

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**DEPARTMENT OF ECONOMICS**



**THE IMPACT OF GLOBAL SOURCING ON ORGANISATIONAL PERFORMANCE IN THE MINING SECTOR OF ZIMBABWE. A CASE OF MUROWA DIAMONDS.**

**A RESEARCH**

**BY**

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**JUNE 2023**

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## DEDICATION

This project is dedicated to my family and friends who were my source of inspiration.

## **ACKNOWLEDGEMENTS**

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## ABSTRACT

This study aimed to determine the impact of global sourcing on organizational performance in the mining sector of Zimbabwe, a case of Murowa Diamonds. A mixed method approach was adopted to quantify, qualify and explain the impact of global sourcing on performance of organizations in the mining sector of Zimbabwe. Regression analysis was conducted using SPSS version 21 for data analysis. The findings of the study were that, global sourcing has a positive and significant impact on profitability, procurement costs and competitiveness at Murowa Diamonds. Therefore, based on these findings, the study concluded that global sourcing enhances the performance of companies in the mining sector of Zimbabwe. The study recommends organizations in the mining sector of Zimbabwe to embrace global sourcing as a strategic sourcing strategy for them to reduce procurement costs, increase profitability, and enhance their competitiveness.

**Key words:** global sourcing, organizational performance

# CHAPTER ONE

## General Introduction

### 1.1 Introduction

Global sourcing is a best practice for enhancing the performance of a procuring organization. According to Procurement Freelancers (2019) firms that source their procurement requirements from global markets have remarkable performances when compared to firms that do not embrace global sourcing. For instance, firms that source from global markets, obtain quality materials at low costs that they become competitive over their rivals in a competitive environment. This agrees with Hiller, (2017) who opines that global sourcing provides ideal outcomes through high quality materials at low costs which is beneficial to the organization in gaining competitive advantages over rivalries.

This first chapter of the study looks at the background of the study, statement of the problem, research objectives, assumptions, significance of the study, delimitations of the study, limitations of the study, definitions of terms, structure of the dissertation and lastly the chapter summary.

### 1.2 Background of the study

Every organization is striving to implement sourcing strategies that reduce some costs that they are likely to incur in procurement process. This is so because high procurement costs will eat away the net profit of the business which allows them to acquire materials and components such as technological advanced machines needed for production process (Saltarelli, 2023). The ability to minimize costs can be achieved through adopting global sourcing strategy in the organization.

Wu and Segreti (2017) pointed out that many companies in the West faced the challenge of high production costs. Materials purchased from domestic market were a bit expensive which causes the final product to be expensive. In an attempt to reduce high costs they adopt global sourcing as a sourcing strategy in order to reduce these productions costs hence helping the organisation to achieve competitive advantages (Simfoni, 2022). Global sourcing enabled these firms to reduce costs by sourcing materials from low cost countries.

The other challenge was the demand for quality goods and services. Due to an increasing competition, firms were being forced to produce goods of high quality in order to remain competitive in the market. According to Oxford College (2019) global sourcing plays a vital role in ensuring that this was achieved, therefore there was a need for firms to ensure that they do not only source locally but globally. All these factors taken together led to the growing importance of global sourcing.

In Africa global sourcing has experienced rapid expansion which has seen many firms opting to source from global markets for their goods and services. This is so because most goods and service are not locally available in the domestic markets and in order to increase profits margins most firms are sourcing globally from low cost countries (Magara, Oloko, Nyangau, 2014). In addition, it was also a way of tapping into new resources and skills which are not found in the domestic market (Darian, 2021).

In Zimbabwe due to an increasing demand of goods and service and decreasing in supply of goods and service has led to some organization adopt global sourcing in order to meet the customer's requirements. For instance some mining spares are not found in Zimbabwe which automatically means the buyer will have to look for them in international markets. Furthermore, currency fluctuation has made cost of production of domestic producer to rise. Since these producers are trying to cover these costs they will shift these costs to consumers leading to exorbitant prices for goods and services. This has led to some firms adopting global sourcing strategy in order to find goods and service that a cheaper and of high quality (Mawonde, Nyoni, Ngarize and Gaviro, 2022).

