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Electronic Supplier Payment Strategies and Organizational
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Electronic Supplier Payment Strategies and Organizational Performance of Parastatals in Nakuru County

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Abstract

Purpose: The study examined how electronic supplier payment strategies affect the performance of parastatals in Nakuru County. It focused on mobile payments, automatic self-billing, electronic cheque transmission, e-invoices and e-receipts, and blockchain technology application.

Methodology: The study used a quantitative research approach. Data were collected from 91 respondents selected through purposive sampling. Structured questionnaires were used to collect the data, which were then analysed using descriptive statistics and multiple regression analysis.

Findings: The study found that electronic supplier payment strategies collectively had a significant relationship with organisational performance. E-invoices and e-receipts, as well as blockchain technology application, had significant positive relationships with performance. Mobile payments and electronic cheque transmission had significant negative relationships, while automatic self-billing had a positive but insignificant relationship with organisational performance.

Unique contribution to theory, practice and policy: The study shows that different electronic supplier payment strategies do not affect organisational performance in the same way. It recommends that parastatals strengthen the use of e-invoices, e-receipts, and blockchain technology to improve efficiency, transparency, accountability, and auditability. It also recommends improving system compatibility with suppliers, strengthening internal controls, and training employees on the effective use of electronic payment systems.

Keywords: *Automatic Self-billing, Blockchain, Electronic Receipts and invoices, Mobile payments, Organisational Performance*

1.0 Introduction

Electronic payments are becoming a norm for large institutions and firms especially in Germany have adapted to the new demands of electronic business, which include the use of credit cards, smart cards-based wallet. Security plays a critical role in electronic payments. The issues that affect electronic payments include authorisation, authentication, privacy, the integrity of the firm, theft and data corruption (Chen et al., 2019).

Research has shown that E-payments in East African countries have made substantial efforts in the use of Mobile money transfers, especially in Kenya and Tanzania. Kenya has been growing in the use of mobile payment systems, M-PESA, Airtel Money and T-Kash. This system allows customers who lack bank accounts to participate in electronic payments. It was seen that many of the micro-enterprises have adopted the use of mobile payments due to their reliability, flexibility and its accuracy and real-time transfer and settlements of transactions (Horne et. al, 2015). The United States (US), started the operation of e-payment procedures early. An Economic Review of the Central Bank in Kansas (US), mentions the use of electronic check presentation (ECP), where payment on paper cheques is unbundled from the cheque and then it is transmitted electronically to the bank. 18% of its clearinghouse was processed electronically by the Federal Reserve, either truncated or with cheques to follow. They have also adopted the use of Wire Transfer and ACH, where the wire transfers are operated by the Federal Reserve (Fedwire) and a Clearinghouse in New York. In ACH, firms exchange payment instructions and participate in direct deposit. There is also the use of Electronic Billing, Payment and Presentation (EBPP), where the customer or supplier can access their bills and pay them online (Weiner, 1999).

Blockchain technology is also a new area where firms are able to follow up on transactions and carry out real-time and safe payments and transactions virtually. Here, information about all the suppliers you are dealing with is stored electronically in blocks which are joined in by a previously filed block to form a chain of informational data. One of the best of examples of payments using blockchain is the use of cryptocurrencies such as Bitcoin, Dodgecoin and many others (Conway, 2021).

Blockchain provides unalterable transactions that cannot be hacked; data is difficult to cancel or reverse once entered in the record and is permanent. A company developed a way in which investors in Bitcoin can transfer or convert their tokens to their MPESA. (Lewis, 2018). Blockchain helps to achieve authenticity and accountability while reducing chances of fraud to ensure transaction security (Mung'asio and Moronge, 2019). Blockchain also offers a myriad of payment solutions commonly known as cryptocurrencies. However, the CBK have deemed them not to be legal tender, which means businesses cannot perform transactions with them. This is similar to other countries doing the same, such as China, Bangladesh, Nepal and Kyrgyzstan. However, despite the warnings, individuals continue to trade with them (Senjal and Shin, 2018).

A system was patented in the United States to enable the use of Electronic Funds Transfer for credit messages. The EFT provides online, real-time transactions and reconciles accounts receivable and incoming payment records (O’Leary et al., 2019).

