

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE



DEPARTMENT OF ECONOMICS

TITLE: FACTORS AFFECTING EFFECTIVE IMPLEMENTATION OF SUSTAINABLE PROCUREMENT PRACTISES ON THE PERFORMANCE OF A CABLE MANUFACTURING COMPANY. A CASE STUDY OF CAFCA LIMITED.

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE BACHELOR OF COMMERCE HONORS DEGREE IN PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF SCIENCE EDUCATION.

COMPILED BY:

RACHEL HAMURA

B192653B

SUPERVISOR: DR B. NKALA

APPROVAL FORM

The undersigned certify that they have read and recommend the Bindura University of Science Education for acceptance of a research project entitled: **“Factors affecting effective implementation of sustainable procurement practices on the performance of a Cable Manufacturing Company. A case study of CAFCA Limited”**.

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____ R. Hamura _____

Signature of student

Date

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Signature of Supervisor

Date

III. To be completed by Chair of Department.

I certify to the best of my knowledge that the required procedures have been followed and the preparation criteria has been met for this dissertation.

Signature of Chairman

Date

RELEASE FORM

Name of student : Rachel Hamura

Reg number: B192653B

Dissertation Title: Factors affecting effective implementation of
Sustainable procurement practices on the
Performance of a cable manufacturing company.
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Signed.....R. Hamura.....Date.....

Address: 3696 Tynwald North
Harare

DECLARATION

I Rachel Hamura, hereby declares that this research report is the result of my own work, except as indicated in the acknowledgments, references and comments included in the text of the report, and that it was not submitted in part or in whole for obtaining any other degree at any other university.

Signed.....R. Hamura.....

Date.....

DEDICATION

I dedicate my project to my ever supportive family especially my mother and her brothers and also my late grandparents. They stood with me during the worst moments of my life and their emotional and financial support is greatly appreciated.

ABSTRACT

This study's aim is to provide an analysis on the factors affecting effective implementation of sustainable procurement practices on the performance of a cable manufacturing company using CAFCA as a case study. Sustainable procurement involves purchasing decisions that meet an organisation's requirements for goods and services while minimizing the impact on environment. At CAFCA Limited the research realised that the implementation of sustainable procurement was very slow and so hectic since it needs the whole organisation to corporate. A descriptive research was used in the form of a case study and the research found that legal and regulatory framework, structure of the organization and cost of sustainable goods and services are some of the factors that affected effective implementation of sustainable procurement practices. Recommendations made that CAFCA Limited should train its procurement officers together with their suppliers so that they understand sustainability issues. To add more the research suggested its wise for the organization to collaborate with its suppliers in order to get full control of suppliers' activities thereby getting a chance of implementing sustainability. Finally the study recommended that government should put extra effort to implement sustainable procurement practices. It should ensures that laws that governs sustainability are made available to organizations and those laws should be strict so that they will be prohibiting.

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List of acronyms

WLC Whole Life Costing

TBL Triple Bottom

CHAPTER 1

INTRODUCTION

1.0 Introduction

The study aimed at determining the factors affecting the effective implementation of sustainable procurement which involves how organizational structure, legal and regulatory framework, and cost of sustainable products influence the successful implementation of sustainable procurement practices at CAFCA Limited. The chapter addresses the study's background, statement of the problem, objectives and questions, significance of the study and assumptions as well as the limitations of the study.

1.1 Background information

The Brundtland Commission's (1987) report on sustainable development established a variety of issues related to problems which affect environment and come up with ways that contribute to sustainability which involves social, economic and environmental factors. The commission created the foundation for the Rio Earth Summit (1992), in which the UN encouraged the development of the idea of sustainable procurement (Rio Declaration). At the World Summit (Johannesburg, 2002), authorities were required to support purchasing procedures that supported the distribution of environmentally sustainable products. This eventually increased the focus on sustainable development. Sustainable procurement should consider economic, environmental and social issues (Triple Bottom Line) and further extent the requirements of current environmental laws and regulations. Brammer and Walker (2007) postulated that 'it goes beyond one firm to include the entire supply chain, and tight collaboration between organizations along the supply chain is required'.

Several organizations both public and private have acquired sustainable procurement and they recognised it as of greater significance all over the world. According to Koh et al, (2011),

sustainable procurement is now a channel which has caused the manifestation of sustainability strategies in businesses. Procurement officers are responsible and they have a great deal due to their actions which might have a negative or positive impact on both the environment and society (Kalubanga, 2012). According to Brammer and Walker (2007), while sustainable procurement is globally gaining higher credit in policymaking, much is undiscovered about how useful its policies and procedures are incorporated in the day -to -day activities of buyers. Supply chain partners and procuring entities developed these policies with the aim of finding how environmental issues and other issues related to pillars of sustainable development can be combined into the procurement cycle. These principles were theoretical with traditional evaluation criteria such as price and quality playing a significant role in selecting suppliers.

Here in Zimbabwe, the situation is similar to that of the rest of the globe because most sectors in the country continue to use the old approach. According to Chari and Chiriseri (2014), Zimbabwe still needs to implement sustainability in its procurement processes. Many industries have been blamed for the country's failure to implement the TBL concept and the cable manufacturing company CAFCA has made a significant contribution to this setback.

CAFCA Ltd is an organisation with a business responsibility of manufacturing and supplying electrical cables for the transmission and distribution of energy and information. Since it was established in 1947, its main mission was to recognise superiority in delivering products and services of high quality that maximises the best value to all its customers and stakeholders.

Apart from that, environmental protection and occupational Health and Safety and Energy management are among CAFCA's top corporate priorities. CAFCA addresses environmental, energy and occupational Health and Safety issues in all its operations and public policies. In 2013 and 2014 CAFCA received a National industry energy efficient award. Its present and future operations and processes will comply with the applicable standards and legislation. CAFCA will strive to reduce the negative externalities its products and services have on the global environment and human health.

Procurement managers at CAFCA Ltd should take into consideration TBL and also health and safety issues when deciding what to buy, be it raw materials for the production of cables, personal protective clothing, furniture for offices and other equipment. Also there is a need to reduce waste,

boost organizational efficiency and improve competitiveness and all of these have enabled the adoption of sustainability in a way which is competitive (Humphreys, 2003).

1.2 Statement of the problem

The study seeks to address the problem of the effective implementation of sustainable procurement practices which effectively presents difficulties for CAFCA Limited. Despite the company's commitment to environmental protection, energy management, and occupational health and safety, it has not fully integrated sustainable procurement practices into its supply chain. This can be attributed to various factors such as complex legal and regulatory frameworks and the high cost of sustainable products. The manufacturing department often works with different types of machines, equipment and chemicals and these are posing damage to the environment. During day- to- day business activities at CAFCA Limited, a lot of gases are emitted that may affect the external environment. While the company tries to reduce the likelihood of damage to the environment, the firm also incurs costs to comply with the rules and regulations. To add on that, Environmental Management Agency (EMA) requires certain ways of disposal hence the company will incur the costs of hiring companies such as Waste Away to ensure the safe and accepted way of waste disposal. In order to overcome these problems, CAFCA is trying to ensure that the environment is clean by reselling reusable scraps such as galvanised steel wire, polyvinyl chloride and wood to other firms at an affordable price hence contributing to the profit of the firm. Even though efforts are being put into action, the society and the environment are still missing out. All these have forced the researcher to conduct a research on factors that affect the successful implementation of sustainable procurement practices at CAFCA Limited and provide recommendations for improvement.

1.3 Research objectives

The research's goal is to identify the variables that affect sustainable procurement procedures' implementation at CAFCA Ltd, a cable manufacturing company.

The following precise objectives serve as a guide for the study:

1. To explore the impact of the legal and regulatory framework on a company's ability to execute sustainable procurement practices.
2. To explain how the organizational structure influences sustainable procurement.
3. To investigate the impact of the cost of sustainably produced goods and services.

4. To propose effective strategies to mitigate the implementation of sustainable procurement.

1.4 Research questions

1. What is the impact of the legal and regulatory framework?
2. What influence does organisational structure have on sustainable procurement?
3. How does the cost of sustainably produced goods and services influence sustainable procurement?
4. What are the most effective strategies to mitigate sustainable procurement practices?

1.5 Significance of the study

Draven (2018) expounds that the significance of the study is an introductory section of a research that reflects how a specific audience would benefit from the study. This research is needed to benefit various partners which involves the following:

1.5.1 The student

The student can gain a deep understanding of sustainable procurement practices as well as methods of mitigating them in her day- to- day activities. Even when she will become fully employed as a procurement officer, she will be able to understand issues to do with sustainability and apply them.

1.5.2 The company

The research provide the company with an understanding of the elements influencing the implementation of sustainable procurement, how sustainable procurement will affect the company's performance and the benefits it provides to the company as a whole. The research will be used to educate all the employees, particularly procurement officers and the management of the company. It will also help them with a better understanding of sustainable procurement.

1.5.3 Bindura University of Science Education

This study will be made available in the University library for procurement students to review the results. It will also be of greater importance to other upcoming students of Bindura University of

Science Education and even everywhere for those interested in learning more about sustainable procurement.

1.6 Assumptions

It was the researcher's assumption that:

1. Access to all primary sources of information that is reliable and useful.
2. Financial resources would be sufficient to cover all of the costs incurred.
3. The chosen people would deliver all the information and attend to the questions on time.
4. There will be an easy assessment of secondary data required by the study.
5. Respect respondents' privacy and confidentiality by all means.

1.7 Delimitation of the study

The study concentrated on the problems of effectively implementing sustainable procurement methods at a cable manufacturing company in Harare province. The study was conducted from 2022 to 2023.

1.8 Limitations

1.8.1 Confidentiality of Information.

Information received from CAFCA Ltd was not intended for public use but for academic purposes only. The researcher strives so hard to obtain information using counter questions to obtain confidential information about the organization.