However in Zimbabwe due to certain factors, firms are finding it difficult to engage in global sourcing. These factors include according to Zimbabwe Country Economic Guide (2022) weak economic policy, currency fluctuation, high inflation are affecting global sourcing of the most firms in Zimbabwe. Due to the pandemic it made global sourcing worse since tight trade restrictions were put in place which affected sourcing from global markets and neighbouring countries (The United Nations Development Programme 2021). All this led to some mining firms shutting down and serious low production of minerals in Zimbabwe due to shortage of materials. Studies relating to global sourcing have been done but a few deals with impact on organizational performance especially in Zimbabwe. It is then the researcher was motivated to conduct a study of the impact of global sourcing on organization performance in mining sector in Zimbabwe.

### **1.3 Statement of problem**

The operations of Murowa diamonds depend heavily on the durability, quality and costs of the procured materials. The materials that are used, mostly the spare parts of the mining equipment are expected to be durable in order to avoid equipment breakdowns. However, there has been a serious problem of severe equipment breakdown because of poor spare parts that are often times procured by the organization from domestic markets. Moreover, the spare parts that are procured in the domestic market are too expensive because they are few suppliers of such spare parts. These spare parts include and not limited to spares for earth moving equipment such as front end loaders, caterpillars, excavators, cranes, and spares for conveyers. This problem at Murowa diamonds has seriously affected the profitability of the company because of interrupted operations due to equipment failure as there is always a challenge in obtaining spare parts on time. Also high procurement costs of spare parts have greatly affected the profitability of the company. Therefore, because of this problem at Murowa diamond company, researcher was prompted to carry out a study on the impact of global sourcing on organizational performance.

### **1.4 Research objectives**

The study sought to attain the following objectives:

#### **1.4.1 Primary objectives**

The primary objective of this study is to determine the impact of the global sourcing on organizational performance in mining sector in Zimbabwe.

#### **1.4.2 Specific objectives**

The study sought to attain the following specific objectives:

- To assess the impact of global sourcing on procurement costs at Murowa diamonds
- To examine the impact of global sourcing on competitiveness of Murowa diamonds
- To find out the impact of global sourcing on profitability of Murowa diamonds

### **1.5 Research questions**

The study sought to provide answers for the following questions:

- ❖ What is the impact of global sourcing on procurement costs at Murowa diamonds?
- ❖ What is the impact of global sourcing on competitiveness of Murowa diamonds?
- ❖ What is the impact of global sourcing on profitability of Murowa diamonds?

### **1.6 Significance of the study**

It is anticipated that the findings this study will provide assistance are to mining organisations to implement global sourcing as a sourcing strategy in order to avoid and manage production disruptions and in order to ensure timely delivery of purchased materials and goods, to ensure stock availability and to ensure reduce lead time of goods purchased.

Moreover, the findings of this study are expected to be beneficial to the academia since this research document will be used as reference material that could enable learners to have more more knowledge and skills on issues relating to the impact of global sourcing on organizational performance in mining sector in Zimbabwe. Therefore, the research document shall be kept in the university's library, available for future reference by other researchers who may desire to carry out a new study or continue with the same topic.

Furthermore, the study could be of importance to supply chain management professionals across all sectors in the economy of Zimbabwe since it would add a body of knowledge to theory on the impact of global sourcing on organizational performance in mining sector in Zimbabwe.

### **1.7 Assumptions of the study**

This study was carried out under the following assumptions:

- ❖ Access to the firm's databases and accurate information will be supplied by the participants to the researcher which will be usable in the study would then mean accurate and reliable recommendations and outcome from the research.
- ❖ The research environment would be constant throughout the timeframe this research is being considered.
- ❖ The data being used would be seen as entirely correct and free from bias

### **1.8 Scope of the study**

The study mostly focused on organization performance in mining sector in Zimbabwe where it investigated the impact of the global sourcing on organization performance in mining sector in Zimbabwe. The study focused on organizational performance because it is considered to be one of the key areas that contribute greatly to the development of the economy of Zimbabwe.

