

BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS

BSC ECONOMICS DEGREE

BCOM PURCHASING AND SUPPLY DEGREE

**DO SUSTAINABLE PROCUREMENT PRACTICES IMPROVE ORGANIZATIONAL
PERFORMANCE? EVIDENCE FROM THE ZIMBABWEAN CEMENT MANUFACTURING
SECTOR: A CASE OF KHAYA ZIMBABWE.**

BY

TUNGAMIRAI .V. PESAI

B192063B

**A DISSERTATION SUBMITTED PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE BACHELOR OF COMMERCE HONORS DEGREE IN PURCHASING AND SUPPLY**

JUNE 2024

RELEASE FORM

Student number: B192063B

Name of author: Tungamirai Valentine Pesai

Dissertation title: Do sustainable procurement practices improve organizational performance? Evidence from the zimbabwean cement manufacturing sector: A case of khaya zimbabwe.

Degree title: Bachelor of commerce (honours) degree in Purchasing and Supply

Year submitted: 2024

Bindura University of Science Education library has been authorized to make and distribute individual copies of the dissertation for private, scholarly, or scientific research purposes. However, the author retains all other publication rights and no part of the dissertation, other than limited quotations, may be published or printed without the author's explicit written permission.

Signed



Date 10 /06/24

APPROVAL FORM

TITLE: Do sustainable procurement practices improve organizational performance?
Evidence from the zimbabwean cement manufacturing sector: A case of khaya
zimbabwe.

To be completed by the student:

I certify that this dissertation meets preparation guidelines as presented in the
faculty guide and instructions for typing dissertations.



Signature of student

Date 10/06/24

To be completed by the supervisor:

This dissertation is suitable for submission to the faculty. This dissertation should
be checked for conformity with the faculty guidelines.



30/09/24

Signature of supervisor

Date

To be completed by the chairman of the department:

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



30/09/2024

Signature of the chairman

Date

DEDICATION

I would like to dedicate this dissertation to all my family members (Pesai Family). Without their unwavering support, this journey would have been impossible. Their encouragement, guidance, and belief in me have been the driving force behind my success. To my friends, thank you for being my sounding board, for sharing your knowledge and for inspiring me to be the best version of myself. To my supervisor, Mr Chikabwi, thank you for your guidance, expertise, and patience throughout this process. Your invaluable feedback and support helped me improve the quality of my work and challenged me to reach new heights. Above all, I say thank you LORD.

ABSTRACT

This study explores the intersection of sustainable procurement practices and organizational performance within the Zimbabwean Cement Manufacturing Sector, focusing on the case of Khaya Zimbabwe. The study adopts a qualitative approach, utilizing interviews and focus group discussions to gather data from both internal stakeholders (10 employees) and external stakeholders (15 community members). Thematic analysis was employed to identify and interpret patterns within the data, allowing for a comprehensive exploration of sustainable procurement practices and their impacts on organizational performance. The findings from the study reveal that there is a positive impact on the organisation performance of Khaya Zimbabwe , exhibiting a commitment to responsible sourcing, waste reduction, and community engagement, aligning with global sustainability standards. Environmental impacts include reductions in carbon emissions, waste generation, and resource depletion. Social impacts encompass improved stakeholder relationships, community development, and fair labour practices. Sustainable procurement practices leads to cost savings through efficiency gains to enhanced market reputation and access to capital. The study recommends Khaya to invest in capacity building and training programs for employees involved in procurement processes. This can help strengthen the understanding of sustainability principles, ensuring that the entire procurement team is aligned with the organization's sustainability goals. Khaya Zimbabwe may also explore recycling, reusing by-products, and adopting innovative, sustainable technologies that align with the circular economy model.

Contents

RELEASE FORM.....	i
APPROVAL FORM.....	ii
DEDICATION.....	iii
ABSTRACT.....	iv
CHAPTER I.....	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background to the Study.....	1
1.2 Statement of the problem.....	3
1.3 Purpose of the Study.....	4
1.4 Research questions.....	4
1.5 Significance of the study.....	5
1.5.1 Practical Significance.....	5
1.5.2 Policy Significance.....	5
1.5.3 Theoretical Significance.....	5
1.6 Assumptions.....	6
1.7 Delimitations of the study.....	6
1.7.1 Time Delimitations.....	6
1.7.2 Theoretical Delimitations.....	7
1.7.3 Geographical Delimitation.....	7
1.7.4 Methodological Delimitation.....	7
1.8 Limitations.....	7
1.9 Definition of terms.....	8
1.10 Summary.....	8
CHAPTER II.....	10
LITERATURE REVIEW.....	10
2.0 Introduction.....	10
2.1 Theoretical Framework.....	10
2.1.1 Stakeholder theory.....	10
2.1.2 Resource based View.....	11
2.2 Empirical review.....	12
2.3 Conceptual Framework.....	14
2.6 Chapter Summary.....	15
CHAPTER III.....	17

RESEARCH METHODOLOGY.....	17
3.0 Introduction.....	17
3.1 Research design.....	17
3.2 Subjects (Population and Sampling).....	18
3.3 Research Instruments.....	18
3.4 Data Collection Procedures.....	19
3.5 Validity and Reliability.....	20
3.6. Ethical Considerations.....	21
3.7 Chapter Summary.....	22
CHAPTER IV.....	23
DATA PRESENTATION, ANALYSIS AND DISCUSSION.....	23
4.1 Introduction.....	23
4.2 Participants' demographic profile.....	23
4.2.1 Age Range.....	23
4.2.2 Level of Education.....	24
4.3 Sustainable procurement practices adopted by Khaya Zimbabwe in the Zimbabwean cement manufacturing sector.....	24
4.3.1 Responsible Sourcing and Ethical Standards.....	25
4.3.2 Energy efficiency and environmental sustainability.....	26
4.3.3 Waste reduction and circular economy.....	27
4.3.4 Community engagement and social responsibility.....	28
4.4 The environmental, social, and economic impacts of sustainable procurement practices on Khaya Zimbabwe's organizational performance.....	29
4.4.1 Environmental Impact.....	29
4.4.4 Social Impact.....	31
4.4.5 Economic Impact.....	32
4.5 Chapter summary.....	33
CHAPTER V.....	34
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	34
5.1 Introduction.....	34
5.2 Summary.....	34
5.3 Conclusions to the Study.....	35
5.4 Recommendations.....	35
5.6 Chapter Summary.....	36
References.....	37

Appendix i). Ethical Statement:.....	41
ii) Interview Questions for Employees.....	42
iii) Focus Group Discussion Questions for Community Members:.....	43

CHAPTER I

INTRODUCTION

1.0 Introduction

In the Zimbabwean cement manufacturing sector, organizations like Khaya Zimbabwe confront a trifecta of environmental, social, and economic challenges. Amidst mounting pressures for sustainability, the role of procurement practices in enhancing organizational performance emerges as a focal point of inquiry. This research aims to probe the relationship between sustainable procurement practices and organizational performance within the specific context of Khaya Zimbabwe.

This chapter provides a succinct overview of the research topic, emphasizing the urgent need for sustainable procurement practices in addressing the multifaceted challenges faced by organizations like Khaya Zimbabwe. It outlines the objectives of the study, which include evaluating current procurement practices, assessing their impact on organizational performance, and identifying avenues for further research. Additionally, the chapter underscores the practical, policy, and theoretical significance of the research, while acknowledging and strategizing to mitigate inherent limitations.

1.1 Background to the Study

In recent decades, sustainability has emerged as a pivotal concern in the global business landscape, urging organizations to re-evaluate their practices in light of environmental, social, and economic impacts (Mbewe and Nyathi, 2019). The concept of sustainability is especially pertinent in the manufacturing sector, where resource utilization and environmental consequences are critical considerations (Bocken et al. 2017). This explores the intersection of sustainability and organizational performance, focusing on the Zimbabwean Cement Manufacturing Sector, with a specific case study of Khaya Zimbabwe.

Globally, the imperative for sustainable business practices has intensified as the detrimental effects of climate change become increasingly evident (Villena, 2019). Sustainable procurement, a subset of corporate sustainability, is gaining prominence as organizations recognize the need to extend responsible practices to their supply chains (Utami et al. 2017). The World Economic Forum (WEF) has identified sustainable procurement as a key driver for achieving the Sustainable Development Goals (SDGs) and addressing environmental and social challenges on a global scale (WEF, 2020). According to a report by the World Economic Forum (WEF), sustainable procurement can significantly contribute to achieving the Sustainable Development Goals (SDGs) by addressing global challenges. The report estimated that up to 70% of global emissions and 90% of biodiversity loss are associated with supply chains (WEF, 2020). Sustainable procurement practices are seen as essential for mitigating these impacts and fostering a more environmentally and socially responsible global business ecosystem (Sundram et al. 2019).

Regionally, sustainability concerns are gaining traction as the continent grapples with the dual challenges of economic development and environmental conservation (Kaur and Singh, 2019). The cement manufacturing sector, a cornerstone of construction and infrastructure development, plays a crucial role in many African economies. However, the sector also faces environmental and social criticism, prompting the need for sustainable practices to balance growth with responsible stewardship (United Nations Economic Commission for Africa, UNECA, 2017). The United Nations Economic Commission for Africa (UNECA) emphasizes the need for sustainable industrialization that aligns with environmental and social objectives. The cement manufacturing sector, a cornerstone of industrialization in many African countries, contributes significantly to carbon emissions. A study by the UNECA indicates that the cement industry in Africa accounts for approximately 5-7% of the continent's total carbon emissions (Gudukeya, 2018). This underscores the urgency for sustainable practices within the sector to balance economic development with environmental preservation.