1.8.2 Financial Restrictions.

A high monetary base is required to complete the study as it included costs such as travel costs, writing costs and some other costs. The analyst devised a plan to get money from family members and friends in order to purchase the necessary writing instruments and supplies in advance. In order to limit research costs, exploration used samples.

1.8.3 Time Limits.

This is also another problem that had to be faced, there was very little time to complete the study since the university guidelines simply require that the study should be covered in the eighth semester so the study must be done at the time when lectures were being conducted hence it gave more pressure to the researcher.

1.9 Definition of terms

Sustainable procurement

Sustainable procurement is the process of integrating environmental, social and economic factors into the procurement process in order to minimize the impact of the product or service on the environment and society while maximizing the economic benefits generated (United Nations Office for Project Services, 2021).

Whole Life Costing (WLC)

According to Flyvbjerg and Holm (2020), whole life costing is a concept used in project management and procurement to evaluate the total cost of ownership of a product or service over its entire life cycle.

Triple Bottom Line (TBL)

The Triple Bottom Line (TBL) refers to the three dimensions of social, environmental, and economic sustainability, also known as the "three Ps" of people, planet, and profit (Stenzel, 2010).

1.10 Chapter summary

This chapter was focusing on background information, a statement of the problem, research objectives, research questions, assumptions, limitations, the definition of key terms and delimitations. The next chapter will concentrate on the review of related literature.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter provides the relevant literature and a theoretical review of the factors affecting the effective implementation of sustainable procurement practices. It also consists of an empirical review, gap analysis and summary of the literature review.

2.1 Theoretical framework

2.1.1 Institutional theory (Regulatory framework)

According to the institutional theory, Jennings and Zandbergen (1995) and Glover (2014) proposed that outside forces such as political, social and economic pressure affect organizations' strategies and decision-making as they put legal practices in motion or legitimize their existing practices in the minds of other stakeholders. So in order to implement sustainable practices which are appropriate to the stakeholders, the organizations will need to establish legitimacy. The traditional focus of institutional theory, according to Scott (2007), was on how companies maintained their positions in the market and legitimacy by abiding by laws and other social customs that persuaded them to follow norms and rules of the institution. These rules included laws, professions, regulatory frameworks, and other legal requirements. The dynamics of social standards, technical development and regulatory frameworks can be better understood using institutional theory because these factors have a greater contribution to decisions concerning sustainability (Ball, 2010).

However, institutional theory enables organisations to see what is appropriate to do in their day-to-day activities and remove other activities which are inappropriate or unacceptable. When organisations operate, they should strive to operate in a way that satisfies the society in which it operates. So from an institutional perspective, organisations will be forced to comply with different

regulations and social desires since it involves different players in the formulation of a sustainable supply chain.

2.1.2 Systems theory (Organizational structure)

Systems according to Laszlo and Krippner (2013) are described as a collection of interdependent parts and the relationships that exist between them which allows for the creation of a boundary-maintaining process. The perspective of systems theory examines organisations as a multidimensional system of interrelated components which consists of inputs, processes, outputs, feedback and their operating environment. Organizations operate as systems and they usually interact with their environment and if there is any change to the environment, the organisation make adjustments which are in relation to that change (Brammer and Walker, 2007). Li and Geiser, (2009) postulated that systems theory describes the interrelationship of organizational functions and any change affects other functions.

According to Lozano and Valles (2013), organizational structure is seen by system theory as the recognized framework for interaction between an organization's tasks with the structure of relationships and duties being of greatest significance. Organizations don't operate alone, they depend on the environment in order to be successful and the connection which is between the organisation and the environment is of greater significance. Linton *et al*, (2007) state that the support from top management contributes to the institutionalization of responsible behaviour and without their support it might be difficult. The systems theory tries to review changes which might happen in organisational structure when implementing sustainability practices. So in order to have a successful implementation of sustainable procurement, it depends on the arrangements of organisational structures. If departments are not in good books or if there is another department which is weak or not participating, it might be difficulty to implement sustainable procurement.

2.1.3 Transaction cost economics theory (Cost of sustainable goods and services)

According to Williamson, (2002), transaction cost is the fundamental analytical unit in transaction cost economics theory (TCE) on which the study of an economic organization is centred on and it claims that understanding transaction cost economizing is essential to organisational study. The TCE framework recognizes and defines the circumstances in which a company should internally and externally manage an economic exchange with the goal of increasing the economic by

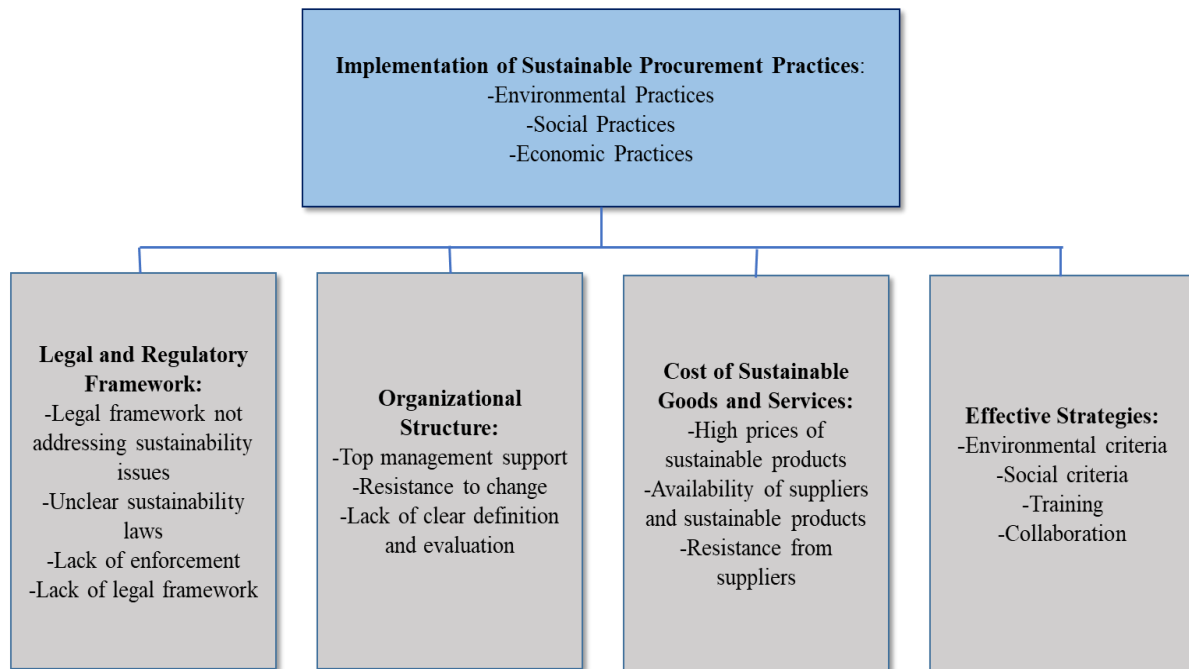
reducing transactional costs. The importance of transaction costs in organizations was demonstrated by Brammer and Walker (2007) during bid analysis. Suppliers must submit their bids for goods and services to the buyer and the buyer should select the cheapest bidder who meets the requirements. Competitive bidding is obviously a successful method of selecting the cheapest suppliers of sustainable goods and services.

However, this is contradicted by uncertainty caused by cost, price, quality and conditions of demand for sustainable goods and services which leaves contracts for these products and services incomplete (Srivastava, 2013). This is usually caused by uncertainties in the economy caused by inflation, fluctuating exchange rates and change in interest rates. If all these are not properly managed they might affect contracts and disturbs sustainability which was already successfully implemented.

2.2 Conceptual framework

The study's independent variables will be the study's organizational structure, legal and regulatory framework, as well as the cost and availability of sustainable products. While the dependent variables are those factors that affect how effectively sustainable procurement practices are implemented and they respond to the independent variable.

Figure 2.1: The conceptual framework of independent and dependent variables



2.3 Legal and regulatory framework

According to Mensah and Ameyaw (2005), it might be challenging to implement sustainable procurement if sustainability issues are not addressed by the legal framework. Roos (2012), added and says it's not always easy for procurement practitioners to understand procurement legislation and many procurement officers believe that understanding the most cost -effective tender is important but that tender is not always the one with the lowest whole life costs. According to Nasiche and Ngugi (2014), buyers are unable to understand the laws which are to do with sustainability since they are often unclear and open to subjective interpretation. However, it is necessary to change the law so that sustainability issues are addressed, especially in developing countries. It is also necessary to ensure that all organisations consider sustainability and make sure that in their purchasing procedure, they considers it in a manner that is understood by all procurement practitioners. The legal framework must take social and environmental concerns into consideration in order for judgments about what to buy and how to get it to take into account factors like suppliers' use of child labour, how to dispose of items, and efforts to reduce the impact on the environment.

According to Edo (2012), the Nigerian government must put environmental enforcement measures in place to stop or lessen the causes of these local, national, and global problems, including the

ozone layer hole, the ongoing depletion of biological diversity, and deforestation of forest reserves. Environmental Management Agency (EMA), The Medical Control Authority of Zimbabwe (MCAZ), Standard Association of Zimbabwe (SAZ) and other government organizations and laws that regulate both public and private sector organizations are examples of government entities here in Zimbabwe that control environmental and social behaviours of organizations. So in order for organizations to comply, appropriate ways of enforcement should be applied.

2.4 Organizational structure

According to Mensah and Ameyaw (2012), the unavailability of management structures is a barrier to the effective implementation of sustainable procurement methods. Organizations that lack suitable structures will have challenges in enforcing sustainability since sustainability needs detailed and advanced mechanical structures. According to Brammer and Walker (2007), managerial/structural aspects of the organization are significant barriers to sustainable procurement. Since senior management and all other members of the company must participate in sustainable procurement, their reluctance to support sustainability might be challenges. Olsen and Boxenbaum (2009) investigated the obstacles that are making it difficult for implementing sustainable procurement practices and they realised that it hindered the implementation of a sustainability strategy and found that conflicting values and what also appear to be indecisive managerial support strongly restrict the successful implementation of sustainability.

