to age distribution of respondents, 15.8% fell within the age bracket of 31 -40 years, 42.5% fell within the age bracket of 41-50 years, respondents within the age bracket of 51 years and above made up of 41.6% of the sample. It shows that the respondents that fell within the age bracket of 41-50 years were majority. With regard to educational qualifications distribution of respondents, 54.2% represent respondents that obtained BSc/HND, 12.5% represent respondents that obtained MSc/MBA while 33% represent respondents that obtained other certificates. It shows that the respondents that obtained BSc/HND were majority. With regard to length of service distribution of respondents, 10.8% represent respondents that spent 1-5 years on the job, 31.7% represent respondents that spent 6-10years on the job, 25.8% represent respondents that spent 10-15 years on the job, 31.6% represent respondents that spent 16years and Above on the job, It shows that the respondents that spent 6-10 years were majority.With regard to current status in the organization distribution of respondents, 71.7% represent Procurement officers while 28.3% represent Project officers. It shows that procurement officers were majority.

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

Table 1: Demographic Characteristics of Respondents (n= 120)

Variable	Category	Frequency (f)	Percent (%)
Gender	Male	61	50.8
	Female	59	49.2
	Total	120	100.0
Age (Years)	18–25	19	15.8
	26–35	41	32.0
	36–45	30	20.0
	46–55	20	21.6
	56 and above	10	10.5
	Total	120	100.0
Educational Qualifications	OND/NCE	30	20.1
	BSc/HND	65	54.2
	MSc/MBA	15	12.5
	Others	10	13.2
	Total	120	100.0
Length of Service	1–5 years	13	10.8
	6–10 years	38	31.7
	11–15 years	31	25.8
	16 years and Above	38	31.6
	Total	120	100.0
Current Position in the Organization	Procurement Staff	86	71.7
	Project Staff	34	8.3
	Total	120	100.0

Source: Field Survey, 2026

4.2 Presentation and Analysis of Data According to the Specific Objectives

The tables below present the discussion of the findings using descriptive statistics to present the opinions of the respondents in the study area.

The Table 2 shows that majority of the respondents 49.2% agreed that their enterprise identifies and evaluates potential raw material suppliers through online platforms, 10.0% strongly agreed while 14.2% were undecided about the statement. 15.0% disagreed and 11.7% strongly disagreed with the statement. In addition, majority of the respondents 58.3% strongly agreed that online sourcing enables our firm to compare price quotes across multiple manufacturing suppliers easily, 26.7% agreed while 0% were undecided about the statement. 11.3% disagreed and 3,3% strongly disagreed with the statement. In addition, majority of the respondents 42.5% agreed that Digital supplier discovery has helped us build relationships with reliable component vendors, 18.3% strongly agreed while 13.3% were undecided about the statement. 12.5% disagreed and 13.3% strongly disagreed with the statement. In addition, majority of the respondents 45.8% agreed that Online sourcing allows us to select high-quality materials at competitive market rates, 15.8% strongly agreed while 9.2 % were undecided about the statement. 20.8% disagreed and 8.3% strongly disagreed with the statement. In addition, majority of the respondents 49.2% agreed that Online sourcing helps our enterprise discover alternative local suppliers during raw material shortages,15.8% strongly agreed while 15.0% were undecided about the statement. 15.0% disagreed and 5.0% strongly disagreed with the statement. From the above description, it cans be inferred that online sourcing improves Performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

Table 2: Respondents view on Online Sourcing (n = 120)

Statement	Response	Frequency	Percentage

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

		(f)	(%)
Our enterprise identifies and evaluates potential raw material suppliers through online platforms.	Strongly Disagree	14	11.7
	Disagree	18	15.0
	Undecided	17	14.2
	Agree	59	49.2
	Strongly Agree	12	10.0
	Total	120	100.0
Online sourcing enables our firm to compare price quotes across multiple manufacturing suppliers easily.	Strongly Disagree	4	3.3
	Disagree	14	11.7
	Undecided	-	-
	Agree	32	26.7
	Strongly Agree	70	58.3
	Total	120	100.0
Digital supplier discovery has helped us build relationships with reliable component vendors.	Strongly Disagree	16	13.3
	Disagree	15	12.5
	Undecided	16	13.3
	Agree	51	42.5
	Strongly Agree	22	18.3
	Total	120	100.0
Online sourcing allows us to select high-quality materials at competitive market rates.	Strongly Disagree	10	8.3
	Disagree	19	15.8
	Undecided	11	9.2
	Agree	55	45.8
	Strongly Agree	25	20.8
	Total	120	100.0
Online sourcing helps our enterprise discover alternative local suppliers during raw material shortages.	Strongly Disagree	18	15.0
	Disagree	18	15.0
	Undecided	6	5.0
	Agree	59	49.2
	Strongly Agree	19	15.8
	Total	120	100.0