Electronic invoicing automatically links the drafting, sending and receiving of invoices. Peol and Vanlaer (2016) emphasise that using an ERP system or EDI to process payments automatically. In India, the government uses e-invoicing in the Goods and Services Tax to reduce fraud cases, as data can be accessed in real time. E-invoicing provides information in real time, reduces compliance burden, reduces overall paperwork and curtails monotony of work (Tax Payer, 2020).

In Kenya, the introduction of e-citizen provided an easier way for people to access government services remotely. This means that suppliers and the general public could apply for licenses, permits and pay for taxes through the e-citizen system by direct bank deposits or through Mobile payments like MPESA. The Central Bank of Kenya (2017) highlights that real-time transfer is facilitated through the Kenya Electronic Payment and Settlement System (KEPSS). The system was implemented in 2005 and is managed by the CBK. Money is debited and credited in the commercial banks at the CBK. Commercial banks are also adopting the transfer of money electronically, either through their mobile numbers or through the internet via their respective websites or mobile or Windows applications. This provides the opportunity for the firms in these banks to carry out virtual payments.

1.1 Research Problem

Although e-payments have become a popular way to reduce paperwork and the time taken to pay suppliers, some sellers are reluctant to invest in this kind of information infrastructure due to its high cost and security implications (Heng, 2004; Chen et al., 2019). Other risks accompany e-payment implementation, including fraud, money laundering (concealing the source of illegally obtained funds so they appear legal), privacy and anonymity concerns, technical and cultural problems (Raja et al., 2008), and potential resistance from firms and suppliers. The e-citizen platform in Kenya automatically generates invoices and receipts, which are sent to the respective applicants’ email addresses. However, it remains unclear whether parastatals use the same system to pay their suppliers. Therefore, this study aims to ascertain the extent to which parastatals can adopt electronic payments for managing suppliers through remittance and reimbursement to improve organisational performance.

1.3 Research Objective

The objective is to determine the influence of e-payments on the organisational performance of Parastatals in Nakuru County

1.4 Research Hypotheses

H₀₁ Mobile payments do not have a significant influence on the organisational performance of Parastatals in Nakuru County

H₀₂ Automatic self-billing does not have a significant influence on the organisational performance of Parastatals in Nakuru County

H₀₃ Electronic cheque transmission does not have a significant influence on the organisational performance of Parastatals in Nakuru County

H₀₄ E-invoices and E-receipts do not have a significant influence on the organisational performance of Parastatals in Nakuru County

H₀₅ Blockchain Technology application does not have a significant influence on the organisational performance of Parastatals in Nakuru County

1.5 Literature Review

The study was anchored on the Technology Acceptance model developed by Davis (1986). This was one of the widely used when there is a need to grasp the knowledge on the adoption of computer innovation and technology (Harelimana, 2018; Surendran, 2012). The theory is affected by two factors; supposed usefulness which is the users' assumption that the system will improve their performance both in their job and their daily life, and the other factor is perceived helpfulness which is the degree to which the user will put in less effort (Surendran, 2012). For any technology to be adopted into an organization there must be computerized tools for decision-making and communication and due to their risky potential, there needs to be specification of preference. Due to the nature of people resisting change, the users of the technology must be made aware of this change and given the run-down of its benefits to weigh on its reception. Based on this theory, any new technology cannot promote organizational performance or efficiency if the change has not been accepted by the employees or users of that technology (Rotich & Okello, 2015). For e-payments and e-pos integration to meet the organization's needs they required that both the organizations and suppliers accept the technology as helpful and useful during their day-to-day activities. E-payments incorporation suggested that it would improve transparency and accountability. It also showed that it could make it easier for the organizations to track supplier spending which would help in reducing costs, reduce payment periods and be useful in keeping tabs on expensive suppliers.

Mug'asio and Moronge (2019) study on the influence of blockchain technology on logistics performance in Kenya showed blockchain assists in providing secure flow of data by offering a large storage capacity to save information simultaneously on a considerable number of computers. It was however seen that a majority of the firms have not yet accepted the use of blockchain to

promote transparency. This is because the technology is relatively new and its implication to changes in the ICT may fail to ensure that there is payment security.