Further research by Brammer and Walker (2007) realised that the absence of proper guidelines also contributed to the failure of sustainability implementation. The majority of organizations don't measure how much they have committed to sustainable procurement and it really demotivates procurement practitioners since they find it difficult to see where they are lacking. Another challenge they face is failing to define what exactly constitute sustainable procurement. The issue of measurement is a sensitive issue that all organisations should consider to ensure the implementation of sustainable procurement.

According to Belfit, Sexton, Schweber, and Handcock (2011), the main factor which is demotivating organisations to implement sustainable procurement is the resistance from employees. Employees react negatively when they are given more work or put under more pressure, so they tend to resist. In situations like these, employees may be not interested to shift from their traditional habits.

Finally, sustainability issues conflict with that of an organisation due to sustainability issues like change in climate, biodiversity loss and depletion of resources which can result in disagreements within the organisation (Hsiang et al 2013 and Mach et al 2019). The organisation will be finding it complicated and costly to implement sustainable procurement in its activities due to these issues. All these issues should be handled with care so that they don't cause conflicts within the organisation so that sustainable procurement can be easily implemented.

2.5 Cost of sustainable goods and services

According to Brammer and Walker (2007), the complexity of engaging suppliers is the biggest barrier to the implementation of sustainable procurement. Suppliers' reluctance to collaborate is another key setback that has delayed the initiation of practices of sustainable procurement, (Lysons and Farrington 2012). Concerns about sensitive information, bad supplier practices, and limited resources may all contribute to this resistance. According to Belfit et al. (2011), those who suffer from the costs of sustainability usually don't benefit from its implementation. For example, if the users of energy sever benefit from low energy consumption, it doesn't mean the producers or suppliers benefit. This might demotivate both suppliers' and producers' zeal for being sustainable since they don't have any incentive for that so they rather remain unsustainable.

However, the attainment of sustainable procurement involves high costs of goods and services and this requires compromising since there are some cheaper products in the market which are not sustainable. According to Roos (2012) and Brammer and Walker (2007), the large initial expenditure for the items causes an additional financial burden since companies work with inflexible budgets, so implementing sustainable practices might be difficulty.

Besides that, there is insufficient knowhow about how the concept of whole-life costing creates value for money. Since firms are concerned with profit maximization, relevant justifications must be presented in order to influence organisations to put extra effort into the implementation of sustainability because they will be aware of the costs involved. The Australian Government (2013) stressed the necessity of having access to suppliers and products which are sustainable. Rosell and Lakemond (2012) found out it is the role of suppliers to put some innovations to the development of products. So procurement practitioners should consider the sustainability of suppliers when evaluating them so that they select sustainable suppliers. Dealing with suppliers who are not

sustainable can prevent successful implementation of sustainability because buyers will be dealing with products which don't consider TBL.

2.6 Empirical evidence

Mensah and Ameyaw (2005) conducted research on the elements influencing the effective adoption of sustainable procurement in the Ghanaian construction sector. The study's goals were to determine whether procurement professionals in Ghana's construction sector understood the sustainable procurement concept and what obstacles stood in the way of sustainable procurement. A sample of twenty-one procurement professionals was used by the study and they were interviewed.

However, Mensah and Ameyaw's research was lacking because they just concentrated on the Ghanaian construction industry. There is a need for more research both within the nation and outside in various industries. The research brought the authors to the conclusion that few procurement professionals comprehended the idea of sustainable procurement as a method that considers environmental, economic, and social factors. The other major difficulty faced by procurement professionals is higher upfront costs associated with the sustainable procurement idea. The authors continued by saying that the main issue with sustainable procurement has not been coordinated with rules used in the Ghanaian construction industry.

The purpose of the study, conducted by Dolva (2008), was to examine the drivers and barriers that affect the incorporation of sound environmental criteria into public procurement while only focusing on Norway's environmental considerations. The study's objectives were to determine the level of green public procurement in Norway and the factors influencing or preventing the adoption of procurement procedures which are environmentally friendly. The procurement officers in charge of the tender documents were subjected to eight interviews. According to the survey, environmental factors were included in two out of every three tender documents. The main obstacles were inability to understand the implications the products have on the environment since it was hard to understand what suppliers required. Lack of top management support also constrained the applicability of environmental concerns in the procurement process of sustainability. Buyers also faced high pressure of work load which prevented them to implement environmental concerns. The price of environmentally friendly products was also a barrier, thus

procurement professionals would choose economical alternatives, such as shopping for cheap products, rather than forking over more money for them. Some practitioners gave less consideration to the product's environmental credentials and more attention to its functioning.

Belfitt, Sexton, Schweber, and Handcock (2011) emphasized the difficulties in sustainable procurement that the UK construction industry faces. According to the authors, procurement professionals struggle with the pressures imposed on them and frequently propose decisions that are conflicting with the procedures of sustainable procurement. This shows that procurement practitioners are in conflict due to pressure placed on them which makes them believe that the traditional approach is better to be in control of them as a result of this. The authors also point out that even though many businesses display sustainable procurement policies in their annual reports, this is still taking place. Belfitt et al. (2011) agreed with Mensah and Ameyaw, (2005) that the concept was influenced by the cost factor, focusing particularly on user departments that suffer additional costs since they might not support sustainability because they didn't budget for those additional costs.

Boomsma (2009) conducted research on the agricultural sector and the organizations that support it in low-income countries (Sierra Leone, Mali, and South Africa). The goal of the study was to determine how Western businesses could participate in global value chains in a way that would be beneficial to everyone including the underprivileged in low-income countries. The study discovered that the supply chain lacked transparency and a fair distribution of power, making it difficult to carry out sustainable procurement effectively because the largest actor in the chain sets prices and regulates the quality of products. According to the author's findings, many procurement officers were unwilling to invest in poor suppliers who are new in the market and budget constrain also made it difficult to get sustainable products from those suppliers. Boomsma, 2009, highlighted that there was a lack of cultural integration, which causes restrictions on issues like recommended working hours, ethical considerations, and child labour since firms were exporting items to Western nations. The way these variables were seen in the South was different from what is considered in Europe. This way the attainment of the concept of sustainable procurement is really hard.

In order to understand how leadership affects the promotion of sustainable construction methods in UK construction firms, Opuku and Fortune (2011) conducted a study. The aims of this research were to examine the variables influencing sustainability construction methods and to see if sustainability leaders' principles of leadership varied among construction businesses in UK. Eight leaders were used as samples from UK-based construction consulting firms, including directors, managers, and consultants who specialize in sustainability were interviewed. Researchers found that it was difficult for sustainability leaders to persuade their firms to adopt sustainable construction practices. Due to significant information gaps, one of the main obstacles faced by those leaders was the inability to get the knowhow of what is meant by the concept of sustainability to their firms.

In 2014, T Chari and Chiriseri conducted research on the obstacles that hinder sustainable procurement in Zimbabwe. The goal was to gain insight into the obstacles limiting Zimbabwe from adopting sustainable procurement practices and to offer suggestions on how to prevent those obstacles. Without mentioning a particular industry, 300 procurement officers and administrative personnel were utilized to gather data from procurement practitioners across the country's many businesses. The research discovered that there were no procedures for sustainability in organisations which contributed to a lack of seriousness when it comes to sustainability concepts. Apart from that, the high cost of implementing sustainable procurement contradicts the goal of obtaining items at low prices making it difficult to efficiently put the concept into practice. Lack of top management support yet purchasing functions was seen as of low status in comparison to the other functions was identified as a restriction since it was not appropriate for procurement department to consider issues to do with sustainability in their buying processes without approval from top management. Lack of knowhow about issues to do with sustainability and scarcity of sustainable products played a significant role in restricting the successful implementation of sustainable procurement practices.

2.7 Gap analysis

There has been no thorough study that has assessed the factors influencing sustainable procurement implementation in cable manufacturing companies, so this study attempts to address that gap. There are also some researchers that have focused primarily on the construction industry, Mensah

and Ameyaw, (2005) and Belfitt, et al (2011), while others have focused on the overall sectors in their countries, Chari and Chiriseri, (2014) and Dolva, (2008), and aspects of sustainable procurement in OECD countries (Walker et al, 2012). This research, however, evaluates sustainable procurement implementation in cable manufacturing companies.

2.8 Chapter Summary

This chapter reviewed the literature and examined theoretical, conceptual, and empirical evidence of the obstacles to the successful adoption of sustainable procurement strategies. It also discussed gap analysis to see how other studies differed from this one. Following a review of the literature, the methodology for the study will be covered in the following chapter.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the various research methods utilized to assess the factors influencing the adoption of sustainable procurement practices at CAFCA Ltd. The methods involve research design, the target population, sample size of the study, the validity of the sample, reliability, data collection instruments and data analysis technique. All these methods were implemented in this chapter with the aim of providing a thorough description and rationale of the methods and procedures used when researching.

3.1 Research Design

Tuckman (2002) defined a research design as the plan, structure or strategy of the research utilized to gather data to address questions. The research design combines the data that must be gathered with the study's original questions. This study's research design is descriptive and it focuses on a case study. This enabled the researcher to examine in-depth the specific phenomenon of interest, which in this case are the factors affecting the implementation of sustainable procurement practices at CAFCA Limited. The case study methodology also makes it possible to conduct a thorough investigation of how sustainable procurement methods affect the company's performance. The data was collected from a sample of the targeted population from which primary data shall be collected, as well as secondary data from existing literature such as documents. Instruments to collect primary data included questionnaires and interviews administered to and conducted with selected respondents and participants, respectively.

3.1.1 Descriptive Research Design

Descriptive research, according to Babbie (2016), is a kind of research method that attempts to describe and comprehend the features, habits, or circumstances of a certain subject or event. Its primary objective is to give a detailed and correct account of the topic observed or studied. Descriptive research is valuable in multiple ways. It helps researchers develop a better understanding of the subject or phenomenon by providing a comprehensive overview (Babbie, 2016). Additionally, it allows for the exploration of new topics and the generation of hypotheses for further research (Fraenkel, Wallen & Hyun, 2018). However, it is important to acknowledge the limitations of descriptive research. It cannot establish cause-and-effect relationships or determine the underlying reasons behind observed patterns (Babbie, 2016). Descriptive research primarily focuses on describing what is happening, rather than explaining why it is happening (Babbie, 2016).