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Source: Field Survey, 2026

The Table 3 show that majority of the respondents 39.2% agreed that purchase requisitions and purchase orders are generated and transmitted electronically to suppliers. 33.3% strongly agreed while 0% were undecided about the statement. 13.3% disagreed and 14.2% strongly disagreed with the statement. In addition, majority of the respondents 49.2% agreed that online ordering reduces order processing lead times for critical inventory items. 25,0% strongly agreed while 0% were undecided about the statement. 15.0% disagreed and 10.8% strongly disagreed with the statement. In addition, majority of the respondents 50.8% agreed that electronic order tracking provides clear visibility into material delivery schedules and status. 25.8% strongly agreed while 0 % were undecided about the statement. 6.7% disagreed and 16.7% strongly disagreed with the statement. In addition, majority of the respondents 41.7% agreed that online ordering minimizes duplicate, incorrect, or mismatched order placements. 35.8% strongly agreed while 0 % were undecided about the statement. 6.7% disagreed and 15.8% strongly disagreed with the statement. In addition, majority of the respondents 39.2% agreed that digital purchase ordering facilitates better stock replenishment and inventory management. 24.2% strongly agreed while 0% were undecided about the statement. 23.3% disagreed and 13.3% strongly disagreed with the statement. From the above description, it cans be inferred that online ordering improves Performance of selected manufacturing small and medium enterprises in Ado-Ekiti

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

metropolis, Ekiti State, Nigeria.

Table 3: Respondents view on Online Ordering (n = 120)

Variables	Response	Frequency (f)	Percentage (%)
Purchase requisitions and purchase orders are generated and transmitted electronically to suppliers.	Strongly Disagree	19	14.2
	Disagree	16	13.3
	Undecided	-	-
	Agree	47	39.2
	Strongly Agree	38	33.3
	Total	120	100.0
Online ordering reduces order processing lead times for critical inventory items.	Strongly Disagree	13	10.8
	Disagree	18	15.0
	Undecided	-	-
	Agree	59	49.2
	Strongly Agree	30	25.0
	Total	120	100.0
Electronic order tracking provides clear visibility into material delivery schedules and status.	Strongly Disagree	20	16.7
	Disagree	8	6.7
	Undecided	-	-
	Agree	61	50.8
	Strongly Agree	31	25.8
	Total	120	100.0
Online ordering minimizes duplicate, incorrect, or mismatched order placements.	Strongly Disagree	19	15.8
	Disagree	8	6.7
	Undecided	-	-
	Agree	50	41.7
	Strongly Agree	43	35.8
	Total	120	100.0
Digital purchase ordering facilitates better stock replenishment and inventory management.	Strongly Disagree	16	13.3
	Disagree	28	23.3
	Undecided	-	-
	Agree	47	39.2
	Strongly Agree	29	24.2
	Total	120	100.0

Source: Field Survey, 2026

The Table 4 show that majority of the respondents 42.5% agreed that their firm uses electronic banking channels (USSD, web transfers, cards) to pay suppliers directly. 24.2% strongly agreed while 10.0% were undecided about the statement. 15.0% disagreed and 8,3% strongly disagreed with the statement. In addition, majority of the respondents 46.7% agreed that digital payment platforms provide safe, traceable, and verifiable records for manufacturing expenses. 15.8% strongly agreed while 14.3% were undecided about the statement. 15.0% disagreed and 8,3% strongly disagreed with the statement. In addition, majority of the respondents 45.0% agreed that fast online payments encourage suppliers to prioritize and fulfill our orders promptly. 15.8% strongly agreed while 10.0 % were undecided about the statement. 15.0% disagreed and 14.2% strongly

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

disagreed with the statement. In addition, majority of the respondents 42.5% agreed that online payment systems reduce cash handling risks and theft within our business operations. 24.2% strongly agreed while 10.0 % were undecided about the statement. 15.0% disagreed and 8.3% strongly disagreed with the statement. In addition, majority of the respondents 46.7% agreed that electronic payment channels reduce transaction fees compared to traditional banking and cash options. 15.8% strongly agreed while 14.2 % were undecided about the statement. 15.0% disagreed and 8.3% strongly disagreed with the statement. From the above description, it cans be inferred that online payment improves performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