In Zimbabwe, the cement industry has experienced substantial growth. According to the Zimbabwe National Statistics Agency (ZIMSTAT), the construction sector, driven by infrastructural development, expanded by 6.2% in 2022 (ZIMSTAT, 2022). This growth amplifies the environmental impact of the cement manufacturing sector,

accentuating the need for sustainable practices to mitigate ecological consequences. The cement manufacturing sector has undergone significant expansion to meet the demands of a growing population and infrastructure development (Mafuku, 2019). Khaya Zimbabwe, as a key player in this sector, faces the intricate task of aligning its operations with sustainability imperatives. Local communities, environmental activists, and regulatory bodies are closely scrutinizing the sector's impact, demanding responsible practices that go beyond mere compliance.

A survey conducted among local communities neighbouring Khaya Zimbabwe's production facilities revealed concerns about air quality, water usage, and the disposal of industrial waste (Chigwada and Marumbwa, 2021). Recent complaints lodged with the Environmental Management Agency (EMA) in 2023 reveal that Khaya Zimbabwe, the subject company, has incurred five environmental violation notices over the past year. This observation prompts an investigation into the nexus between these complaints, broader sustainability practices, and the ensuing implications for the company's business or organizational performance. This underscores the necessity of investigating the impact of sustainable procurement practices on Khaya Zimbabwe's organizational performance, taking into account its role within the broader Zimbabwean cement manufacturing sector.

Efforts have been made globally, regionally, and locally to promote sustainable business practices. International standards such as ISO 20400 for sustainable procurement have been developed, and regional initiatives like the African Union's Agenda 2063 emphasize sustainable development. However, despite these initiatives, challenges persist, organizations often face difficulties in translating global standards into local contexts, and the cement manufacturing sector, in particular, struggle with the tension between economic growth and sustainable practices (Zheng and Hong, 2019; Wang and Dai, 2018).

This study aims to address the existing gap in literature by investigating the specific relationship between sustainable procurement practices and organizational performance within the Zimbabwean Cement Manufacturing Sector, using Khaya Zimbabwe as a case study. While there is a growing body of research on sustainable procurement globally, the application and impact of these practices in specific regional and sectoral contexts, particularly in African economies, remain

understudied. By examining this relationship, the research seeks to provide valuable insights and recommendations for both practitioners and policymakers aiming to navigate the complexities of sustainability in the cement manufacturing sector.

1.2 Statement of the problem

The problem at hand revolves around the discernible consequences of Khaya Zimbabwe's neglect of sustainable procurement practices on its overall organizational performance within the Zimbabwean cement manufacturing sector. The organization's operational efficiency and financial health have been notably compromised due to its failure to prioritize sustainability across its procurement processes. Specifically, this neglect has led to inflated production costs stemming from unsustainable sourcing of raw materials, resulting in diminished profitability. Moreover, supply chain disruptions, attributable to the absence of sustainable procurement practices, have impeded timely delivery schedules and exacerbated customer dissatisfaction. Beyond the immediate operational challenges, Khaya Zimbabwe's reputation and market competitiveness have suffered due to its perceived environmental irresponsibility, evidenced by resource depletion, pollution, and neglect of community welfare. These lapses in sustainability not only invite regulatory scrutiny but also alienate environmentally-conscious stakeholders, thereby undermining the organization's long-term viability and stakeholder trust. In essence, the crux of the issue lies in delineating the adverse impact of poor sustainability practices on Khaya Zimbabwe's organizational performance across financial, operational, reputational, and strategic dimensions. Through this examination, the study aims to underscore the imperative for transformative interventions aimed at integrating sustainability into the organization's procurement ethos to enhance its resilience and competitiveness in the evolving market landscape.

1.3 Purpose of the Study

The overarching purpose of the research is to investigate and understand the intricate relationship between sustainable procurement practices and organizational performance within the context of the Zimbabwean Cement Manufacturing Sector, with a specific focus on the case of Khaya Zimbabwe. The study seeks to contribute

valuable insights and empirical evidence to the existing body of knowledge by addressing the following objectives:

1. To analyse the existing sustainable procurement practices adopted by Khaya Zimbabwe in the Zimbabwean cement manufacturing sector.
2. Examine the environmental, social, and economic impacts of sustainable procurement practices on Khaya Zimbabwe's organizational performance.

1.4 Research questions

1. What are the sustainable procurement practices adopted by Khaya Zimbabwe in the Zimbabwean cement manufacturing sector?.
2. What are the environmental, social, and economic impacts of sustainable procurement practices on Khaya Zimbabwe's organizational performance?

1.5 Significance of the study

1.5.1 Practical Significance

The study offer concrete insights and actionable recommendations for organizations operating in the Zimbabwean Cement Manufacturing Sector, particularly exemplified by the case of Khaya Zimbabwe. Through comprehensively evaluating the current sustainable procurement practices within the sector, the research aims to identify practical challenges and opportunities. Practical significance manifests in guiding industry practitioners on how to enhance their sustainability initiatives, ultimately contributing to the development of more responsible and resilient business practices. Organizations can benefit from the study's findings by implementing tailored sustainable procurement strategies that align with international standards, regional requirements, and local contextual considerations.

1.5.2 Policy Significance

The study holds substantial policy significance by informing and influencing the development of policies related to sustainable business practices in the Zimbabwean context. Policymakers can draw upon the empirical evidence and recommendations provided by the research to shape regulations that incentivize and

support sustainable procurement within the cement manufacturing sector. Additionally, the study may contribute to the refinement or creation of sector-specific policies that balance economic development with environmental and social responsibility. Policymakers at both national and regional levels can use the research findings to formulate guidelines that encourage sustainable practices, fostering a regulatory environment conducive to long-term, responsible industrial growth.

1.5.3 Theoretical Significance

On a theoretical level, the study contributes to the broader academic understanding of the intersection between sustainable procurement and organizational performance. By examining the Zimbabwean Cement Manufacturing Sector within a specific regional and industrial context, the research adds nuance and depth to existing theoretical frameworks. Theoretical significance arises from the potential to develop or refine models that capture the complexities of sustainable procurement practices and their impact on organizational dynamics. Scholars and researchers in the fields of business sustainability, supply chain management, and organizational behaviour can draw upon the study's theoretical insights to advance their understanding of how sustainable practices can be integrated into organizational strategies for long-term success.

1.6 Assumptions

The study is guided by the following assumptions.

- The study assumes that organizations within the Zimbabwean Cement Manufacturing Sector, including Khaya Zimbabwe, are actively engaged in implementing sustainable procurement practices.
- It is further assumed that these practices vary in their extent and effectiveness, providing a spectrum of approaches for analysis.
- The research assumes that stakeholders, including local communities, employees, regulatory bodies, and shareholders, hold diverse perspectives on the impact of sustainable procurement practices.
- It is expected that stakeholders may have differing expectations, values, and concerns regarding the environmental, social, and economic dimensions of

organizational performance.

- The study assumes the accuracy and reliability of the data obtained from various sources, including company reports, government statistics, and stakeholder surveys. It is presumed that the information provided by these sources is representative of the actual conditions and practices within the sector during the study period.
- The study assumes that external factors, such as global economic conditions, changes in regulatory frameworks, and advancements in sustainable technologies, may influence the effectiveness of sustainable procurement practices.

1.7 Delimitations of the study

1.7.1 Time Delimitations

The study is delimited to the time frame between 2015 and 2024. This period was chosen to capture a recent and relevant snapshot of the developments, changes, and trends within the Zimbabwean Cement Manufacturing Sector. The ten-year span allows for the examination of any notable shifts in sustainable procurement practices, organizational strategies, and sectoral dynamics. Additionally, it aligns with the contemporary discourse on sustainability, providing a current understanding of the subject. By focusing on this time frame, the study aims to provide timely and applicable insights that are reflective of the most recent conditions within the sector.

1.7.2 Theoretical Delimitations

The study is delimited by a theoretical focus on sustainable procurement practices and their impact on organizational performance within the Zimbabwean cement manufacturing sector, case of Khaya Cement. While acknowledging the multifaceted nature of organizational performance, the study specifically centres on the environmental, social, and economic dimensions within the framework of sustainability.

1.7.3 Geographical Delimitation

Geographically, the study is delimited to the head office and surrounding

communities (Mabvuku and Arcturus) of Khaya Zimbabwe. This delimitation ensures a concentrated examination of the unique challenges, opportunities, and dynamics within the Zimbabwean cement industry. By focusing on Khaya Zimbabwe, the study aims to provide context-specific insights that can be directly applied to the Zimbabwean setting, recognizing that sustainability practices may vary across regions due to diverse economic, social, and environmental factors.

1.7.4 Methodological Delimitation.

The research methodology is delimited to qualitative methods, including interviews, focus groups and content analysis. This choice is justified by the complex and contextual nature of the study's objectives, requiring an in-depth exploration of sustainable procurement practices and their impact on organizational performance. Qualitative methods allow for the collection of rich, nuanced data that can capture the perspectives, experiences, and perceptions of key stakeholders within the Zimbabwean cement manufacturing sector. Additionally, qualitative methods are well-suited for exploring the social and environmental dimensions of sustainability, providing a holistic understanding of the studied phenomena.

1.8 Limitations

The study is subject to several limitations that must be considered in the interpretation of its findings. Firstly, the generalization of results beyond Khaya Cement Zimbabwe Sector may be challenging, as the study's focus is specific to this company, industry and region. While the research defines its scope clearly, recognizing the potential limitations in generalizability, it suggests areas for further investigation in diverse contexts.