3.2 Target Population

Targeted population refers to the specific population that is investigated by the researcher or study with the aim of generalizing findings (Babbie, 2016). The employees from CAFCA Limited were the targeted population. The research focuses on a sample of 45 employees across various departments such as purchasing, finance, customer service, store controller, manufacturing, marketing manager, and others based on the level of position as indicated below:

Table 3.2: Targeted Population

Category	Target Population	Percentage
Top Level Management	8	18
Middle -Level Management	15	33
Low -level Management	22	49
Total	45	100

3.3 Sample Population

Because involving the entire population of CAFCA Limited in the research study would be complex, unfeasible, time-consuming, and costly, so the researcher opted to use a sample as the source of primary data. According to Treece (2009), a sample should represent the whole population and selected based on its ability to reflect the essential characteristics relevant to the study's purpose. The researcher took care to ensure that the sample was indeed representative. Webster (2000) defines a sample as a set of survey participants that were picked at random from a wider group of people. Therefore, a sample was employed to investigate the impact of sustainable procurement practices on the company's performance. Kothari (2004) suggested a sample to range from 30% to 45%. In this study, CAFCA Limited's representatives ranged to a sample of 42%. A sample size of 19 responders was acquired from the initial target group of 45 employees.

Table 3.3: Sample Population

Category	Target Population	Sample Population	Percentage
Top Management	8	4	18
Middle Management	15	8	33
Low -level Management	22	7	49
Total	45	19	100

3.4 Sampling Procedure

Both probabilistic and non-probabilistic sampling techniques were used in this study. Probability sampling, specifically random sampling, was utilized to select participants as respondents. Through random sampling, every employee at CAFCA Limited had an opportunity of being included in the study equally, ensuring unbiased representation. This approach offered several advantages, including the elimination of bias and the collection of reliable data. The issue of reliability was thereby addressed.

Additionally, non-probability sampling was employed to select interview subjects. The researcher purposefully chose participants from all management levels, aiming for a targeted sample. This

method allowed for the identification and selection of participants who could provide relevant data and effectively respond to the study's questions.

3.5 Source of Data

Primary and secondary sources were used to collect data. The primary sources of information consisted of professionals who were consulted to obtain first-hand insights on the issue under investigation. It is advantageous to use primary sources because they are more accurate and reliable since it comes from direct sources. On the other hand, secondary sources such as journal articles, books, websites, newspapers, and relevant literature were utilized. The purpose of incorporating secondary sources was to gather information on the conclusions and recommendations of other scholars, providing valuable insights for further research. This brought economic advantage since someone has already collected the data, so no need to devote time and other resources to carry out research.

3.6 Research Instrument

The researcher opted to use questionnaires and interviews as data collection instruments for this research due to their suitability. Burns and Grove (2003) define data collection tools as research instruments commonly used in studies. Similarly, Borg and Gall (2008) describe research instruments as tools or approaches for gathering information and data necessary to address the research problem. In this case, the questionnaire and the interview were selected as data collection tools to gather information on the factors influencing the implementation of sustainable procurement practices in CAFCA Limited.

Both the questionnaire and the interview were employed as data collection tools for this research, focusing on a randomly selected sample from the population. Despite their limitations, these methods were chosen for their respective advantages. The advantages outweighed their shortcomings, justifying their selection as data collection methods for this research study.

3.6.1 Questionnaire

A questionnaire is a document consisting structured questions designed to gather specific information from respondents, as stated by Tuckman (2002). Leedy (2012) explains that a questionnaire allows respondents to provide their own opinions and is used to solicit information. In this study, a questionnaire was developed with closed and open-ended questions, pretested to minimize ambiguity.

The advantages of using a questionnaire in this study are highlighted. It allowed researchers to assess the knowledge of subjects about the research problem, as suggested by Borg and Gall (2008). Best and Khan (2006) point out that questionnaires enable wide coverage of the sample at minimal cost, making it suitable for this study's objective of capturing the views of the chosen employees. Clear instructions and closed questions save time and encourage careful participation, according to Cohen and Manion (2002). The questionnaire also served as a reliable record of collected data, as noted by Dalen (2004). Additionally, the anonymity and confidentiality of the questionnaire provided a safe space for respondents to share information.

However, the questionnaire also has its disadvantages. Some questionnaires may not be fully completed, and respondents may find certain questions difficult to answer or burdensome, as mentioned by Babbie (2004) and Best and Khan (2006). Lost questionnaires can result in the loss of valuable information, and some participants may not cooperate or provide honest responses. Additionally, participants may perceive some questions as requiring excessive writing, potentially leading to the loss of valuable data. These drawbacks can undermine the research by providing irrelevant or inaccurate information.

To mitigate these limitations, respondents were advised to seek clarification if they had difficulty interpreting the questions. The researchers emphasized the importance of accurate and honest responses and assured confidentiality. Although there were concerns about low return rates, incorrect information, or deliberate gibberish, efforts were made to minimize these issues.

3.6.2 Interviews

Cohen and Manion (2002) define an interview as a face-to-face meeting where the investigator encourages respondents to cooperate and discuss the subject matter. Interviews allow participants

to express themselves freely, and they enable the researcher to observe non-verbal responses and reactions, as noted by Babbie (2004). Open-ended questions were designed for this study to solicit information on the topic under study.

The advantages of using interviews in this study are discussed. Interviews encourage cooperation and rapport, allowing the interviewer to assess the true beliefs of the respondents, as stated by Kerlinger (2001). Dominowski (2000) highlights the advantage of obtaining information through verbal interaction and the opportunity to clarify questions and probe further. Polit and Beck (2004) mention that interviews can complement other data collection methods, such as questionnaires or observations. The chance for clarification, guaranteed confidentiality, and the ability to probe justified the use of interviews in this study. The interviews also allowed the researcher to observe non-verbal cues and achieve validity in their responses.

However, interviews also have disadvantages. They can be costly and time-consuming, requiring extensive planning and personal time. Detailed questions may make respondents feel uneasy and adopt avoidance tactics, as noted by Cohen and Manion (2002). Perception of political or challenging questions can introduce bias into the responses. Despite these drawbacks, the advantages of interviews were considered to outweigh the disadvantages in this study.

3.7 Data Collection Procedure

The researcher was introduced to the members of the organization by a letter from the Bindura University of Science Education and by a student identification card. After being informed of the questionnaire's purpose, the respondents were given the form to complete. A total of 19 questionnaires were created for this study and distributed to selected participants. All of these questionnaires were in electronic format, and the researcher set a three-day deadline for completing them. Alongside the questionnaire data, interview data were also collected to supplement the respondents' responses. Three respondents were selected and interviewed using an interview guide.

3.8 Test for Validity and Reliability

Cooper and Schindler (2008) define validity as the degree a measurement tool performs its intended function, while reliability refers to consistency. In this study, the descriptive research

utilized the interview and questionnaire as data collection instruments, aiming to achieve both validity and reliability. The interview achieved validity by allowing the researcher to seek further clarification and explanation, using different wording to assess consistency in responses. This approach ensured that the answers provided during the interview were valid. On the other hand, the questionnaire achieved reliability due to the anonymity and confidentiality it offered, allowing respondents to answer at their own convenience without the influence of the researcher.

To ensure validity and reliability pilot testing was done, this is when pre-testing of the questionnaires and interviews will be done on two workers who will not be part of the sample but will be CAFCA's administrators. These will be done to check the validity and reliability of questionnaires and interviews since some of the questions in the questionnaires will be rather vague. However, most questions will be found to be simple and straight forward while the respondents had the freedom to answer at their convenience, minimizing any potential researcher bias.

3.9 Data Presentation and Analysis

After collecting data, it's important to present and analyse it in various ways. Lattif and Maunganidze (2003) emphasize that data requires sorting, sifting, balancing, and cross-checking from different sources. The primary goal of data presentation and analysis is to guide readers through the findings, ensuring they grasp the most significant observations and obtain a comprehensive understanding of the results in line with the objectives of the research. Each question was addressed separately. The following chapter includes tables, graphs, and statistical data that are analysed and described verbally in relation to the research questions and objectives. Microsoft Excel was used by the researcher to organize raw data and generate clear visual representations of summarized data.

3.10 Ethical Consideration

Ethical considerations were clearly communicated to the participants involved in the research project, whether as interviewees or respondents to questionnaires. This was done to ensure compliance and prevent any irregularities. The employees of CAFCA Limited were approached to

participate in the research. The researcher provided comprehensive details about themselves with the aim of protecting the participants from harm. Participants were also allowed to withdraw from the study anytime and there were no consequences for that. To ensure confidentiality, anonymity, and participant protection, no personal names were used during the completion of questionnaires or answering of interview questions.

Adhering to ethical norms in research is crucial for several reasons, as highlighted by Resnik (2007). Ethical norms uphold the objectives of research, such as the pursuit of knowledge, truth, and the avoidance of errors. For instance, when research ethics are followed, there are clear guidelines against fabricating, falsifying, or misrepresenting research data. This commitment promotes the pursuit of truth and the avoidance of errors.