Munjogu and Namusonge (2017) examined the influence of mobile money payment adoption on organisational performance, focusing on Nanyuki Water and Sewerage Company in Kenya to determine how mobile money payment mechanisms affect organisational performance. The study focused on perceived ease of use, perceived costs, perceived trust, and perceived usefulness. Using a descriptive survey design, data were collected from customers through structured questionnaires and analysed using descriptive statistics, correlation, and regression analysis. The study found that all four factors significantly influenced organisational performance, with trust and usefulness having positive effects, while perceived cost had a negative effect. However, the study was limited by its focus on customers physically queuing at service centres, potentially excluding remote digital users. It also contained inconsistencies in reporting the effect of perceived cost.

Manzoor et al. (2022) examined the application of blockchain technology in supply chain management, with a focus on its organisational implications. The study aimed to identify major themes in blockchain research, examine its contribution to supply chain resilience, and develop a future research agenda. Using a systematic literature review, the researchers analysed peer-reviewed studies on blockchain and supply chain management. The findings showed that blockchain features such as transparency, traceability, immutability, smart contracts, and data security can reduce disruption risks, strengthen inter-organisational trust, and improve supply chain resilience and performance. However, the study excluded grey literature and practitioner publications, while its proposed framework remained conceptual and required empirical validation.

Mutunga and Makhamara (2020) examined the role of digital procurement practices, particularly e-invoicing, in enhancing the performance of small and medium-sized enterprises (SMEs) in Nairobi City County, Kenya. The study examined the influence of e-invoicing on SME performance, particularly in relation to profitability, customer satisfaction, data security, and operational efficiency. Using a descriptive survey design, the researchers collected data from SME owners and managers through questionnaires and analysed the findings using descriptive, correlation, and regression techniques. The study established that e-invoicing positively influenced SME performance by improving data security, reducing processing errors, and minimising payment delays. However, the study was limited by its focus on e-invoicing despite initially proposing several digital procurement components. It also contained inconsistencies between its reported correlation and regression results, raising concerns about the accuracy of the statistical analysis.

Hassan (2023) examined the relationship between mobile money adoption and the performance of informal businesses in Zambia to examine how mobile money adoption affects informal business

performance. Using data from the Zambia Informal Sector Business Survey, the study applied an instrumental variable bivariate probit model. The findings showed that mobile money adoption improves business performance by increasing the likelihood of making profits through reduced transaction costs and improved financial access. However, the study relied on a single survey dataset, limiting its ability to examine changes over time.

Legner and Wende (2006) studied how electronic bills are presented and payments are conducted, examining electronic invoicing and payment practices in business-to-business relationships. It found that electronic billing systems can improve invoice processing, invoice matching, and payment reconciliation. However, the study also established that the effectiveness of electronic billing depends on the billing model used, the communication channels available, the format of invoices, system compatibility, and cooperation between buyers and suppliers. The authors identified weak connections between electronic billing systems as a major barrier to adoption and effective use. Although the study did not focus exclusively on automatic self-billing, it is relevant because self-billing involves the buyer preparing an invoice on behalf of the supplier. The findings suggest that automatic self-billing may not significantly improve organisational performance when supplier systems are incompatible, transaction information is inaccurate, or cooperation between the buyer and supplier is limited. This supports the finding that automatic self-billing had a positive but insignificant relationship with organisational performance.

2.0 Methodology

The research applied descriptive research. The study adopted stratified and purposive sampling to get the correct information from those who interact with the system and the suppliers regularly. The study used both primary and secondary data, which were derived from other publications for inferential purposes. The study used a questionnaire as the main method of gathering primary information, where the questionnaire was both open- and closed-ended. Data was analyzed by use of SPSS into means, standard deviations and presented in tables. A regression model was used to explain the relationship between E-payment and organisational performance.

3.0 Results and Discussions

The researcher distributed 91 questionnaires consisting of employees/ respondents from the major departments concerned with suppliers' selection and payments. These include Finance and Accounts, Procurement/ Supply chain, and Stores. Out of these, only 80 questionnaires were returned duly filled.

3.1 Reliability test

The study adopted Cronbach's alpha to test the reliability of the scale. The reliability test was conducted on the statements of agreement, which was a total of 5 items. The coefficient alpha for the study reliability was found to be 0.827. This is consistent with George and Mallery, (2003)

rule of thumb, where Cronbach's alpha reliability test indicates that if the alpha is above 0.80, it is considered a good scale. This conclusion shows that the scale used was reliable and could be used to provide consistent information.