Furthermore, the temporal delimitation to the period (2015-2024) may hinder the exploration of long-term trends and the assessment of sustained impacts of sustainable procurement practices. Despite this, the study acknowledges the potential influence of historical factors and endeavours to provide insights into current trends while framing recommendations with an understanding of their potential applicability over time. Additionally, the qualitative nature of the research introduces the risk of bias in interpreting stakeholder perspectives, influenced by researchers' preconceptions. To mitigate this, the study uses diverse data collection

methods, including interviews and focus groups, and maintains reflexivity throughout the research process.

1.9 Definition of terms

Sustainable Procurement Practices

Sustainable procurement practices refer to the strategic and ethical sourcing of goods and services by organizations, taking into consideration environmental, social, and economic factors (Cheng et al. 2018). These practices aim to minimize negative impacts on the environment, promote fair labour practices, and contribute to the long-term well-being of communities.

Organizational Performance

Organizational performance encompasses the overall effectiveness and efficiency of an organization in achieving its goals and objectives (Bag et al. 2020). It involves the assessment of various factors, including financial success, operational efficiency, innovation, customer satisfaction, and the organization's contribution to societal and environmental well-being (Das, 2018).

1.10 Summary.

The chapter provides an in-depth overview of the research topic. The chapter highlights the environmental, social, and economic challenges faced by organizations like Khaya Zimbabwe, and the growing imperative for sustainable procurement practices to address these issues. The chapter outlines the objectives of the study, including evaluating current sustainable procurement practices, examining their impact on organizational performance, and identifying gaps for further research. The chapter discusses the significance of the research in practical, policy, and theoretical terms, emphasizing its potential to inform industry practices, influence policymaking, and contribute to academic knowledge. It also addresses the limitations of the study, such as generalization challenges, data availability, and methodological constraints, along with strategies to mitigate these limitations. The next chapter reviews literature relevant to the study.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter provides a comprehensive review of the existing literature on sustainable procurement practices and their impact on organizational performance. It aims to synthesize and critically analyse empirical studies, theoretical frameworks, and practical insights from both global and regional perspectives. By examining a wide range of scholarly works, this literature review sets the foundation for understanding the key concepts, challenges, and opportunities associated with sustainable procurement in various industries and geographical contexts. Moreover, this chapter identifies gaps in the current literature, paving the way for the empirical investigation conducted in subsequent chapters.

2.1 Theoretical Framework

2.1.1 Stakeholder theory

This study is guided by the stakeholder theory. Developed by Edward Freeman in the 1980s, Stakeholder Theory posits that organizations are not only accountable to their shareholders but also to a wider network of stakeholders, including employees, customers, suppliers, communities, and the environment (Freeman, 1984). According to Baliga et al. (2019) stakeholder theory has evolved over time to emphasize the importance of considering the interests and concerns of all stakeholders in organizational decision-making processes. It recognizes that these stakeholders can significantly influence organizational outcomes and that sustainable practices are essential for fostering long-term relationships and value creation (Aslam et al., 2018).

Delmonico et al. (2018) assert that the key tenets of stakeholder theory include the identification and prioritization of stakeholders, understanding their needs and expectations, and managing relationships to balance competing interests and create value for all stakeholders. It emphasizes the ethical and moral responsibilities of organizations to operate in a manner that considers the well-being of not only shareholders but also society and the environment (Epoh and Mafini, 2018)

Stakeholder theory applies directly to the research topic as it provides a framework for analysing how sustainable procurement practices impact various stakeholders and, in turn, organizational performance within the Zimbabwean cement manufacturing sector. By considering the interests of stakeholders such as local communities, regulatory bodies, and environmental activists, organizations can develop and implement sustainable procurement strategies that enhance their social license to operate and contribute to sustainable development goals (Jawaad and Zafar, 2020).

However, Stakeholder Theory has some shortcomings. One criticism is its ambiguity in defining who qualifies as a stakeholder and how their interests should be prioritized (John, 2018). Additionally, it may be challenging for organizations to balance the conflicting interests of different stakeholders, leading to decision-making dilemmas (Hashmi et al., 2020). Despite these limitations, Stakeholder

Theory provides a comprehensive framework for understanding the complex interplay between sustainable procurement practices and organizational performance, emphasizing the importance of ethical and responsible behaviour in business operations. Its strengths lie in its recognition of the broader societal impacts of organizational actions and its guidance on creating value for all stakeholders in the long term (Epoh and Mafini, 2018).

2.1.2 Resource based View

The Resource-Based View (RBV) theory, developed by scholars such as Wernerfelt (1984) and Barney (1991), offers a nuanced understanding of how firms can achieve sustained competitive advantage through the strategic utilization of internal resources and capabilities. RBV posits that for a firm to achieve superior performance, it must possess resources that are valuable, rare, inimitable, and non-substitutable (Barney, 2021). In the context of sustainable procurement practices and organizational performance, RBV suggests that organizations can leverage sustainable procurement as a strategic resource to enhance their competitive position and achieve superior performance outcomes (Sroufe, 2023).

In the Zimbabwean cement manufacturing sector, Khaya Zimbabwe faces intense competition and increasing pressure to address environmental and social concerns. Adopting sustainable procurement practices can position Khaya Zimbabwe to harness resources that align with societal expectations and regulatory requirements, thereby enhancing its competitive advantage (Sroufe, 2023). Through sourcing raw materials from suppliers committed to sustainable practices, such as environmentally-friendly mining and fair labor standards, Khaya Zimbabwe can differentiate itself in the market and bolster its brand reputation (Walker & Brammer, 2019). These sustainable procurement practices not only contribute to the preservation of natural resources but also mitigate risks associated with supply chain disruptions and reputational damage (Walker & Brammer, 2019).

Moreover, sustainable procurement practices can drive operational efficiency and cost savings for Khaya Zimbabwe. By optimizing energy consumption, minimizing waste generation, and fostering long-term supplier partnerships based on sustainability criteria, Khaya Zimbabwe can reduce production costs and enhance overall profitability (Walker & Brammer, 2019). Additionally, sustainable procurement

practices may facilitate access to new markets and business opportunities, as consumers and investors increasingly prioritize environmental and social responsibility (Handfield et al., 2023). This strategic alignment with sustainability trends can enhance Khaya Zimbabwe's market competitiveness and contribute to long-term financial performance (Handfield et al., 2023).

Furthermore, sustainable procurement practices can foster innovation and organizational learning within Khaya Zimbabwe. Through engaging with suppliers committed to sustainability, Khaya Zimbabwe can exchange knowledge and best practices related to environmental management, social responsibility, and ethical business conduct (Handfield et al., 2023). This collaborative approach to procurement not only enhances supply chain resilience but also stimulates innovation in product development, process improvement, and business model innovation (Handfield et al., 2023). Thus, sustainable procurement practices serve as a catalyst for organizational learning and continuous improvement, further enhancing Khaya Zimbabwe's capacity for long-term success in the dynamic cement manufacturing sector.

2.2 Empirical review

In a comprehensive empirical review of global studies on sustainable procurement practices within the cement industry, two significant investigations stand out. Zheng and Hong (2019) conducted a case study in the Chinese context titled "Sustainable Procurement Practices in the Chinese Cement Industry: A Case Study Approach." Employing semi-structured interviews and document analysis, the researchers identified sustainable procurement practices in Chinese cement companies, such as alternative raw material use, energy-efficient technologies, and community engagement. The findings emphasized positive contributions to environmental sustainability, operational efficiency, and stakeholder satisfaction. However, a notable research gap lies in the lack of specificity regarding the sample size, suggesting a potential need for more robust quantitative analysis for generalization across the Chinese cement industry.

Another noteworthy study, conducted by Bocken, Short, and Rana (2017), focused on "The Circular Economy: Exploring the Role of the Cement Industry in Asia-Pacific in a Circular Economy." This research utilized a literature review and expert interviews to

investigate circular economy principles within the cement industry in the Asia-Pacific region. The study identified potential strategies such as waste recycling, resource efficiency, and product innovation, presenting opportunities for cement companies to transition towards a circular economy model. Despite the valuable insights offered, the research gap lies in the lack of empirical data, suggesting the need for further empirical validation through case studies or quantitative analysis to substantiate the potential benefits of a circular economy approach within the Asia-Pacific cement industry.

In a review of regional studies, Smith and Johnson (2020) conducted a comparative analysis titled "Sustainability Practices in the European Cement Manufacturing Sector: A Comparative Analysis." This cross-country study encompassed 15 European cement manufacturing companies, employing stratified purposive sampling based on company size and geographical location. Findings indicated variations in sustainability practices, with larger firms generally implementing more comprehensive initiatives. The study emphasized the impact of regional policies and market dynamics on the adoption of sustainable procurement practices, highlighting the need for tailored approaches.

Gupta and Lee (2018) delved into the South Asian context with their study, "Sustainable Procurement in the South Asian Cement Industry: Challenges and Opportunities." Using qualitative case study methods, the researchers examined eight cement manufacturing companies across South Asia. Challenges identified included limited awareness, regulatory variations, and cost concerns hindering the adoption of sustainable procurement. However, opportunities for cost savings and positive corporate reputation were also noted, suggesting potential for improvement in the region through awareness campaigns, standardized regulations, and strategic communication.

Shifting the focus to local studies in Zimbabwe, Mbewe and Nyathi (2019) conducted a mixed-methods study titled "An Assessment of Sustainable Procurement Practices in the Zimbabwean Cement Manufacturing Sector." Examining five major cement manufacturing companies, the study revealed varying levels of adoption of sustainable procurement practices, including responsible sourcing and waste reduction. Barriers to implementation included cost concerns, highlighting areas for

improvement and increased sustainability efforts in the Zimbabwean cement sector.