3.11 Chapter Summary

The chapter was discussing the research methods and design chosen by the researcher. Questionnaires and interviews were selected as the data collection tools or research instruments, and the rationale behind this choice was provided, along with a discussion of their advantages and disadvantages. Sampling procedures, data collection, presentation, and analysis methods, as well as considerations of validity, reliability, and ethics, were covered in this chapter. The following chapter will focus on data presentation, analysis and interpretation.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

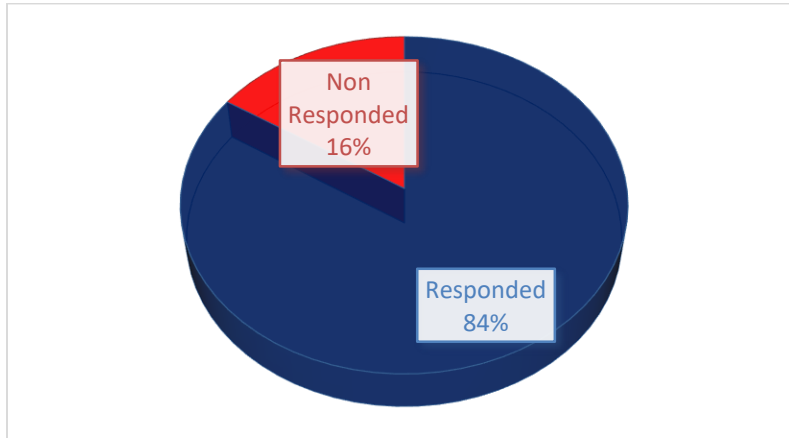
4.0 Introduction

This section discusses the study's analysis, findings, and discussion in connection to the study's objective. The aim of the research was to identify the factors affecting the implementation of sustainable procurement procedures at CAFCA Limited. Descriptive statistics was used to analyse data and the results were presented in the form of tables and figures to facilitate a straightforward and comprehensive understanding of the information.

4.1 Response Rate

The researcher gave research questionnaires to 19 employees, 16 completed questionnaires were returned yielding a response rate of 84% as shown in Figure 4.1 below:

Figure 4.1: Response Rate analysis



Source: Primary

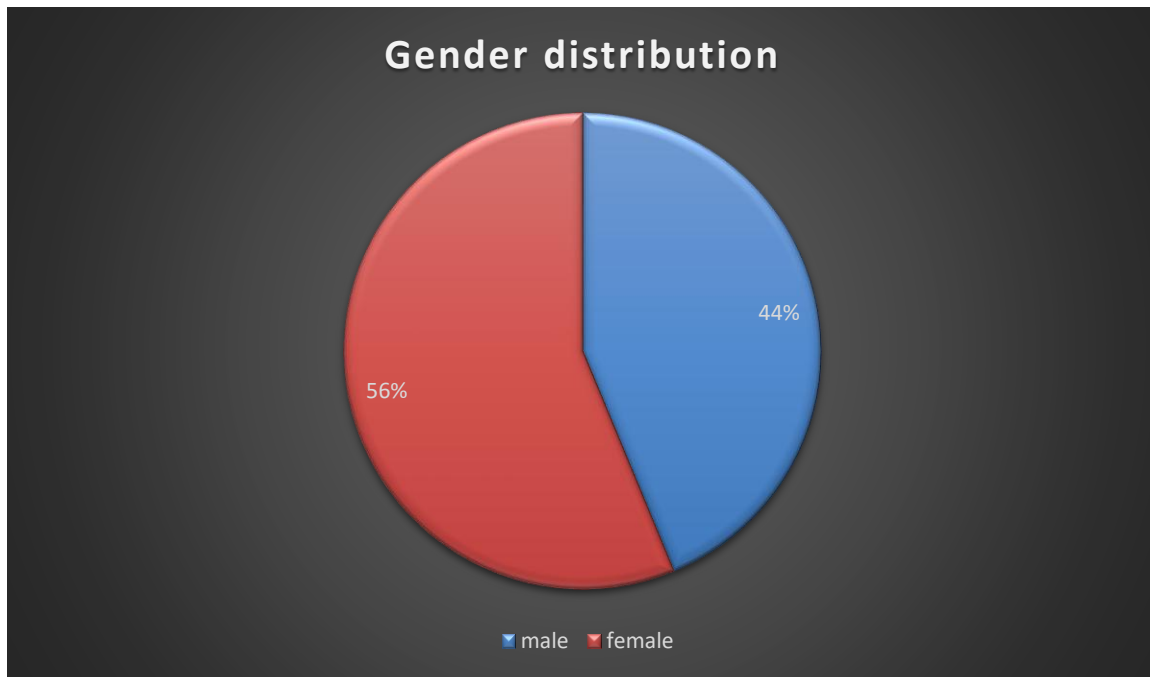
As indicated in Fig 4.1 above, the 84% response rate exceeds the recommended minimum threshold of 64% suggested by Arduin et al. (2009). Therefore, the research is likely to yield unbiased findings with a high level of probability. The high response rate was due to the strategy implemented by the researcher when conducting the questionnaire. The respondents were given sufficient time to complete the questionnaire.

4.2 Characteristics of Respondents

This part will examine the characteristics of the respondents such as gender, age, management level, duration of service with CAFCA Limited, and level of education. This analysis will assist us in assessing the quality of the data we will collect and identifying the factors influencing the adoption of sustainable procurement practices at CAFCA Limited.

4.2.1 Gender distribution

Figure 4.2.1: Gender distribution

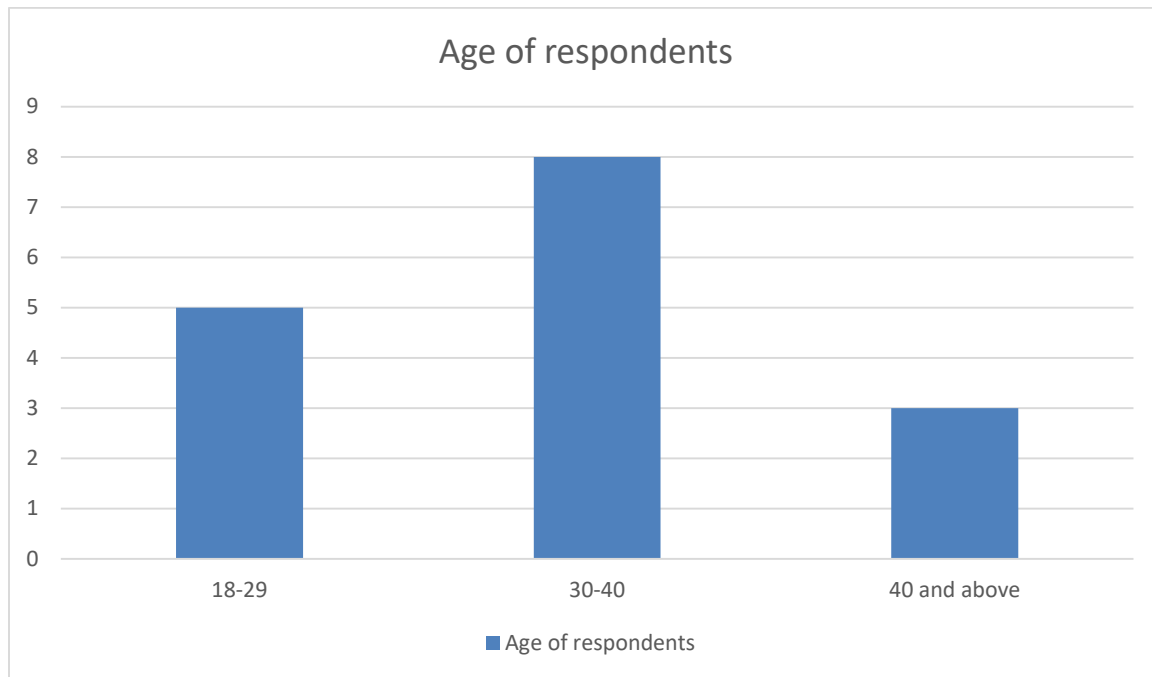


Source: Primary source

The gender distribution suggests that females are the most dominant (56%), while males are 44%. In Zimbabwe, Women are statistically more likely than men to engage in entrepreneurial activity. The findings are also consistent with government efforts aimed at empowering girls.

4.2.2 Age group of respondents

Figure 4.2.2: Age of respondents



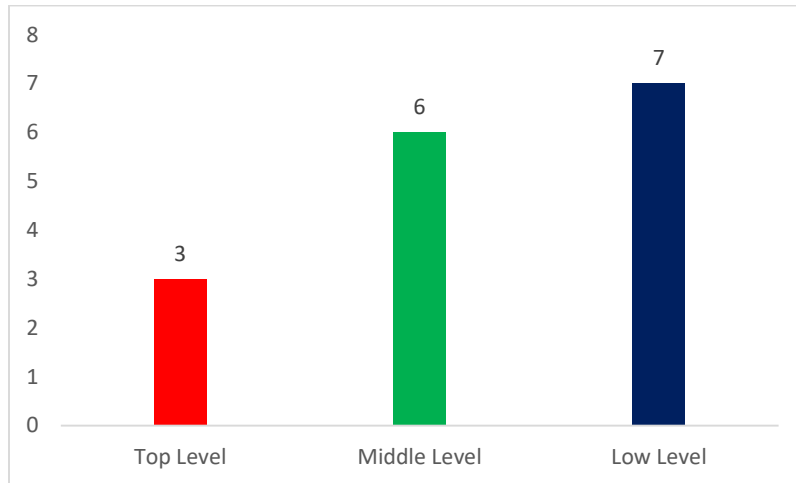
Source: primary source

According to Figure 4.2.2 , all respondents are legally qualified to work, they are over the age of 18, as stated by the country's Constitution. As previously stated, 5 respondents are between the ages of 18 and 29, 8 are between the ages of 30 and 40, and 3 are 40 and older. According to the findings, people under the age of 40 dominate the industry. Those aged 30-40 are the most dominant workers since they are more active and have more experience, therefore they supply more information to the researcher than those over 40.

4.2.3 Management level

Through the management level analysis, the researcher aims to gain insights into how different management levels influence the execution of sustainable procurement practices. This information is valuable in developing targeted strategies and interventions to enhance sustainable procurement implementation within an organization.