Table 1: E- Payment Reliability Test Statistics

Variables	Cronbach's Alpha if Item Deleted
Mobile payments	.842
Automatic self-billing	.819
Electronic cheque transmission	.831
E-invoices and E-receipts	.827
Blockchain technology application	.816
Aggregate	.827

4.2 Descriptive analysis

The table below shows the descriptive analysis for the variable in which the respondents were to agree with the statements on how they are able to acquire information from their suppliers. The respondents implied that mobile payments are made and agreed (Mean=3.4625, SD=1.19008). They also agreed that the supplier can automatically self-bill (Mean=3.4125, SD=1.36589), suggesting moderate reported use or agreement, but the relatively large standard deviation indicates considerable variation among respondents. Additionally, they agreed that the company can electronically transmit a cheque to the supplier's bank account (Mean=3.7875, SD=1.18742) and that Suppliers and the company can exchange invoices and receipts electronically (Mean=3.2875, SD=1.05775). This corresponds with Harelimana (2018), where the employees agreed that the companies do indeed enable electronic payments, whether through EFT and mobile payments. The respondent, however, disagreed that the company uses blockchain technology to authenticate transactions with suppliers, with the lowest mean (Mean=2.4375, SD=0.91186). However, the relatively low mean score for blockchain application suggests that its use may still be limited or uneven among the parastatals. The benefits of blockchain will therefore depend on system interoperability, reliable source data, user competence, regulatory support, and clear governance arrangements. This finding coincides with Mung'asio and Moronge, (2019), that organisations have still not able to accept blockchain as the fluctuations in ICT cannot guarantee safety in payment transactions.

Table 2: E-Payment and Organisational Performance

	Mean	Std. Deviation
Mobile payments	3.4625	1.19008
Automatic self-billing	3.4125	1.36589
Electronic cheque transmission	3.7875	1.18742
E-invoices and E-receipts	3.2875	1.05775
Blockchain technology application	2.4375	.91186

4.2 Regression Analysis

The regression model in Table 3 produced a correlation coefficient of $R = .626$, indicating a moderately strong combined relationship between the payment strategies and organisational performance. The predictors explained 39.2% of the variation in organisational performance, while the adjusted R^2 was .351, indicating that, after allowing for the number of predictors in the model, approximately 35.1% of the variation remains explained. This is a meaningful level of explanatory power for organisational research, although it also indicates that 64.9% of the remaining variation is accounted for by other factors not included in the model. These results indicate that electronic supplier payment strategies are relevant to organisational performance, although other factors also contribute substantially.

Table 3: Model Summary of Electronic Payment and Organisational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 ^a	.392	.351	.34612

Table 4 showed that the strongest positive standardised association was recorded for e-invoices and e-receipts ($\beta = .413$, $p < .001$). This was followed by blockchain technology application ($\beta = .341$, $p = .001$). Mobile payments had a statistically significant but negative coefficient ($\beta = -.341$, $p = .001$), while electronic cheque transmission also had a statistically significant negative coefficient ($\beta = -.304$, $p = .020$). Automatic self-billing had the weakest standardised coefficient ($\beta = .137$) and was not statistically significant ($p = .291$). On the basis of the supplied output, the practical ordering of the predictors by absolute standardised coefficient is e-invoices and e-receipts, mobile payments and blockchain technology at similar levels, electronic cheque transmission, and automatic self-billing. For every one-unit increase in mobile payment, there was a -.123 decrease in organisational performance; for every one-unit increase in automatic self-billing, there was a .043 increase in organisational performance. It also shows that for every one-

unit increase in electronic cheque transmission, there was a -.110 decrease in organisational performance. Further, a one-unit increase in E-invoicing and E-receipts, there was associated with a .168 increase in organisational performance and finally a one-unit increase in access to blockchain technology application there was associated with a .161 increase in organisational performance.

The regression Equation used to link the dependent and independent variables was as follows:

Organisational performance = 3.378 – 0.123(Mobile payments) + 0.043(Automatic self-billing) – 0.110(Electronic cheque transmission) + 0.168(E-invoices and E-receipts) + 0.161(Blockchain technology application).