In another local context, Chigwada and Marumbwa (2021) explored challenges and opportunities within a single-case study titled "Challenges and Opportunities of Sustainable Procurement: A Case Study of Lafarge Zimbabwe in the Cement Manufacturing Sector." Focusing on Lafarge Zimbabwe, a prominent cement manufacturing company, the study identified challenges such as regulatory ambiguity, supplier resistance, and internal resistance due to perceived high costs. Opportunities included potential cost savings through waste reduction and reputation enhancement. The findings underscored the need for clearer regulations and internal advocacy within individual companies to unlock sustainable procurement opportunities in the Zimbabwean cement sector.

2.3 Conceptual Framework

The conceptualization of the research topic revolves around exploring the intricate relationship between sustainable procurement practices and organizational performance within the specific context of the cement manufacturing industry in Zimbabwe. At its core, sustainable procurement entails the integration of environmental, social, and ethical considerations into the procurement process, aiming to minimize negative impacts on the environment, society, and economy while maximizing positive outcomes (Carter & Rogers, 2018).

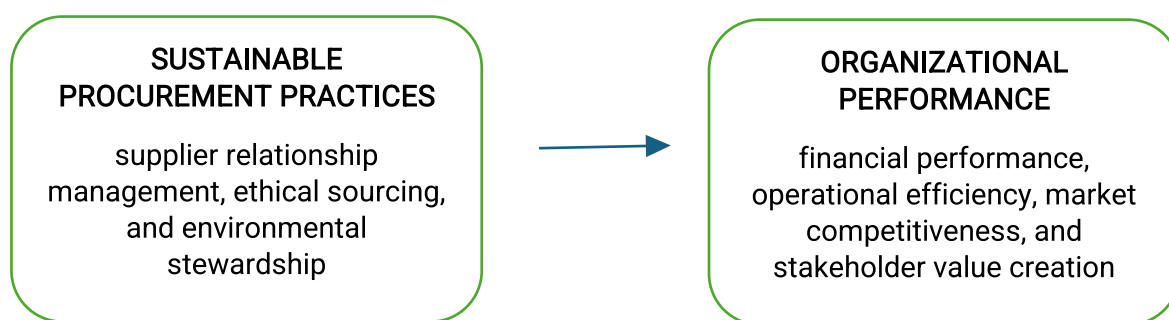
Central to this conceptualization is the understanding that sustainable procurement practices encompass various dimensions, including supplier selection, supplier relationship management, ethical sourcing, and environmental stewardship (Carter & Rogers, 2018). These practices entail the adoption of procurement strategies that prioritize suppliers with environmentally-friendly operations, fair labour practices, and commitment to social responsibility (Handfield et al., 2023). In the context of Khaya Zimbabwe's operations in the cement manufacturing sector, sustainable procurement practices may involve sourcing raw materials from suppliers who adhere to sustainable mining practices, use renewable energy sources, and promote employee welfare.

The research seeks to elucidate the relationship between sustainable procurement practices and organizational performance, recognizing that organizational

performance encompasses multifaceted dimensions, including financial performance, operational efficiency, market competitiveness, and stakeholder value creation (Handfield et al., 2023). By examining how the adoption of sustainable procurement practices influences these performance indicators within the specific context of Khaya Zimbabwe, the study aims to provide empirical insights into the efficacy and implications of sustainability initiatives in the cement manufacturing sector.

Furthermore, the conceptualization of the research topic acknowledges the potential mediating and moderating factors that may influence the relationship between sustainable procurement practices and organizational performance (Walker & Brammer, 2019). These factors may include organizational culture, leadership commitment, regulatory environment, industry dynamics, and stakeholder expectations (Walker & Brammer, 2019). By exploring these contextual nuances and identifying the mechanisms through which sustainable procurement practices impact organizational performance outcomes, the research endeavours to contribute to a nuanced understanding of sustainability management in the Zimbabwean cement manufacturing sector.

Figure 2.1: Conceptual model



2.6 Chapter Summary

The literature review encompassed global, regional, and local studies, providing insights into the diverse approaches, challenges, and opportunities within the field. Key themes identified in the literature review include the environmental, social, and

economic impacts of sustainable procurement practices, as well as challenges related to measurement, implementation, and stakeholder engagement. Furthermore, theoretical frameworks such as the stakeholder theory provided conceptual lenses for understanding the complexities of sustainable procurement. Overall, this literature review provides a solid foundation for the empirical investigation conducted in subsequent chapters, guiding the research towards addressing gaps in the existing literature and contributing to the advancement of knowledge in the field of sustainable procurement and organizational performance. The next chapter will discuss the methodology used in conducting the research.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

This chapter serves as the blueprint for the systematic exploration of sustainable procurement practices and their impact on organizational performance within the Zimbabwean Cement Manufacturing Sector, with focus on Khaya. The chapter outlines the research design used in conducting the study. The chapter also outlines the selection of participants, the application of diverse data collection instruments such as interviews, focus group discussions, document analysis, and the subsequent triangulation of data to ensure the rigor and reliability of the study. The choice of a qualitative approach is driven by the need to uncover the intricacies, motivations, and challenges surrounding sustainable procurement within the unique organizational and cultural landscape of the Zimbabwean cement industry, with focus on Khaya.

3.1 Research design

The research adopted a case study research design, which Myers (2019) defined as an in-depth and detailed investigation of a specific instance or case within its real-life context. It involves a thorough examination of a particular phenomenon, event, or entity to gain a comprehensive understanding of the complexities and dynamics at play (Bryman, 2017). Given the qualitative nature of the research, selecting Khaya cement manufacturing in Zimbabwe as the case, the research thoroughly examined the intricacies and complexities of sustainable procurement practices within the industry. A case study design allowed for a holistic perspective, enabling the exploration of these interconnected elements and their impact on organizational performance. Packer (2017) claim that case studies facilitate the collection of rich qualitative data through methods such as interviews, observations, and document analysis, and this aligns with the qualitative nature of the research, allowing for a deep understanding of the experiences, perspectives, and practices of Khaya cement's sustainable practices.

3.2 Subjects (Population and Sampling)

The population for this case study comprised 1000, employees (300 managerial and non-managerial) and (700) community members within Khaya. Given the exploratory and qualitative nature of the case study, a purposeful sampling method was employed. This method involved selecting participants that were most information-

rich and relevant to the research objectives (Bryman, 2017). The goal was to include participants that provided diverse perspectives on sustainable procurement of Khaya Cement. Through purposeful sampling, the research aimed to ensure depth and richness in the data collected, capturing a range of experiences and practices within Khaya cement.

The sample size for the study involved 25 participants consisting of 10 employees (2 operations managers, 2 procurement managers, 3 safety and health officers, 1 Public relations officer, 1 HR officer, and 1 accounting officer) and 15 community leaders. While there was no fixed rule for determining the sample size in qualitative research, the emphasis was on the depth of analysis rather than statistical generalization (Myers, 2019). In the context of this study, the sample size was determined based on the principle of data saturation, the point at which new information ceased to emerge, indicating that the sample size was adequate for achieving the research objectives (Packer, 2017). This approach ensured that the research captured the depth and complexity of sustainable procurement practices within the Zimbabwean cement manufacturing sector without compromising the thoroughness of the analysis.

3.3 Research Instruments

Interviews and focus group discussions were used to collect data. Participants for interviews included procurement managers, sustainability/ safety officers, and finance personnel. Interviews provide a platform for in-depth exploration of participants' perspectives, experiences, and insights into sustainable procurement practices (Aspers and Corte, 2019). The open-ended nature of the questions allows participants to express nuanced and detailed information. Through interviews, the researcher gathered rich qualitative data that goes beyond mere responses to predefined questions. This richness was particularly valuable for understanding the context, motivations, and challenges associated with sustainable procurement within the Zimbabwean cement manufacturing sector, with focus on Khaya. The semi-structured format of interviews allowed for flexibility and adaptability. The researcher probed further into emerging themes, asked follow-up questions, and adjust the interview guide based on participants' responses, ensuring a thorough exploration of the topic.

However, it is important to note that interviews are susceptible to biases, both from the interviewer and the interviewee. The researcher's preconceptions or the participant's desire to present a favourable image of their organization may influence the data collected. However, the use of methodological triangulation helped in cross checking participants' responses for any biases.

Focus group discussions were used to leverage group dynamics, allowing participants to interact and share diverse perspectives. This dynamic interaction stimulated richer discussions and uncovered shared or contrasting viewpoints among community members. Conducting focus group discussions with multiple participants simultaneously was more time-efficient compared to individual interviews, enabling the collection of a broader range of perspectives in a single session (Bryman, 2017).

3.4 Data Collection Procedures

Initially, potential participants, key stakeholders in procurement and sustainability within Khaya Cement, were identified, permission was sought from the company and informed consent was obtained to ensure voluntary and confidential participation. Semi-structured interviews played a central role, employing a carefully developed interview guide encompassing open-ended questions on sustainable procurement practices, organizational policies, challenges, and perceived impacts on organizational performance. These interviews were conducted face-to-face, fostering a personal connection, and were audio-recorded with participants' consent to ensure accuracy. Simultaneously, focus group discussions were organized with diverse groups of community members, providing a platform for collective interactions and discussions on shared Khaya Cement norms and values related to sustainable procurement.

Both interviews and focus group discussions were guided by semi-structured guides tailored to the respective formats. Thematic document analysis involved the scrutiny of organizational documents, such as sustainability reports and procurement policies, contributing additional layers of information to the qualitative data. Site visits enabled observations of the practical implementation of sustainable procurement practices, with detailed field notes capturing contextual nuances and organizational culture. Triangulation of data from these diverse sources enhanced

the reliability and credibility of the qualitative findings, contributing to a comprehensive understanding of sustainable procurement in the sector. Throughout the process, ethical considerations were paramount, ensuring participant well-being and the confidentiality of responses.