Figure 4.2.3: Management-level analysis



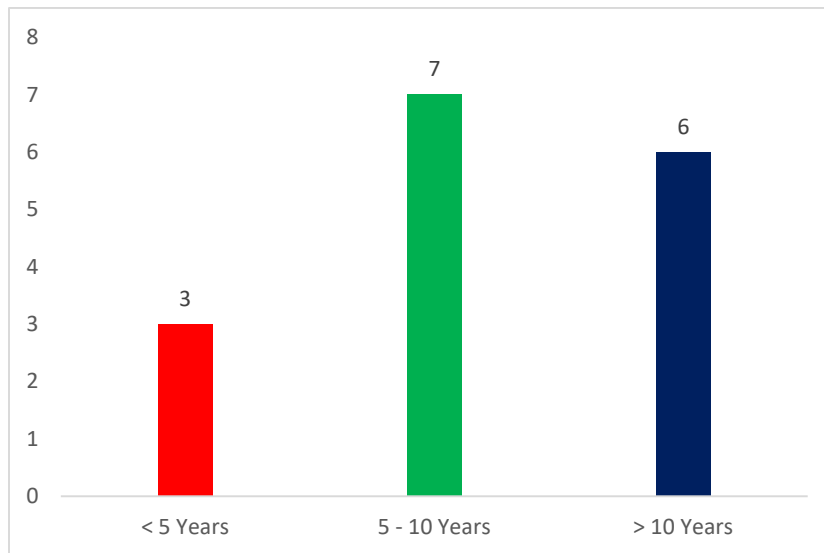
Source: Primary Data

The above Figure 4.2.3 shows the responses provided by different management levels, with the low-level management having the highest participation rate. Based on the sample, it can be concluded that top management participated at a rate of 75%, middle-level management at 75%, and low-level management at 100%. This indicates that all management levels actively participated in this research.

4.2.4 Duration of Services

The duration of services analysis provides valuable insights into the relationship between employees' length of service and the implementation of sustainable procurement practices, contributing to a comprehensive understanding of the factors influencing sustainable procurement within CAFCA Limited.

Figure 4.2.4: Duration of service analysis



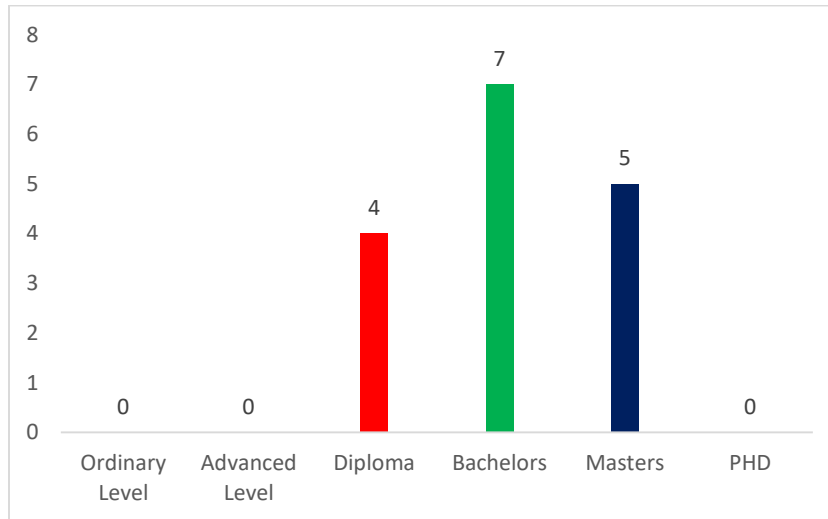
Source: Primary Data

Based on Figure 4.2.4, the majority of respondents 43.75% had work experience of more than 5 years. 37.5% of respondents had a work experience of more than 10 years, while only 18.75% of respondents had a work experience of less than 5 years. This shows that the data was collected from experienced employees who possessed knowledge of their organization's procurement operations during the study period.

4.2.5 Level of Education

The level of education analysis provides valuable insights into the relationship between respondents' educational backgrounds and the implementation of sustainable procurement practices. It helps to deepen the understanding of sustainability issues and supports the development of strategies to improve sustainable procurement outcome.

Figure 4.2.5: Level of Education Analysis



Source: Primary Data

According to Figure 4.2.5 it can be observed that 43.75% of respondents hold a bachelor's degree, 31.25% possess a master's degree, 25% have a diploma and no advanced and ordinary. These data indicate that CAFCA employees are qualified personnel who possess the necessary knowledge and expertise relevant to the study's focus area.

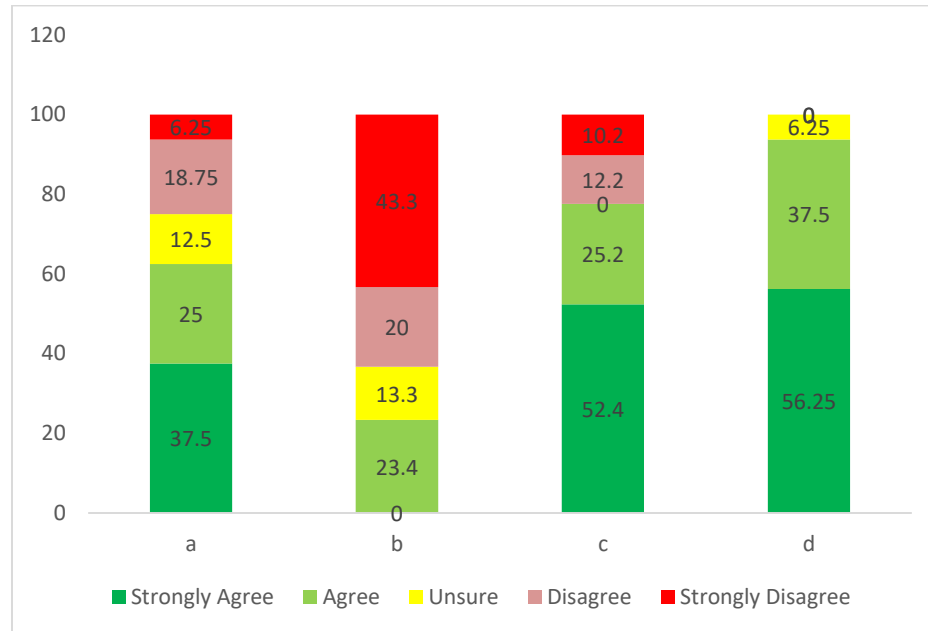
4.3 Factors Affecting Implementation of Sustainable Procurement Practices

This section will address several key objectives of the study, drawing on the research findings. These objectives include evaluating the impact of the legal and regulatory framework, assessing the influence of organizational structure, and examining the cost of sustainable goods and services.

4.3.1 Legal and Regulatory Framework (Objective 1)

The purpose of this section is to investigate the influence of the legal and regulatory framework on the successful implementation of sustainable procurement practices. The following questions were asked to gather relevant information: a) the legal framework addresses sustainability issues, b) is the legal framework being understood by Procurement practitioners, c) is their lack of law enforcement and d) is the legal framework sufficient?

Figure 4 .3.1: Legal and regulatory framework analysis



Source: Primary Data

a) Addressing Sustainability Issues

According to Figure 4.3.1, the results indicate that 37.5% strongly agree, 25% agree, 12.5% are unsure, 18.75% disagree, 6.25% strongly disagree that the legal framework addresses sustainability issues. The fact that 18.75% disagree with the idea that the Zimbabwean legal framework addresses sustainability issues aligns with the findings of Mensah and Ameyaw (2005), who argued that without a legal framework that addresses sustainability issues, implementing sustainable procurement becomes challenging.

However, it is noteworthy that 62.5% of the respondents agree that the legal framework in Zimbabwe does address sustainability issues. Addressing sustainability issues in procurement requires a holistic approach, considering the triple bottom line. It involves integrating sustainability considerations into the procurement strategy, supplier selection, contract terms, and ongoing supplier management. This approach helps organizations contribute to sustainable development goals, reduce risks, enhance their reputation, and achieve long-term value and resilience.

b) Unclear Sustainability Legal Framework

According to Nasiche and Ngugi (2014), many procurement practitioners face challenges in understanding the laws governing sustainability due to the lack of explicit clarity and subjective interpretations. Figure 4.3.1 presents the survey results, indicating that 43.3% of respondents strongly disagree, 20% disagree, 13.3% are neutral, and 23.4% agree that an unclear legal framework contributes to the failure to effectively implement sustainable procurement practices CAFCA Limited.

The findings suggest that a mode of 63.5% of the respondents disagree with the notion that an unclear legal framework hinders sustainability implementation. Only 23.4% of respondents agree with this statement. This suggests that, when carrying out their procurement activities, procurement practitioners are capable of understanding sustainability laws in an objective manner. The perceived lack of clarity in the legal framework does not appear to significantly impede the effectiveness of implementing sustainable procurement practices.

These results indicate that despite the subjective nature and lack of explicit clarity in the legal framework, procurement officers can navigate and interpret the laws effectively. They are able to incorporate issues to do with sustainability in their day-day activities without being hindered by perceived ambiguity. However, further research and analysis may be required to fully understand the factors contributing to this perception and to identify any potential challenges that may arise from the unclear legal framework.

c) Lack of enforcement

According to Figure 4.3.1, the data reveals that 52.4% of respondents strongly agree, 25.2%, 12.2% disagree and 10.2 strongly disagree that the lack of enforcement of the legal framework has led to the ineffective implementation of sustainable procurement practices. The findings strongly support the assertion made by Edo (2012) that effective law enforcement is necessary to address regional and global sustainability concerns.

The significant majority of respondents of 77.6% concur that there is a lack of law enforcement, indicating that procurement practitioners at the cable manufacturing company may struggle to

comply with the existing legal framework and effectively implement sustainable procurement practices. This implies that without adequate enforcement measures, it's difficult to implement issues to do with sustainability.