Table 4: Regression Analysis Coefficient: Electronic Payment and Organisational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.378	.195		17.291	.000
Mobile payments	-.123	.034	-.341	-3.623	.001
Automatic self-billing	.043	.040	.137	1.063	.291
Electronic cheque transmission	-.110	.046	-.304	-2.384	.020
E-invoices and E-receipts	.168	.042	.413	4.022	.000
Blockchain technology application	.161	.046	.341	3.470	.001

4.3 Hypothesis test

The study used the regression analysis in Table 4 to report on the hypothesis test. The null hypothesis for mobile payments was also rejected. This was consistent with Hassan (2023) and Munjogu and Namusonge (2017) whose study on informal businesses in Zambia and the Nanyuki Water and Sewerage Company in Kenya, found that mobile-money use significantly improved overall business performance. The null hypothesis for e-invoices and e-receipts was also rejected since $p < 0.05$. The finding is consistent with Mutunga and Makhamara (2020) study, which evidenced that e-invoicing was reported to improve SME performance and reduce the costs of printing, storing, and delivering paper invoices and was statistically significant.

The null hypothesis for blockchain technology application were rejected because their p-values were below .05. The findings correlate with Manzoor et al., (2022) study, which identifies

blockchain as a technology with potential to improve traceability, resilience, trust, and supply-chain performance. The null hypothesis for automatic self-billing was not rejected because its p-value was .291, which is $p > 0.05$. This was consistent with Legner and Wende (2006) study that there existed a limited connection between electronic billing systems which was a major challenge to wider adoption.

The evidence therefore supports a differentiated view of electronic supplier payment strategies: some technologies are positively associated with performance, one is statistically inconclusive, and two show negative associations that require further investigation of system design and organisational controls. Table 5 shows a summary of the hypothesis tests.

Table 5: Summary of Hypothesis Test

Hypothesis	Evidence from the regression output	Decision	Interpretation
H01: Mobile payments do not significantly influence organisational performance.	$\beta = -.341$, $p = .001$	Reject H01	Mobile payments have a statistically significant negative relationship with performance in the sample.
H02: Automatic self-billing does not significantly influence organisational performance.	$\beta = .137$, $p = .291$	Fail to reject H02	The study does not provide sufficient evidence of a statistically significant relationship.
H03: Electronic cheque transmission does not significantly influence organisational performance.	$\beta = -.304$, $p = .020$	Reject H03	Electronic cheque transmission has a statistically significant negative relationship with performance.
H04: E-invoices and e-receipts do not significantly influence organisational performance.	$\beta = .413$, $p < .001$	Reject H04	E-invoices and e-receipts have a statistically significant positive relationship with performance.
H05: Blockchain technology application does not significantly influence organisational performance.	$\beta = .341$, $p = .001$	Reject H05	Blockchain application has a statistically significant positive relationship with performance.

Conclusion, Summary and Recommendation

The aspect of electronic payment, the study established that some of the parastatals have embraced the use of mobile payments, this is by the use of M-Pesa, Paybill, Mobile Apps for bank, use of IFMIS, Real Time Gross Settlement (RTGS), EFT, Direct bank deposit and AX to remit supplier vouchers. This has assisted in reducing supplier complaints on late payments as payments are done on time, improved efficiency, minimised corruption and fraud and increased accuracy. The use of these e-payments has provided reliability of payments, improved security of transactions, and convenience. Accountability is ensured since there is an electronic trail that is important during audits. However, the use of blockchain technology is still a new feature that has cost implications, and therefore many of the parastatals have not yet embraced the technological benefit implications of blockchain. The use of these e-payment structures has cost implications, which defeats the purpose of cost savings that the organisation generates from the use of these methods.

Recommendation

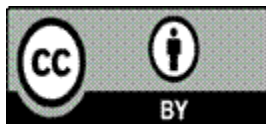
This study would also like to recommend that the parastatals collaborate with the suppliers to enhance systems compatibility. This enables both parties to automatically process transactions of invoices and receipts between the suppliers and the organisation. This will ensure that the suppliers are paid at a convenient time and also reduce the chances of fraud or corruption, as every transaction can be tracked and accountability can be taken. These parastatals should also frequently focus on embracing new technology such as the use of blockchain technology to improve transaction authentication, gathering and accessing relevant and updated information.

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