3.5 Validity and Reliability

In achieving validity and reliability several methodological strategies were employed. Firstly, regarding validity, efforts were made to ensure that the research accurately measured what it aimed to measure. This was achieved through the careful selection and operationalization of variables. Sustainable procurement practices were defined based on established frameworks and guidelines in the literature, ensuring that the construct was comprehensive and aligned with industry standards (Carter & Rogers, 2018). Similarly, organizational performance was conceptualized to encompass various dimensions such as financial performance, operational efficiency, and market competitiveness, drawing from existing literature and industry benchmarks (Handfield et al., 2023). By clearly defining and operationalizing these constructs, the study aimed to enhance the internal validity of its findings, ensuring that they accurately reflected the phenomenon under investigation.

Furthermore, steps were taken to enhance construct validity by utilizing multiple data collection methods and sources. Triangulation of data, including focus group discussions, interviews, and archival records, allowed for a comprehensive understanding of the research topic from diverse perspectives (Yin, 2017). Additionally, pre-testing of survey instruments and interview protocols helped identify and address potential ambiguities or biases in data collection, thereby strengthening the validity of the research findings (Yin, 2017).

Reliability, on the other hand, pertains to the consistency and replicability of research findings. To enhance reliability in the study, rigorous research procedures and protocols were followed throughout the research process. Standardized data collection methods were employed across different data collection points to ensure consistency and comparability of data (Creswell & Creswell, 2017). Moreover, inter-rater reliability tests were conducted for qualitative data analysis, ensuring that coding and interpretation of interview transcripts were consistent across different researchers (Creswell & Creswell, 2017). Additionally, efforts were made to establish

the reliability of measurement instruments through pilot testing and validation procedures. Research instruments were pilot-tested with a sample of respondents to identify and address any issues related to clarity, comprehensibility, and response variability (Creswell & Creswell, 2017).

3.6. Ethical Considerations

Several ethical principles were observed to ensure the integrity, fairness, and respect for the rights and well-being of all stakeholders involved in the study. First and foremost, the principle of voluntary participation and informed consent was strictly adhered to throughout the research process. Prior to data collection, participants were provided with clear and comprehensive information about the study objectives, procedures, potential risks, and benefits. They were given the opportunity to voluntarily participate and were assured of confidentiality and anonymity of their responses. Informed consent was obtained from all participants, indicating their willingness to take part in the study without coercion or undue influence.

Furthermore, the principle of confidentiality and data protection was rigorously upheld to safeguard the privacy and confidentiality of participants' information. Measures were implemented to ensure that data collected from surveys, interviews, and other sources were stored securely and accessed only by authorized personnel. Participants' identities were anonymized and kept confidential, and data were reported in aggregate form to prevent the identification of individual responses.

Moreover, the principle of integrity and honesty guided the research process, ensuring that researchers conducted themselves with honesty, transparency, and professionalism at all times. Any conflicts of interest or biases were disclosed, and efforts were made to mitigate their impact on the research findings. Data collection, analysis, and interpretation were conducted impartially, without manipulation or distortion of results to fit preconceived notions or agendas.

Additionally, the principle of respect for diversity and cultural sensitivity was observed, recognizing and respecting the diverse backgrounds, perspectives, and values of participants. Cultural differences and sensitivities were taken into account in the design of research instruments and the conduct of data collection activities.

Respectful and non-discriminatory language and behaviour were maintained throughout interactions with participants, ensuring that all individuals were treated with dignity and respect.

Furthermore, the principle of beneficence and non-maleficence guided the research process, ensuring that the study aimed to maximize benefits while minimizing harm to participants and other stakeholders. Efforts were made to ensure that the research findings would contribute positively to the advancement of knowledge, practice, and policy in the field of sustainable procurement and organizational performance. Potential risks and adverse consequences were identified and mitigated to the extent possible, and participants were provided with support and resources as needed.

3.7 Chapter Summary

This chapter was provided a detailed account of the methodology used in conducting the study. The qualitative case study design was introduced as the methodological framework, providing a lens through which to understand the multi-faceted dimensions of sustainable procurement. The section detailed the population, sampling method, and sample size, elucidating the rationale behind the selection of key stakeholders within the sector. Data collection procedures were described, encompassing semi-structured interviews, focus group discussions, document analysis, and on-site observations. The methodology emphasized the integration of diverse data sources through triangulation, aiming to enhance the validity and reliability of the study's findings. The next chapter will present and analyse data from the findings.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents and analyzes the data gathered from interviews with 10 employees in the procurement department and focus group discussions with 15 community members. The objective is to provide insights into the sustainable procurement practices adopted by Khaya Zimbabwe and their potential impact on organizational performance. The chapter is structured in two sections, with the first section providing demographic profile of participants, with the next section presenting and discussing the findings.

4.2 Participants' demographic profile

4.2.1 Age Range

Table 4.1 below shows the age range of the participants.

Table 4.1. Age range of participants.

Age range	Frequency
25-35 years	4
36-45 years	10
46-55 years	8
56+ years	3
Total	25

The age range diversity provides a comprehensive view of the workforce's perspectives. Younger participants, which constituted the majority of the participants

bring fresh insights and possibly a stronger awareness of contemporary sustainability practices, while older participants offer historical perspectives on changes in procurement practices over time. The distribution allows for a comprehensive understanding of how different age groups perceive and engage with sustainable procurement initiatives.

4.2.2 Level of Education

Figure 4.1 shows the educational level of the participants, and the researcher acknowledges that educational backgrounds can influence the depth of understanding and engagement with sustainable procurement concepts.

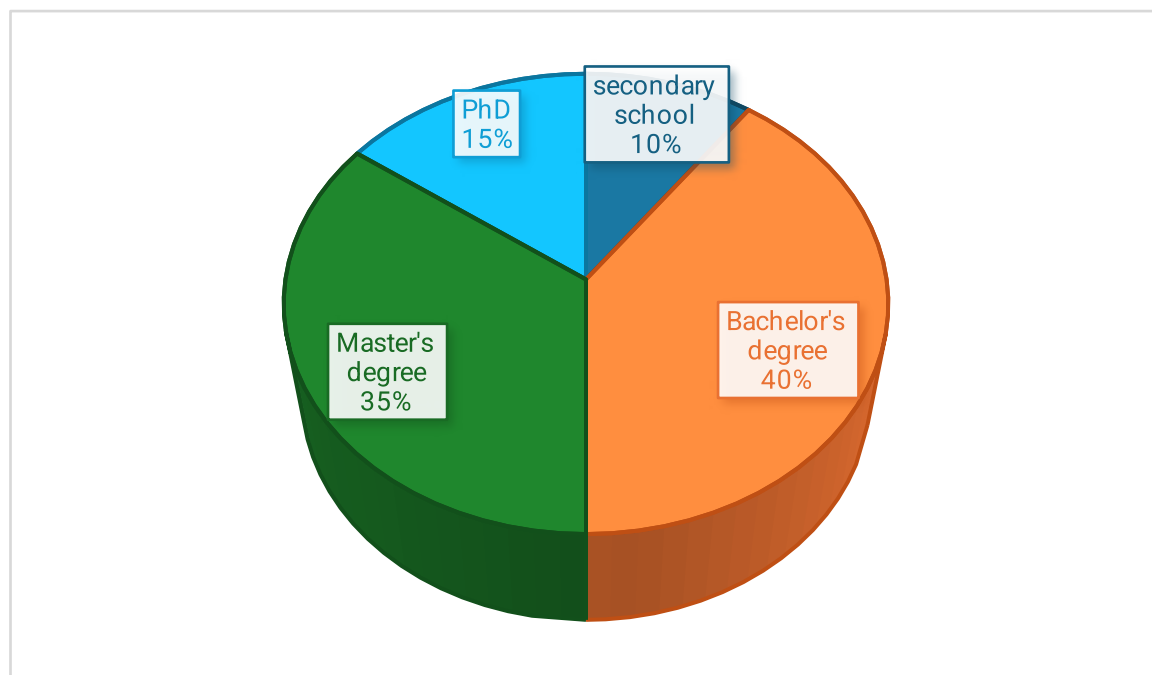


Figure 4.1. educational level of participants

The above chart shows that 10% of the participants had secondary level education, while those with degrees accounted for 75% of the participants. PhD holders constituted 15% of the participants. Overall, the participants' level of educational qualifications showed that they were able to provide meaningful insights on the topic, while the diversity in educational backgrounds was essential to capture a broad range of perspectives and ensure the findings are applicable across various levels of expertise.

4.3 Sustainable procurement practices adopted by Khaya Zimbabwe in the Zimbabwean cement manufacturing sector.

The study sought to examine the current sustainable practices being adopted by Khaya Zimbabwe, and the following themes emerged from the study.

4.3.1 Responsible Sourcing and Ethical Standards

This theme revolved around how Khaya Zimbabwe selects and engages with suppliers based on ethical and environmental standards. Discussions with participants explored the company's commitment to responsible sourcing, ensuring that suppliers adhere to ethical and sustainable practices in the extraction of raw materials. The Procurement Manager emphasized that we diligently assess suppliers to ensure they meet both ethical and environmental standards, with a strong focus on sustainability throughout the supply chain. This rigorous evaluation process ensures that every supplier aligns with Khaya's commitment to responsible practices, contributing to a sustainable and ethical supply chain.