Table 4: Respondents view on Online payment (n = 120)

Variables	Response	Frequency (f)	Percentage (%)
Our firm uses electronic banking channels (USSD, web transfers, cards) to pay suppliers directly.	Strongly Disagree	10	8.3
	Disagree	18	15.0
	Undecided	12	10.0
	Agree	51	42.5
	Strongly Agree	29	24.2
	Total	120	100.0
Digital payment platforms provide safe, traceable, and verifiable records for manufacturing expenses.	Strongly Disagree	10	8.3
	Disagree	18	15.0
	Undecided	17	14.2
	Agree	56	46.7
	Strongly Agree	19	15.8
	Total	120	100.0
Fast online payments encourage suppliers to prioritize and fulfill our orders promptly.	Strongly Disagree	17	14.2
	Disagree	18	15.0
	Undecided	12	10.0
	Agree	54	45.0
	Strongly Agree	19	15.8
	Total	120	100.0
Online payment systems reduce cash handling risks and theft within our business operations.	Strongly Disagree	10	8.3
	Disagree	18	15.0
	Undecided	12	10.0
	Agree	51	42.5
	Strongly Agree	29	24.2
	Total	120	100.0
Electronic payment channels reduce transaction fees compared to traditional banking and cash options.	Strongly Disagree	10	8.3
	Disagree	18	15.0
	Undecided	17	14.2
	Agree	56	46.7
	Strongly Agree	19	15.8
	Total	120	100.0

Source: Field Survey,2026

The Table 5 show that majority of the respondents 50% agreed that adopting online procurement practices has

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

significantly reduced overall operational and procurement costs.. 16.7% strongly agreed while 10.0% were undecided about the statement. 9.2% disagreed and 15.8% strongly disagreed with the statement. In addition, majority of the respondents 53.3% agreed that online procurement adoption has improved our production efficiency and delivery response times to clients., 18.3% strongly agreed while 5% were undecided about the statement. 8.3% disagreed and 15.0% strongly disagreed with the statement. In addition, majority of the respondents 39.2% agreed that their enterprise has recorded higher sales growth and profitability since adopting digital procurement tools, 24.2% strongly agreed while 10.0 % were undecided about the statement. 23.3% disagreed and 13.3% strongly disagreed with the statement. In addition, majority of the respondents 49.2% agreed that overall product quality and customer satisfaction have improved due to streamlined supply operations. 25% strongly agreed while 0 % were undecided about the statement. 15.0% disagreed and 10.8% strongly disagreed with the statement. In addition, majority of the respondents 50.8% agreed that online procurement practices have enhanced our firm's competitive advantage over non-digital rivals in Ado-Ekiti. 25.8% strongly agreed while 0% were undecided about the statement. 6.7% disagreed and 16.7% strongly disagreed with the statement. From the above description, it cans be inferred that online procurement practices improve performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

Table 5: Respondents view on Performance (n = 120)

Variables	**Response**	**Frequency (f)**	**Percentage (%)**
Adopting online procurement practices has significantly reduced overall operational and procurement costs.	Strongly Disagree	19	15.8
	Disagree	11	9.2
	Undecided	-	-
	Agree	60	50.0
	Strongly Agree	20	16.7
	Total	**120**	**100.0**
Online procurement adoption has improved our production efficiency and delivery response times to clients.	Strongly Disagree	18	15.0
	Disagree	10	8.3
	Undecided	6	5.0
	Agree	64	53.3
	Strongly Agree	22	18.3
	Total	**120**	**100.0**
Our enterprise has recorded higher sales growth and profitability since adopting digital procurement tools.	Strongly Disagree	16	13.3
	Disagree	28	23.3
	Undecided	-	-
	Agree	47	39.2
	Strongly Agree	29	24.2
	Total	**120**	**100.0**
Overall product quality and customer satisfaction have improved due to streamlined supply operations.	Strongly Disagree	13	10.8
	Disagree	18	15.0
	Undecided	-	-
	Agree	59	49.2
	Strongly Agree	30	25.0
	Total	**120**	**100.0**
Online procurement practices have enhanced our firm's competitive advantage over non-digital rivals in Ado-Ekiti.	Strongly Disagree	20	16.7

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

	Disagree	8	6.7
	Undecided	-	-
	Agree	61	50.8
	Strongly Agree	31	25.8
	Total	**120**	**100.0**

Data Analysis

Regression analyses

The model used to test the hypotheses design for this study, explore the effect of online procurement practices on performance of selected manufacturing small and medium enterprises in Ado-Ekiti Metropolis, Ekiti State.