The findings highlight the importance of strengthening law enforcement in promoting sustainable procurement. By enhancing enforcement mechanisms, such as monitoring, penalties for non-compliance, and accountability measures, organizations can foster greater adherence to sustainable practices. This can lead to improved sustainability performance, addressing regional and global concerns, and enhancing the overall sustainability of the manufacturing industry in Zimbabwe.

d) Insufficient Legal Framework

Figure 4.3.1 shows that 56.25% of respondents strongly agree, 37.5% agree, 6.25% are unsure, and none disagree or strongly disagree that the insufficient legal framework concerning sustainability issues is hindering the effective implementation of sustainable procurement practices. These results support the idea that although Zimbabwe's legal system addresses sustainability in terms of procurement, it is seen as insufficient for enabling procurement professionals to successfully execute sustainable procurement practices.

The high percentage of 93.75% of respondents agreeing with the insufficiency of the legal framework supports the viewpoint put forth by Mensah and Ameyaw (2005) that a major concern for sustainable procurement is the lack of synchronization with the legal framework, which hampers its implementation.

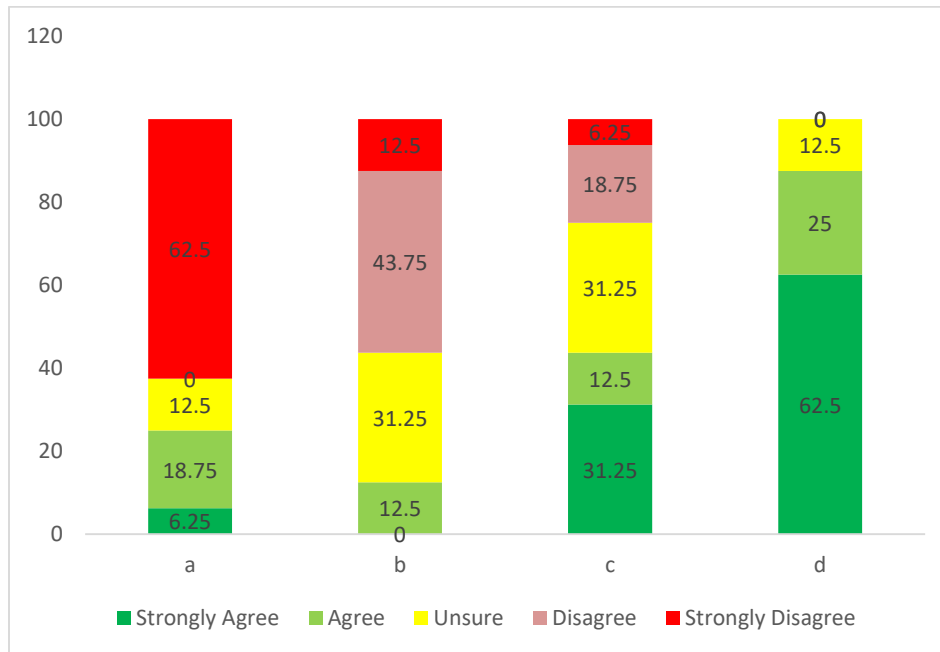
The inadequacy of the legal framework in addressing issues to do with sustainability has evidently impacted the implementation of sustainable procurement practices. It suggests that the existing legal provisions may not provide adequate guidance or requirements to support organizations in integrating sustainability considerations into their procurement processes effectively.

4.3.2 Organisational Structure (objective 2)

By exploring the aspects of organizational structure, the study aimed to gain insights into the organizational factors that influence the implementation of sustainable procurement practices.

Understanding these factors can help identify areas for improvement and inform strategies to promote the integration of sustainability.

Figure 4 .3.2: Organisational structure analysis



Source: Primary Data

a) Top Management Support

According to Figure 4.3.2, those who strongly disagree 62.5%, 12.5% are unsure, 18.75% agree, 6.25% strongly agree, and none disagree top management support the implementation of sustainable procurement practices. According to Brammer and Walker (2007), the majority of respondents believed that sustainable procurement faces significant roadblocks relating to managerial/structural aspects of the business. Because sustainable procurement requires the involvement of everyone in the business, particularly senior management, the lack of top-level support hinders the efficient implementation of sustainability. Undecided management support, according to Olsen and Boxenbaum (2009), substantially undermines the effective adoption of

sustainability procurement procedures. As a result, a lack of top-level support has hampered the successful implementation of sustainable procurement methods.

b) Resistance to Change

According to the research, resistance to change has no effect on the effective adoption of sustainable procurement methods. Figure 4.3.2 shows that 12.5% agree, 31.25% are undecided, 43.75% disagree, 12.5% strongly disagree, and none definitely agree that they resist practising sustainable procurement. Belfit et al. (2011) stated that some companies encounter resistance from their workers, which demotivates the business's efforts to promote sustainable procurement. The resistance was shown by 12.5% of respondents who complain of being given more work or feeling more pressure.

However, the majority of respondents (56.25%) at CAFCA Ltd disagree that they are resistant to change and claim that this is not a factor preventing the effective implementation of sustainable procurement.

c) Lack of clear definition and evaluation of Sustainable Procurement

According to the study's findings, the implementation of sustainable procurement is being restricted by a lack of clear definition and evaluation. According to figure 4.3.2, 31.25% strongly agree, 12.5% agree, 31.25% are unsure, 18.75% disagree, and 6.25% strongly disagree that the lack of a clear definition and evaluation of sustainable procurement policies contributes to ineffective implementation of sustainable procurement practices. Brammer and Walker (2007) suggested that the lack of a clear definition and set of evaluation standards for sustainable procurement is hindering the success of sustainable procurement. This is demonstrated by the respondents of 43.75% who are agreeing with the authors on the lack of definition and evaluation of sustainable procurement practices. However, 31.25% of those questioned are unsure whether a lack of definition and evaluation has an impact on the implementation of sustainable procurement.

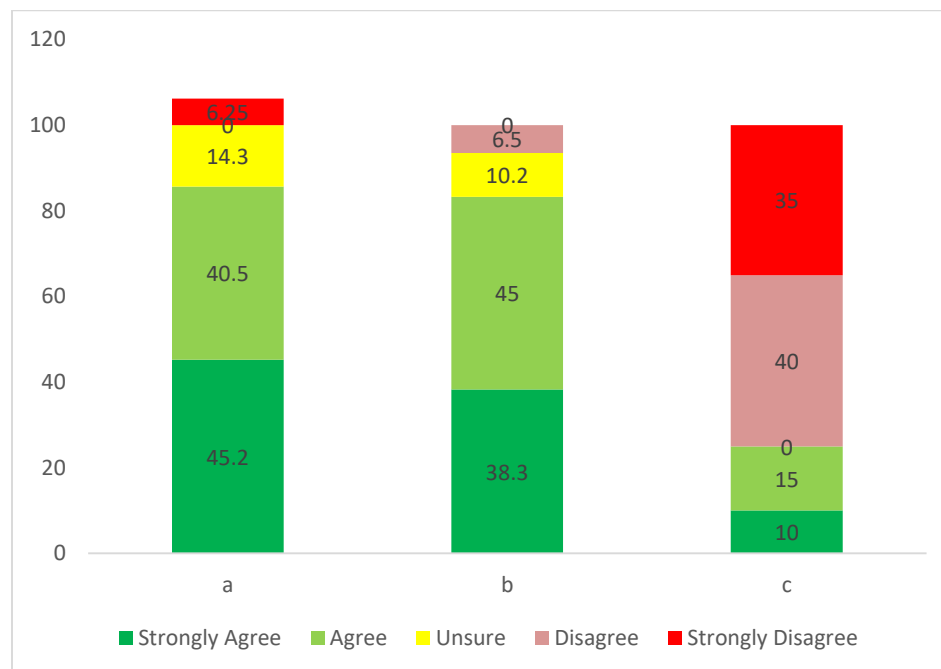
d) Sustainability issues conflicting with that of the organization

The research in Figure 4.3.2 shows that 62.5% strongly agree, 25% agree and 12.5% are unsure that sustainability issues conflict with that of the organisation. This is shown by 87 % agreeing with the fact that sustainability issues conflict with that of the organisation due to sustainability issues like climatic change, biodiversity loss and resource depletion which can result in a conflict of interest within the organisation (Hsiang et al 2013 and Mach et al 2019). However 12.5% are unsure of this which means there is a possibility of these issues not affecting the effective implementation of sustainable procurement

4.3.3 Cost of Sustainable Goods and Services (objective 3)

The study discovered the challenges and issues experienced by CAFCA Ltd in implementing sustainable procurement practices by investigating aspects connected to the cost of sustainable products and services. Understanding these issues is critical for developing solutions, such as researching alternate procurement sources, leveraging economies of scale, or raising awareness about the long-term benefits of sustainable procurement.

Figure 4. 3.3



Source: Primary Data

a) High cost of Sustainable Goods and Services

According to Roos (2012) and Brammer and Walker (2007), a greater financial burden is caused by costly initial investment in sustainable items, making it harder to execute sustainable procurement methods. Figure 4.3.3 shows that 45.2% strongly agree, 40.5% agree, 14.3% are unsure, 6.25% strongly disagree, and none disagree. The answer rate of 85.7% agreed, demonstrating that the cost of sustainable products and services is affecting has the effective implementation of sustainability. However, there is also 6.25% disagree that the cost of sustainable goods and services is affecting the effective implementation of sustainable procurement. Meaning that there might be another supplier supplying the organisation with sustainable goods and services at lower costs.

b) Availability of Sustainable Suppliers and Products

The ability of procurement practitioners to find both sustainable products and suppliers in the market can successfully contribute to sustainable procurement. The absence of products which are sustainable will prevent the process of implementation. Figure 4.3.3 reveals that 38.3% highly agree, 45% agree, 10.2% are unsure, 6.5% disagree, and none strongly disagree that the market has sustainable products and suppliers. The Australian government (2013) emphasizes the need of having access to both sustainable products and suppliers in order to effectively execute sustainable procurement policies. The results show that 83.3% of respondents agree that both products and suppliers are readily available, indicating that this factor has no impact on the successful implementation of sustainable procurement procedures.

c) Resistance from Suppliers

Figure 4.3.3 shows that 35% strongly disagree, 40% disagree, and none are unsure, while 15% and 10% agreed and strongly agreed, respectively, that they are encountering resistance from suppliers as they switch from the traditional to the sustainable strategy. According to Brammer and Walker (2007) and Lysons and Farrington (2012), the engagement of suppliers is a barrier to the implementation of sustainable procurement. Of the 25 %agreed that the rejection by suppliers to participate is another obstacle disturbing the initiation of sustainable procurement practices.