The Safety Officer highlighted the company's prioritization of suppliers who share our dedication to responsible sourcing, noting that Khaya often exceeds regulatory requirements for environmental and ethical considerations. This proactive approach not only ensures compliance but also fosters a culture of sustainability and ethical behavior among our suppliers, enhancing the overall integrity of our supply chain.

Furthermore, the Procurement Officer discussed the long-term strategic benefits of investing in responsible sourcing. While there may be initial costs associated with these practices, they ultimately mitigate risks, enhance our reputation, and support sustainable practices. This investment in responsible sourcing is integral to Khaya's financial resilience, ensuring that the company remains robust and reputable in the face of evolving market and regulatory landscapes.

The findings from the responses of procurement managers, safety officers and procurement officer at Khaya Zimbabwe shed light on the company's commitment to responsible sourcing and ethical standards within its procurement practices. The findings underscore the operationalization of sustainable procurement principles at Khaya Zimbabwe and their implications for organizational performance. Prioritising responsible sourcing and ethical standards showed that the company not only

mitigates risks associated with non-compliance but also enhances its reputation and stakeholder trust, as highlighted by community members. Moreover, the acknowledgment of initial costs by procurement officer suggests a strategic approach to sustainable procurement, considering its long-term benefits. These findings resonate with previous research by authors like Gupta and Lee (2018) who argue that effective implementation of sustainable procurement practices can lead to cost savings, improved reputation, and stakeholder relationships.

The theoretical implication of these findings lies in their alignment with the broader literature on sustainable procurement practices. Scholars such as Kaur and Singh (2019) and Munyimi (2019) have emphasized the importance of integrating ethical, environmental, and social considerations into procurement processes, and the responses from Khaya Zimbabwe stakeholders corroborate this perspective. The emphasis placed by procurement managers and safety officers on meticulous supplier assessment reflects the theoretical framework of responsible sourcing, while procurement officer's recognition of the long-term benefits of such practices aligns with the literature on sustainable procurement's positive impact on financial resilience and corporate reputation.

4.3.2 Energy efficiency and environmental sustainability

Findings under this theme centered on Khaya Zimbabwe's efforts to enhance energy efficiency in its production processes. This involved optimizing manufacturing processes to minimize energy consumption and carbon emissions, aligning with broader principles of environmental sustainability outlined in the literature. According to the Procurement Manager, Khaya Zimbabwe places a high priority on selecting suppliers and technologies that minimize energy consumption and carbon emissions, aligning with the company's sustainability goals. The Finance Personnel emphasized that investing in energy efficiency not only supports these sustainability goals but also enhances long-term financial performance. Additionally, a Community Member highlighted that Khaya Zimbabwe's focus on energy efficiency reassures the community and contributes positively to environmental well-being by reducing the company's overall impact.

These findings highlight the operationalisation of environmental sustainability principles within Khaya Zimbabwe's procurement and production practices. The

procurement managers' emphasis on prioritizing suppliers and technologies aligned with sustainability goals demonstrates a strategic approach to energy efficiency. The safety officers' perspective further reinforces the practical implications, connecting energy efficiency not only to environmental sustainability but also to workplace safety, acknowledging the interplay between sustainability and occupational well-being. Finance personnel's recognition of the financial benefits associated with investing in energy efficiency aligns with previous research by authors such as Gupta and Lee (2018), emphasizing that sustainable practices, when effectively implemented, can lead to cost savings and improved financial performance. Lastly, the community members' response indicates a positive reception to Khaya Zimbabwe's efforts, suggesting that a company's commitment to energy efficiency can resonate positively with the local community, contributing to a favorable public perception.

Theoretical implications suggest a congruence with existing literature emphasizing the importance of optimizing manufacturing processes to minimize energy consumption and carbon emissions. Scholars like Villena (2019) and Baliga et al. (2019) have underscored the need for green procurement practices and integrating sustainability principles into procurement processes, aligning with the focus on energy efficiency expressed by Khaya Zimbabwe stakeholders.

4.3.3 Waste reduction and circular economy

The findings under this theme highlighted Khaya Zimbabwe's strategies for minimizing waste generation, recycling, and repurposing by-products of the cement manufacturing process.

"the company's procurement strategy integrates waste reduction as a core element. We actively seek suppliers and technologies that contribute to minimizing waste generation and support circular economy principles. It is not just about efficiency; it is about ensuring responsible and sustainable practices throughout the production cycle." Participant 4 Production Manager

Participant 6, a Safety Officer, highlighted the emphasis on minimizing waste in the manufacturing process and actively seeking opportunities for recycling and repurposing by-products. This approach not only reduces environmental impact but

also supports the company's broader sustainability goals.

From a financial perspective, Participant 3, a Finance Personnel, pointed out that waste reduction is not just a sustainability goal but also an effective strategy to optimize costs associated with waste management. By reducing waste, the company can lower expenses related to disposal and treatment, thereby improving overall financial performance.

The positive impact of these practices extends beyond the company to the local community. Participant 15, a Community Member, noted that some of the by-products from the manufacturing process have been repurposed for filling potholes in the area. This initiative not only addresses local infrastructure issues but also reinforces Khaya's commitment to community well-being and environmental responsibility.

Participants emphasized the active pursuit of suppliers and technologies that contribute to waste minimization, reinforcing the integration of sustainability into procurement decisions. The responses reflect a commitment to circular economy principles, echoing the sentiments of scholars such as Munyimi (2019) and Gudukeya (2018) who underscore the importance of minimizing waste generation and incorporating responsible waste management strategies in the manufacturing sector. The finance personnel's perspective underscores the dual benefits of waste reduction, not only contributing to environmental sustainability but also aligning with broader financial objectives by optimizing costs associated with waste management. These findings are consistent with previous research by Baliga et al. (2019) and Jawaad and Zafar (2020), which emphasize the importance of incorporating circular economy principles in the manufacturing sector to reduce environmental impact. The community members' positive reception to Khaya Zimbabwe's waste reduction efforts indicates that sustainable practices resonate positively with local communities, aligning with research by Smith and Johnson (2020), which discusses the potential for sustainable procurement to contribute to positive community relations.

4.3.4 Community engagement and social responsibility

The findings demonstrated how Khaya Zimbabwe engages with and contributes to

the social and economic development of the communities in which it operates. This involved addressing community concerns and implementing community development projects.

"Community engagement and social responsibility are integral to our procurement strategy. We actively seek opportunities to collaborate with local communities, addressing their concerns and contributing to their social and economic development. It is about building trust and fostering mutually beneficial relationships."
Participant 1 Procurement Manager

As highlighted by the Production Manager, Khaya Zimbabwe recognizes the importance of being a responsible corporate citizen and actively involves local communities in its decision-making processes, aiming to create positive impacts and enhance community well-being. This proactive approach to community engagement ensures that the company's operations are aligned with the needs and expectations of the communities they serve.

The strategic implications of community engagement are significant. Participant 8, a Public Relations Officer, emphasized that these efforts foster goodwill and enhance Khaya Zimbabwe's reputation. Through building strong relationships with local communities, the company not only improves its public image but also gains valuable insights that can inform its business strategies and operations.

From the community's perspective, Khaya Zimbabwe's commitment to engagement and social responsibility is highly appreciated. Participant 18, a Community Member, expressed gratitude for the company's efforts to address local concerns and invest in community development projects. These initiatives demonstrate a genuine commitment to the well-being of the community, creating a sense of partnership and mutual respect between Khaya Zimbabwe and the people it serves.

Participants emphasize the active involvement of local communities in decision-making processes, demonstrating a commitment to responsible corporate citizenship. Public relations officer recognize the strategic implications of community engagement, highlighting the alignment of these initiatives with long-term organizational goals, including reputation enhancement. The community members' positive response indicates that Khaya Zimbabwe's efforts to address

community concerns and invest in development projects resonate positively, aligning with the broader literature on sustainable business practices and community relations. Scholars such as Sundram et al. (2017) and Smith and Johnson (2020) have underscored the significance of addressing community concerns and contributing to social and economic development, highlighting the role of companies in building trust and mutually beneficial relationships with local stakeholders. These findings corroborate with previous research by highlighting the positive impacts of community engagement and social responsibility. Gupta and Lee (2018) stress the significance of responsible sourcing and strategic alignment with sustainability goals, noting that such practices can lead to improved stakeholder relationships and corporate reputation.

4.4 The environmental, social, and economic impacts of sustainable procurement practices on Khaya Zimbabwe's organizational performance

4.4.1 Environmental Impact

The findings showed that Khaya is actively working to minimize its environmental footprint through sustainable procurement initiatives that emphasize responsible waste management, guided by circular economy principles. The Safety Officer highlighted that these efforts contribute to a more sustainable and eco-friendly approach in the company's operations.

From a financial perspective, the Finance Personnel pointed out that waste reduction and circular economy practices are not only environmentally beneficial but also make economic sense. The alignment of sustainable procurement initiatives with long-term cost-effectiveness underscores the dual benefits of these practices, promoting both environmental sustainability and financial stability.

The Production Manager discussed the company's exploration of alternative raw material usage in cement production. This strategic move aligns with circular economy principles and aims to reduce ecological strain while enhancing overall sustainability. By seeking innovative solutions in raw material sourcing, Khaya is positioning itself at the forefront of sustainable manufacturing practices.

Furthermore, Khaya is making significant efforts to rehabilitate the community and

address the environmental impacts caused by its manufacturing processes. Participant 12, a community member, expressed reassurance and confidence in the company's commitment to minimizing waste and considering the environmental impact of its operations. These initiatives demonstrate Khaya's dedication to contributing to a more sustainable future for both the community and the environment.