Table 6: Model of Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997[a]	.995	.995	.15619
a. Predictors: (Constant), online Sourcing, online ordering and online payment				
b. Dependent Variable: Performance **Source:** SPSS Result, 2026				

Table 6 showed that the regression coefficient, R = 0.997 which show the relationship between the online procurement which is the independents variable and performance the dependent variable. The coefficient of determination (R^2) was 0 .995. Coefficient of determination explains the extent to which changes in the dependent variable is explained by the change in the independent variable or percentage of variation in the dependent variable (Performance) that is explained by all independent variables.

The coefficient of determination showed that 99.5% of the variation in performance is explained by online Sourcing, online ordering and online payment, The fundamental assumption about error terms is not violated because the error term captured the remain (5%) of other variable that affects the model outside the variables in the regression model such as poor network, unquantifiable data, human inefficiency etc.

Table 7: ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	529.061	4	132.265	5421.64	.000[b]
	Residual	2.806	115	.024		
	Total	531.867	119			
a. Dependent Variable: Performance						
b. Predictors: (Constant), online Sourcing, online ordering and online payment						

Source: SPSS Result, 2026

Table 7 result revealed that the F-statistics was found to be positive (Ftab 4.115) = Fcal = 5421.64, *P*=000) implying that research model is fit and significant at 0.05 significant level. The F value from the ANOVA table is 5421.64 and is significant because the significance level is = .000 which is less than $P \leq 0.05$. This implies that the overall regression model is statistically significant, valid and fit. The valid regression model implies that all independent variables: Online Informing, Online Sourcing, Online Tendering, Online Ordering and Online payment are capable of explaining that a positive and significant relationship exist with the dependent variable (Performance)**.**

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

Table 8: Coefficients[a] Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.246	2.136		3.813	.002
	Online Sourcing	.362	.092	.787	6.271	.000
	Online Ordering	.705	.097	.728	4.511	.000
	Online Payment	.604	.086	.713	4.312	.000

a. Dependent Variable: Performance

Source: SPSS Result, 2026

The Estimated Model Coefficients shows that the general form of the equation to predict P from OP is predicted P = 8.246 + 0.787*OS* + 0.728*OO* +0.713OP + 0.05. The regression coefficient in Table 8 for online sourcing (OS) (β1) = 0.787 correctly signed, this signifies that a positive relationship exists between online sourcing and performance such that, a unit change in online sourcing (OS) will increase performance by 78.7% if other variables kept constant. The t-value is 6.271 which is significant at .000. The coefficient of online ordering (OO) (β2) = 0.728 correctly signed, this signifies that a positive relationship between online ordering as a proxy for online procurement and performance the dependent variable such that, a unit change in online ordering (OO) will lead to 72.8% increase in performance if other variables remain constant.

The t-value is 4.511 which is significant at .000 because significance level is less than P < 0.05. The coefficient of online payment (OP) (β3) = 0.713 correctly signed, this signifies that a positive relationship between online payment as a proxy for online procurement and performance the dependent variable such that, a unit change in online ordering (OP) will lead to 71.3% increase in performance if other variables remain constant. The t-value is 4.312 which is significant at .000 because significance level is less than P < 0.05.

Test of hypotheses and Discussion of Findings

Hypotheses of the study were tested and the findings of this study were discussed based on the specific objectives of the study as follows:

i) Effect of online sourcing on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

In examine the effect of online sourcing on performance; the response from the respondents indicated that online informing affect performance. Regression was used to test the hypothesis at 5% level of significance and the t-value (6.271) which is at .000 was less than the significant level. This can be statistically given as t-value 6.271< α = 0.05. The null was rejected and alternate accepted. Therefore, it was concluded that online sourcing has significant effect on performance of selected manufacturing Small and Medium Enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria. This finding is in line with Ondieki et al. (2023) finding provides support for the underlying argument that access to and proper evaluation of supplier information can improve procurement performance. In the context of online sourcing, digital platforms can make it easier for manufacturing SMEs to search for suppliers and obtain information that can be used in supplier evaluation and selection.