However, the majority of respondents (75%) disagree with the belief that suppliers are unwilling to adopt sustainable procurement practices, leading to the conclusion that supplier resistance to change has no effect on the effective implementation of sustainable procurement practices.

4.4 Chapter Summary

This chapter focuses on data presentation and analysis. The collected data is presented in charts and graphs and analysed in a descriptive manner, with reference to relevant questions that are aligned with the research questions and objectives of this study. The primary emphasis is on identifying the factors that affect the implementation of sustainable procurement procedures at CAFCA Limited. Subsequently, Chapter Five follows, presenting conclusions and recommendations. These recommendations are closely linked to the research questions and objectives of the study

CHAPTER V

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The researcher summarized the results, reached conclusions, and made recommendations based on the research findings in this chapter. Recommendations were then made with the aim of giving benefits to all stakeholders with a special emphasis on procurement practitioners.

5.2 Summary of major findings

The study aims to research the factors affecting the implementation of sustainable procurement practices on the performance of a cable manufacturing company CAFCA Limited. In order for conclusions to be made, the main findings of the study are summarised in this section.

Firstly, the study showed that 77% of the respondents are saying there is a lack of enforcement of the laws that govern sustainability for procurement practitioners to comply with the relevant legal framework. The enforcement of laws related to sustainability is crucial because without laws, sustainable procurement cannot be implemented. The current legislative framework is insufficient for organizations to undertake successful sustainable procurement even though there are regulations that govern sustainability for both individuals and companies.

The study also found that there is a lack of top management support at CAFCA which is making it difficult to adoption of sustainable procurement practices. Top management support matters so if they are not interested in that then it becomes a challenge and also demotivates other stakeholders. Even if laws are enforced to support sustainability, top management support remains the matter.

Apart from that, in order to enable the effective implementation of sustainable procurement there is a need for a thorough evaluation of sustainable procurement. It was found that 43.75% of respondents are agreeing with the authors on the lack of definition and evaluation of sustainable procurement practices and this has affected its implementation.

Finally, the findings reviewed that sustainable goods and services have an additional cost which made them unfavourable since they contradict organisational goals due to an increase in the operating costs of the organisation. This has affected the effective implementation of sustainable procurement practices because CAFCA's budget is not accommodating such costs.

5.3 Conclusion

The main objective of the research was to identify factors affecting the effective implementation of sustainable procurement practices at CAFCA Limited. The study found that the factors consist of the legal and regulatory framework, organizational structure and cost of sustained products and services. These factors played a significance role in influencing sustainable procurement implementation. The questionnaire responses revealed that all factors influenced the implementation of sustainable procurement. This was demonstrated by the lack of information and expertise by procurement officers, the high cost of sustainable goods and services, indecisive top management support and an insufficient regulatory framework. Besides that, the absence of law enforcement and lack of clarity in defining and evaluating sustainable procurement practices contributed to the ineffective implementation of sustainable procurement practises. The final conclusion is that, it's not the procurement practitioners who are to be blamed for being reluctant to practice sustainable procurement but the above factors contribute.

5.4 Recommendations

Following the study's findings, the following recommendations are made:

5.4.1 Recommendations to CAFCA Limited

5.4.1.1 Training its procurement practitioners and suppliers

Since there is a lack of information and expertise, CAFCA can introduce training programmes related to sustainable procurement for example green purchasing, awareness on environmental and social sustainability issues and training on sustainable procurement- related tools and case studies. If both suppliers and buyers understand all these aspects, it will be better to implement sustainable procurement.

5.4.1.2 Collaborating with Suppliers

CAFCA must coordinate its product design with its suppliers in order to minimise waste and environmental impact. With collaboration, CAFCA can make specifications which promote sustainability so that the products which are supplied are friendly to the environment and they don't cause any harm. Even the costs of the products will be low since collaboration creates room for negotiation.

5.4.1.3 Considering whole life costing

It's necessary for CAFCA to consider whole life costing (WLC) when buying since sustainable products and services are expensive. WLC doesn't consider the face worth or value of the product but the whole costs associated with it from where it was developed up until its disposal. If this is done properly, the organisation's costs will eventually be minimised.

5.4.1.4 Monitoring Suppliers' environmental performance

This process involves activities such as gathering and processing supplier information through publicly disclosed environmental and social records, company- specific questionnaires, and audits conducted by either the buyer or an independent third party. Assessing and monitoring the environment involves issues like waste and carbon emissions performance. All these should be considered by buyers when selecting suppliers so that they choose suppliers who are sustainable with the potential of promoting sustainability to the company.

5.4.1.5 Benchmarking

This is a method of evaluation which can be done by CAFCA with the aim of identifying best practices implemented in other companies, especially its competitors. It can therefore assess itself by comparing itself to its competitors that have successfully implemented sustainable procurement procedures.

5.4.2 Recommendations to the Government

5.4.2.1 Implement legislation that oversees organizational sustainability.

Since the legal framework is insufficient, the government of Zimbabwe must address this issue by enacting a sustainability law in addition to what is already in place, so that organizations can comply with the relevant law.

5.4.2.2 Sustainability Law enforcement

The Zimbabwean government must not only establish sustainability law but must make sure that the laws are enforced so that organizations can comply and implement sustainable procurement practices.

5.4.2.3 Punishing those who are not complying

The government must introduce the law of punishing those who are not practising sustainable practices by heavily charging high taxes to them. The tax and consequences must be tough so that they are prohibitive.

5.5 Areas of further study

Since this study concentrated on the factors affecting the effective implementation of sustainable procurement practices on the performance of CAFCA Limited, there is also a need for additional research in other industries such as the hotel industries, clinics and construction industries to see if the results obtained are applicable to the whole population.

5.6 Chapter Summary

The summary, conclusions and recommendations of the study based on its findings are presented above.

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BINDURA UNVIERSITY OF SCIENCE EDUCATION



Bindura University of Science Education
P. Bag 1020
Bindura

Dear Participant

SUBJECT: ASSISTANCE REQUIRED FOR RESEARCH QUESTIONNAIRE

My name is Rachel Hamura, and I am currently pursuing a Bachelor of Commerce Honours degree in Purchasing and Supply at Bindura University of Science Education with a registration number B192653B. As part of my studies, I am conducting a research study titled "Factors Affecting the Implementation of Sustainable Procurement Practices on the Performance of a Cable Manufacturing Company: A Case Study of CAFCA Limited."

I kindly request your assistance in filling out the attached questionnaire for this study. Please rest assured that all your responses will be kept strictly confidential, and the results will only be used for the purpose of this research. Your cooperation in this matter would be greatly appreciated.

For further information do not hesitate to contact me using the following contact details:

Cell: 0778374996 | Email: rachelhamura45@gmail.com

Thank you very much for your time and participation.

Yours sincerely

Rachel Hamura

Instructions to the respondent

- a) Please answer the following questions by placing a tick in the appropriate box for each question.
- b) In response to certain questions, more than one check mark may be required as indicated.
- c) Please feel free to provide additional information or a detailed description of your answers to the questions by commenting in the space provided below for certain questions in this questionnaire.

SECTION A: GENERAL INFORMATION

For the following questions, please tick the appropriate box

1. Female ☐ Man ☐
2. Age 18-30 ☐ 30-35 ☐ 40+ ☐
3. For how long have you been working for the organization?
 - a) Less than 5 years ☐
 - b) 5 to 10 years ☐
 - c) More than 10 years ☐
4. How would you rate your management position?
 - a) Top Level ☐
 - b) Middle Level ☐
 - c) Low Level ☐
5. The level of education reached?
 - a) Ordinary Level ☐
 - b) Advanced Level ☐
 - c) Diploma ☐
 - d) Bachelors ☐
 - e) Masters ☐
 - f) PhD ☐

If there are other options, please indicate

.....

Section B: SUSTAINABLE PROCUREMENT

For the following questions, please tick the appropriate box as indicated by the scale below

Strongly agree	Agree	Unsure	Disagree	Strongly Disagree
1	2	3	4	5

5. To what extent do you agree that the legal and regulatory framework affects the implementation of sustainable procurement practices and the performance of a cable manufacturing company?

Legal and regulatory framework	1	2	3	4	5
a)Addresses sustainability issues					
b)Unclear sustainability legal framework					
c)Lack of enforcement					
d)Insufficient of legal framework					

If otherwise, please specify

6. How does organizational structure affect the implementation of sustainable procurement practices, and to what extent do you agree?

Organizational structure	1	2	3	4	5
a)Top management support					
b)Resistant to change (more work pressure)					
c)Sustainability objectives conflicting with that of the organization					
d)Lack of clear definition and evaluation of sustainable procurement					

Unless otherwise, please specify

7.The following are factors which affects cost of sustainable goods and services .To what extend do you agree?

Cost of sustainable goods and services	1	2	3	4	5
a)High cost of sustainable goods and services					
b)Availability of sustainable suppliers and products					
c)Resistance from suppliers					

If otherwise, please specify

APPENDIX II

INTERVIEW GUIDE FOR EMPLOYEES AND STAKEHOLDERS

Interview guide on the factors affecting the implementation of sustainable procurement practices on the performance of a cable manufacturing company. A case study of CAFCA Limited.

Sustainable procurement is about taking social and environmental factors into consideration alongside financial factors in making procurement decisions.

Questions

1. What is the impact of the legal and regulatory framework?
2. What influence does organisational structure have on sustainable procurement?
3. How does the cost of sustainably produced goods and services influence sustainable procurement?
4. What are the most effective strategies to mitigate sustainable procurement practices?

- **Thank you for taking the time to answer the questionnaire.**
- **All answers are treated in confidence and your identity is concealed; you remain anonymous.**

END