The findings highlight the active focus on waste reduction and the adoption of circular economy principles. This not only demonstrates compliance with sustainable procurement practices but also reflects a strategic move to align with broader sustainability goals. Finance personnel recognize the financial sensibility of these initiatives, emphasizing the long-term cost-effectiveness associated with waste reduction and circular economy practices.

The responses from community members provide evidence of the practical implications of these practices on the local community's perception of Khaya Zimbabwe. The community members expressed confidence and reassurance in seeing the company actively working towards minimizing waste and adopting sustainable practices. In tandem with previous research (Kaur and Singh, 2019; Jawaad and Zafar, 2020), the findings emphasized the potential for sustainable procurement practices to enhance stakeholder relationships and foster a positive corporate image. Also consistent with scholars such as Seuring and Müller (2018) and Pomponi et al. (2019) the responses from Khaya Zimbabwe's stakeholders support the notion that organizations engaging in such practices can significantly decrease their environmental footprint.

The participants' recognition of the potential for alternative raw material usage to contribute to a circular economy reflects a theoretical understanding of how sustainable procurement practices can reduce the ecological strain associated with traditional raw material extraction, as demonstrated in the studies of by Zheng and Hong (2019). This alignment supports existing literature, such as the work of Bellefontaine et al. (2020), which emphasizes how sustainable procurement practices, including the adoption of energy-efficient technologies and alternative raw material usage, can significantly reduce environmental impacts in the manufacturing sector.

4.4.4 Social Impact

The findings revealed Khaya Zimbabwe's engagement in fair labour practices and ethical sourcing, aligning with the literature highlighting the potential for sustainable procurement to contribute to social justice and positively impact stakeholder relationships. The findings also shed light on Khaya Zimbabwe's initiatives in community development, creating job opportunities, supporting local businesses, and investing in community infrastructure.

"the company is committed to fair labour practices and ethical sourcing. we understand that this contributes to social justice and fostering positive stakeholder relationships." Production Manager

The findings indicate that Khaya Zimbabwe actively prioritizes fair labour practices and ethical sourcing as part of its sustainable procurement initiatives. Participants emphasized the integral role of these practices in contributing to social justice and fostering positive stakeholder relationships. The community members' response further indicates that the community perceives Khaya Zimbabwe's commitment to these principles positively, contributing to the creation of a responsible corporate image within the local context. These findings corroborate with previous research by showcasing how Khaya Zimbabwe's sustainable procurement practices, specifically in fair labour and ethical sourcing, align with theoretical frameworks emphasizing social responsibility and positive stakeholder impacts. This aligns with existing literature (Aslam et al., 2018; Maignan and Ferrell, 2021; Kaur and Singh, 2019 and Jawaad and Zafar, 2020) that underscores the potential for sustainable procurement to enhance social equity and inclusivity. The findings also indicate that Khaya Zimbabwe actively incorporates community development initiatives into its sustainable procurement strategy. Participants highlighted the integral role of these initiatives in achieving sustainability goals. This aligns with previous research (Cheng et al. 2018; Smith and Johnson, 2020) that underscores the potential for sustainable procurement practices to enhance community relations and contribute to broader social and economic development.

4.4.5 Economic Impact

The research uncover how Khaya Zimbabwe leverages sustainable procurement

practices for long-term cost savings through increased efficiency, reduced waste, and improved supplier relationships. The findings also showed challenges related to costs overrun, resistance an.

"Cost savings and efficiency are key in our sustainable procurement strategy. The company aims for long-term benefits through improved efficiency, waste reduction, and enhanced supplier relationships." Production manager

The findings showed that Khaya's investments in sustainable procurement practices have significant implications for the company's triple bottom line, encompassing social, environmental, and financial performance. According to Participant 7, a Finance Officer, these investments, such as reducing emissions through the use of alternative energy, can have a large impact but may require substantial initial costs. Despite the potential for long-term benefits, the financial burden of setting up alternative energy systems can be a challenge.

Additionally, the Procurement Officer noted that there is sometimes resistance within the industry and among employees to adopting sustainable practices. This resistance often stems from a preference for traditional methods and a slower commitment to sustainability compared to developed countries. This cultural and infrastructural lag poses a challenge to the widespread implementation of sustainable practices within the company and the industry at large.

The findings indicate that Khaya Zimbabwe actively incorporates cost-saving and efficiency-driven strategies into its sustainable procurement approach. Procurement managers, and finance personnel emphasize the organization's focus on increased efficiency, waste reduction, and building stronger supplier relationships. Community members also acknowledged that Khaya Zimbabwe's sustainable procurement practices has reached the local community, and there is an understanding that these practices can potentially benefit both the company and the community. This supports previous research (Gupta and Lee, 2018; Bocken et al., 2017; Das, 2018; Videla et al., 2018; Maignan and Ferrell, 2021) emphasizing the potential for sustainability in procurement to lead to long-term cost savings through increased efficiency and improved supplier relationships.

However, participants were also cognizant of the challenges associated with

sustainable procurement practices such as upfront costs and industry resistance. The acknowledgment of these challenges supports existing literature by Zheng and Hong (2019); Carter and Rogers (2018); Handfield et al. (2019) and Gudukeya (2018), that outlines barriers faced by organizations, emphasizing the need for understanding industry-specific dynamics in implementing sustainable procurement effectively.

4.5 Chapter summary

This chapter has provided an in-depth analysis of Khaya Zimbabwe's approach to responsible sourcing and ethical standards. Drawing on verbatim responses from procurement managers, safety officers, public relations personnel, finance personnel, and community members, the findings shed light on the intertwining of responsible sourcing practices with the organization's values and the community's perceptions. The next chapter provides a summary of the findings, conclusion and recommendation.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a comprehensive summary of the research study, conclusions drawn from the findings, and recommendations based on the insights gained. The study aimed to address two primary research questions: first, to identify the sustainable procurement practices adopted by Khaya Zimbabwe, and second, to assess the environmental, social, and economic impacts of these practices on the organization's performance.

5.2 Summary

This chapter provides a comprehensive summary of the research study. The study aimed to address two main research questions: firstly, to identify the sustainable procurement practices adopted by Khaya Zimbabwe, and secondly, to assess the environmental, social, and economic impacts of these practices on the organization's performance. The research was guided by the imperative to understand the intersection of sustainability and organizational performance within the specific context of the Zimbabwean cement manufacturing sector, focusing on Khaya Zimbabwe. Drawing upon insights from previous literature, which highlighted the increasing global, regional, and local emphasis on sustainability in business practices, the study explored into the challenges and opportunities faced by the cement manufacturing sector in Zimbabwe. Despite the sector's significant contributions to economic development, it also contends with environmental and social concerns, necessitating the adoption of sustainable practices to mitigate adverse impacts.

The research design employed a qualitative approach, utilizing a case study methodology and purposive sampling to gather data through interviews with employees and focus group discussions with community members. The findings of the study revealed several key insights. Firstly, the analysis of sustainable procurement practices at Khaya Zimbabwe showcased a commitment to responsible sourcing, waste reduction, and community engagement. These practices aligned with global sustainability standards and reflected the organization's efforts to balance economic growth with environmental and social responsibility. Secondly, the research uncovered the environmental, social, and economic impacts of sustainable procurement practices on Khaya Zimbabwe's organizational performance. Environmental impacts included reductions in carbon emissions, waste generation, and resource depletion. Social impacts encompassed improved stakeholder relationships, community development, and fair labour practices. Economic impacts ranged from cost savings through efficiency gains to enhanced market reputation and access to capital.

5.3 Conclusions to the Study

This study explores the intersection of sustainable procurement practices and

organizational performance within the Zimbabwean Cement Manufacturing Sector, focusing on the case of Khaya Zimbabwe. The study adopts a qualitative approach, utilizing interviews and focus group discussions to gather data from both internal stakeholders (10 employees) and external stakeholders (15 community members). Thematic analysis was employed to identify and interpret patterns within the data, allowing for a comprehensive exploration of sustainable procurement practices and their impacts on organizational performance.

The findings from the study reveal that there is a positive impact on the organisation performance of Khaya Zimbabwe, exhibiting a commitment to responsible sourcing, waste reduction, and community engagement, aligning with global sustainability standards. Environmental impacts include reductions in carbon emissions, waste generation, and resource depletion. Social impacts encompass improved stakeholder relationships, community development, and fair labour practices. Economic impacts range from cost savings through efficiency gains to enhanced market reputation and access to capital.

5.4 Recommendations

In light of the above findings, the study recommends Khaya to invest in capacity building and training programs for employees involved in procurement processes. These initiatives can help strengthen the understanding of sustainability principles, ensuring that the entire procurement team is aligned with the organization's sustainability goals. Khaya Zimbabwe may explore further integration of circular economy principles into its procurement processes. This could involve exploring opportunities for recycling, reusing by-products, and adopting innovative, sustainable technologies that align with the circular economy model. Additionally, establishing clear indicators will enable Khaya Zimbabwe to track progress over time, demonstrate the tangible benefits of sustainability efforts, and enhance the organization's ability to communicate its achievements.

5.5 Chapter Summary

This chapter summarized the research findings, provided conclusions on the sustainable procurement practices and their impacts on Khaya Zimbabwe, and offered recommendations for enhancing sustainability initiatives. The chapter also

suggested areas for further research to deepen the understanding of sustainable practices in the cement manufacturing sector.

References

Aslam, H., Rashid, K., Wahla, A.R. and Tahira, U., 2018. Drivers of green supply chain management practices and their impact on firm performance: A developing country perspective. *Journal of Quantitative Methods*, 2(1), pp.87-113.