Effect of online ordering on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria

In ascertaining the effect of online ordering on performance, the response from the respondents indicated that online ordering affect performance. Regression was used to test the hypothesis at 5% level of significance and the t-value (4.511) which is at .000 was less than the significant level. This can be statistically given as t-value 4.511< α = 0.05. Therefore, it was concluded that online ordering has a significant effect on performance of

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

selected manufacturing Small and Medium Enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria. This finding is in line with Mauricio cited in Bermusa, *et al.* (2020) which stated that online ordering system has become a market leader in today's industry, allowing many people, from small shop owners to famous entrepreneurs, to get their demand material online. It supports business firm with high-tech purchasing technology assisted by modern innovations. This will allow firm not only to make a posting on today's online marketplace but also to overcome other competitors.

Effect of online payment on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

In examine the effect of online payment on performance; the response from the respondents indicated that online payment affect performance. Regression was used to test the hypothesis at 5% level of significance and the t-value (4.312) which is at .000 was less than the significant level. This can be statistically given as t-value $4.312 < \alpha = 0.05$. Therefore, it was concluded that online payment has a significant effect on performance of selected manufacturing Small and Medium Enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria. This finding is in line with Mauricio cited in Kilay *et al.* (2020) which stated that adoption of e-payments can provide many benefits for manufacturing small and medium enterprises, ranging from reducing costs, improving financial performance efficiency, increasing customer satisfaction, increasing the ability of manufacturing small and medium enterprises to compete globally, strengthening relationships with and increasing sales, transparency, and security.

CONCLUSION

Considering the findings of the study, it was concluded that online informing significantly affects performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria. Similarly, there is positive significant effect of online sourcing on performance. In the same vein there is positive significant effect of online tendering on performance. There is positive significant effect of online ordering had a significant effect on Performance. However, there is positive significant effect of online payment had a significant effect on Performance. The study concludes that online procurement practices have a significant effect on Performance of selected manufacturing Small and Medium Enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria.

RECOMMENDATIONS

Going by the findings of the study, it is recommended among others that:

i) Manufacturing small and medium enterprises management should strengthen and institutionalize the use of online sourcing in their procurement activities**.** Rather than depending predominantly on traditional supplier networks, SMEs should make systematic use of reputable online platforms, supplier websites, electronic marketplaces and other digital procurement channels to identify and compare potential suppliers.

ii) Online ordering should be best mechanism that facilitates quick delivery of goods, service and work in procurement activities. Online ordering systems provide SMEs with a convenient way to place orders for goods, services, and works electronically.

iii) Online payment should be best form of settling suppliers of needed material by manufacturing small and medium enterprises in the contemporary business environment. Online payment systems enable Manufacturing Small and Medium Enterprises to pay suppliers electronically through secure digital channels such as bank transfers, mobile payments, or online banking platforms.

LIMITATION OF THE STUDY

This study determined the effect of Online Procurement Practices on Performance of selected Manufacturing Small and Medium Enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria. However, some limitations were encounter during the study that needed to be acknowledged.

ISSN 2278-2540 | DOI: 10.51583EMAS | Volume XV, Issue X, October 2026

Firstly, the study was conducted on online procurement practices on performance of selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State, Nigeria and the result may not be applicable to other location in Nigeria as the mode of network and organisational practices may vary from one region to another. The contextual differences may cause differences in interpretation of result.

Secondly, the study result relies on the respondents from selected manufacturing small and medium enterprises in Ado-Ekiti metropolis, Ekiti State and there no guarantee that some of the response may be reliable.

Thirdly, data collected may reflect some degree of confidence of the respondents who might have their own biased perception concerning the study.

Suggested Area for Further Studies

There is need to conduct further studies on the following

The study can be conducted in another business segment beyond small and medium enterprises in Ado-Ekiti, Ekiti State.

The study can be conducted in different states in Nigeria beyond Ado-Ekiti, Ekiti State.

Further studies can also be carried out using other methods of data collection and larger sample size.

Contribution to Knowledge

The study revealed that online sourcing as a dimension of online procurement practices with a beta coefficient of .787 has the greatest effect on the performance of selected Manufacturing Small and Medium Enterprises in Ado-Ekiti Metropolis, Ekiti State, Nigeria as against online ordering and online payment with beta coefficients of .728 and .723 respectively.

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