Aspers, P., and Corte, U. 2019. What is qualitative in qualitative research. *Qualitative sociology*, 42, 139-160.

Bag, S., Wood, L.C., Mangla, S.K. and Luthra, S., 2020. Procurement 4.0 and its implications on business process performance in a circular economy. *Resources, conservation and recycling*, 152, p.104502.

Baliga, R., Raut, R.D. and Kamble, S.S., 2019. Sustainable supply chain management practices and performance: An integrated perspective from a developing economy. *Management of Environmental Quality: An International Journal*, 31(5),

pp.1147-1182.

Bocken, N. M., Short, S. W., and Rana, P. 2017. The Circular Economy: Exploring the Role of the Cement Industry in Asia-Pacific in a Circular Economy. *Resources, Conservation and Recycling*, 130, 52-68.

Bryman, A. 2017. Quantitative and qualitative research: further reflections on their integration. In *Mixing methods: Qualitative and quantitative research* (pp. 57-78). Routledge.

Cheng, W., Appolloni, A., D'Amato, A. and Zhu, Q., 2018. Green Public Procurement, missing concepts and future trends—A critical review. *Journal of cleaner production*, 176, pp.770-784.

Chigwada, J., and Marumbwa, J. (2021). Challenges and Opportunities of Sustainable Procurement: A Case Study of Lafarge Zimbabwe in the Cement Manufacturing Sector. *International Journal of Business and Emerging Markets*, 13(1), 107-128

Das, D., 2018. The impact of Sustainable Supply Chain Management practices on firm performance: Lessons from Indian organizations. *Journal of cleaner production*, 203, pp.179-196.

Delmonico, D., Jabbour, C.J.C., Pereira, S.C.F., de Sousa Jabbour, A.B.L., Renwick, D.W.S. and Thomé, A.M.T., 2018. Unveiling barriers to sustainable public procurement in emerging economies: Evidence from a leading sustainable supply chain initiative in Latin America. *Resources, Conservation and Recycling*, 134, pp.70-79.

Epoh, L.R. and Mafini, C., 2018. Green supply chain management in small and medium enterprises: Further empirical thoughts from South Africa. *Journal of Transport and Supply Chain Management*, 12(1), pp.1-12.

Gdukeya, L.K., 2018. *Towards green manufacturing: improving environmental sustainability in the Zimbabwean steel industry*. University of Johannesburg (South Africa).

Gupta, R., and Lee, C. (2018). Sustainable Procurement in the South Asian Cement Industry: Challenges and Opportunities. *International Journal of Procurement*

Management, 11(2), 194-211.

Hashmi, M.H.A., Khan, M. and Ajmal, M.M., 2020. The impact of internal and external factors on sustainable procurement: a case study of oil and gas companies. *International Journal of Procurement Management*, 13(1), pp.42-62.

Islam, M.M., Turki, A., Murad, M.W. and Karim, A., 2017. Do sustainable procurement practices improve organizational performance?. *Sustainability*, 9(12), p.2281.

Jawaad, M. and Zafar, S., 2020. Improving sustainable development and firm performance in emerging economies by implementing green supply chain activities. *Sustainable Development*, 28(1), pp.25-38.

John, A., 2018. Effect of Green Supply Chain Management Practices on the performance of manufacturing firms in Kenya. *GSJ*, 6(8), p.669.

Kaur, H. and Singh, S.P., 2019. Sustainable procurement and logistics for disaster resilient supply chain. *Annals of Operations Research*, 283, pp.309-354.

Khan, S.A.R., Zhang, Y., Golpîra, H. and Dong, Q., 2018. The impact of green supply chain practices in business performance: Evidence from Pakistani FMCG firms. *Journal of Advanced Manufacturing Systems*, 17(02), pp.267-275.

Machingura, T. and Zimwara, D., 2020. Green manufacturing implementation in zimbabwe: an assessment of current issues. *Zimbabwe Journal of Science and Technology*, 15(1), pp.68-79.

Mafini, C. and Loury-Okoumba, W.V., 2018. Extending green supply chain management activities to manufacturing small and medium enterprises in a developing economy. *South African Journal of Economic and Management Sciences*, 21(1), pp.1-12.

Mafuku, S.H., 2019. Greening the construction industry in Zimbabwe. *The Sustainability Ethic in the Management of the Physical, Infrastructural and Natural Resources of Zimbabwe*, p.361.

Mbewe, T., and Nyathi, P. (2019). An Assessment of Sustainable Procurement Practices in the Zimbabwean Cement Manufacturing Sector. *Journal of Sustainable Development in Africa*, 21(4), 129-147.

- Munyimi, T.F., 2019. The role of procurement specifications in curbing wrong deliveries of construction materials in the construction sector in Zimbabwe. *Cogent Engineering*, 6(1), p.1631542.
- Myers, M. D. 2019. Qualitative research in business and management. *Qualitative research in business and management*, 1-364.
- Ncube, A., Matsika, R., Mangori, L. and Ulgiati, S., 2021. Moving towards resource efficiency and circular economy in the brick manufacturing sector in Zimbabwe. *Journal of Cleaner Production*, 281, p.125238.
- Niemann, W.T.K.F.A., Kotze, T. and Adamo, F., 2016. Drivers and barriers of green supply chain management implementation in the Mozambican manufacturing industry. *Journal of Contemporary Management*, 13(1), pp.977-1013.
- Packer, M. J. 2017. *The science of qualitative research*. Cambridge University Press.
- Smith, A., and Johnson, M. 2020. Sustainability Practices in the European Cement Manufacturing Sector: A Comparative Analysis. *European Journal of Sustainable Development Research*, 4(4), 50-63.
- Sundram, V.P.K., Bahrin, A.S., Othman, A.A. and Munir, Z.A., 2017. Green supply chain management practices in Malaysia manufacturing industry. *International Journal of Supply Chain Management*, 6(2), pp.89-95.
- Thorlakson, T., De Zegher, J.F. and Lambin, E.F., 2018. Companies' contribution to sustainability through global supply chains. *Proceedings of the National Academy of Sciences*, 115(9), pp.2072-2077.
- Utami, C.W., Sumaji, Y.M.P., Susanto, H., Septina, F. and Pratama, I., 2019. Effect of supply chain management practices on financial and economic sustainable performance of Indonesian SMEs.
- Villena, V.H., 2019. The missing link? The strategic role of procurement in building sustainable supply networks. *Production and Operations Management*, 28(5), pp.1149-1172.
- Wang, J. and Dai, J., 2018. Sustainable supply chain management practices and performance. *Industrial Management & Data Systems*, 118(1), pp.2-21.

Zheng, Y., and Hong, J. 2019. Sustainable Procurement Practices in the Chinese Cement Industry: A Case Study Approach. *Journal of Sustainable Cement-Based Materials*, 8(1), 1-18.

Appendix i). Ethical Statement:

As a student researcher, this study will focus on Khaya Zimbabwe as a case study to analyze sustainable procurement practices in the Zimbabwean cement manufacturing sector. Throughout the research, the utmost commitment will be given to uphold the principles of integrity, transparency, and respect for all parties

involved. The research will strictly adhere to ethical guidelines, ensuring the confidentiality and privacy of individuals and organizations associated with Khaya Zimbabwe. Our goal is to contribute valuable insights to the discourse on sustainable procurement, with a keen awareness of its environmental, social, and economic impacts on Khaya Zimbabwe's organizational performance. Throughout the process, the researcher pledges to maintain fairness, accountability, and a dedication to ethical research practices.

ii) Interview Questions for Employees

Demographics

Male.....

Female.....

Age range.....

Highest educational level.....

1. Can you provide an overview of Khaya Zimbabwe's current procurement practices, specifically focusing on sustainability in the context of the cement manufacturing sector?
2. How does Khaya Zimbabwe engage with suppliers to ensure the sustainability of the materials and services procured for the manufacturing process?
3. In your role, how do you contribute to the implementation and monitoring of sustainable procurement practices within the organization?
4. From your perspective, what environmental benefits have been observed as a result of Khaya Zimbabwe's sustainable procurement practices?
5. Can you share examples of how social considerations are integrated into the procurement decision-making process at Khaya Zimbabwe?
6. In your opinion, how have sustainable procurement practices positively or negatively impacted Khaya Zimbabwe's economic performance, and can you provide specific examples?

iii) Focus Group Discussion Questions for Community Members:

Demographics

Male.....

Female.....

Age range.....

Highest educational level.....

1. How aware are community members of Khaya Zimbabwe's procurement practices, especially those related to sustainability in the cement manufacturing sector?
2. In your opinion, what role should a company like Khaya Zimbabwe play in promoting sustainable procurement practices within the community?
3. Are there specific concerns or expectations you have regarding how Khaya Zimbabwe sources materials for its operations from within the local community?
4. From a community perspective, what environmental changes have been noticed as a result of Khaya Zimbabwe's sustainable procurement practices?
5. How do you believe Khaya Zimbabwe's procurement practices have influenced social dynamics and community well-being?
6. In your view, has there been a noticeable economic impact on the local community due to Khaya Zimbabwe's commitment to sustainable procurement?

B192063B T PESAI DISSERTATION RR.docx

ORIGINALITY REPORT

4%

SIMILARITY INDEX

4%

INTERNET SOURCES

0%

PUBLICATIONS

%

STUDENT PAPERS

PRIMARY SOURCES

1

elibrary.buse.ac.zw:8080

Internet Source

2%

2

liboasis.buse.ac.zw:8080

Internet Source

1%

3

ir.knust.edu.gh

Internet Source

1%

4

ajernet.net

Internet Source

1%

Exclude quotes Off

Exclude bibliography On

Exclude matches < 1%