### **1.9 Delimitations of the Study**

The research is on how global sourcing impacts to the overall performance of an organization. The research sample was mainly from Murowa diamonds and the literature

used in this research was mainly based on firms in the mining sector. Murowa diamonds located in Zvishavane is the case study.

### 1.10 Limitations of the study

During the process of carrying out this study, the researcher had the following challenges:

To start with, the researcher had challenges in collecting data in person due to geographical distance. The organization in this study is in Zvishavane which makes it difficult for the researcher to go there and collect data. However (Bhat, 2023), gave the solution to use secondary data which has already been collected by other researcher.

Limited budget is the first constrain of the research. The research's funding will be extremely constrained, placing restrictions on the number of people and resources the researcher could access. The researcher lacked the resources to visit other businesses in the same industry and access information. In this study the writer opted for free journals and online articles to use as literature review as supported by Swan (2019) he could not afford to purchase online publications due to limited budget.

This researcher has limited time to carry out the research. This research's beginning to end timeline was constrained, and many procedures were hurried. To raise a larger budget to take on the research on a wide scale, there was not enough time. Additionally, there was not much time to deal with a big number of responses, and there was not much time to collect data. According to Bhat (2023) the use of secondary data collection such as internet, business journals and sales reports can be effective when collecting data for research project especially there is limited time to do primary data collection such as interviews.

### 1.11 Definition of terms

The following terms are defined in this study:

**Organizational Performance** – refers to the outcome which indicate or reflect organization efficiencies, competences and financial outcomes (Satyendra, 2020)

**Sourcing**- refers to the process of selecting suppliers to provide the goods and services that are required in the business (Walts, 2020).

**Global sourcing** - refers to seeking goods and services beyond one's borders that is from the global market (Szmigiera, 2021).



### 1.12 Structure of the dissertation

The structure of this dissertation is split into five chapters and it is organised as follows:

**Chapter 1:** This chapter serves an opening to the research study and offers guidance. It includes study background, problem statement, study objectives, research questions, , significance, delimitations, limitations of the study and finally a summary of the chapter.

**Chapter 2:** Literature review: This chapter reviews literature on global sourcing by exploring the impact of global sourcing on organizational performance in mining sector in Zimbabwe. The chapter reviews the gap from previous researches on global sourcing and thus gives direction to this research study.

**Chapter 3:** Research Methodology: The main aim of this chapter is to evaluate the research methodology used to collect data in this study. It covers the following areas; research design, research approach, target population and sampling techniques, research instruments, data analysis and presentation procedures.

**Chapter 4:** Data presentation, analysis and discussion: This chapter presents data in the tables and pie chart from data gathered through questionnaires. Immediately below the tables the researcher will discuss the information. Narrative episode will be used for qualitative data to report data collected from interviews.

**Chapter 5:** Summary, conclusions, and recommendations: This chapter winds off the study with summary, conclusions and recommendations

### 1.13 Chapter summary

This chapter looked at the background of global sourcing and how it has affected organizational performance in Zimbabwe's mining sector, study objectives, research questions, significance of the study, assumptions, delimitations of the study, limitations faced by the researcher, definitions of terms, and structure of the dissertation. Basically this chapter laid out the importance of the study to organizations in mining sector. Chapter two is going to review the literature on the current study, showing theoretical and empirical evidence of global sourcing on organization performance.

# CHAPTER TWO

## LITERATURE REVIEW

### 2.1 Introduction

Chapter two looks at the theories that underpin the study, the conceptual framework and empirical evidence whereby the researcher looks at the researches which were done before by other researchers.

### 2.2 Theoretical framework

The study reviews the agency theory, and the stakeholder theory. These theories help to shape the study of the impact of global sourcing on organizational performance into context as follows:

#### 2.2.1 Agency theory

According to Delbufalo (2018) the agency theory explains how delegation of responsibility that is some decision making authority, by the principals is helping the organisation to achieve the global procurement efficiency and effectiveness in the global sourcing hence achieving overall organizational objective. This theory was introduced by Mitnick and Ross in the year 1973.

This theory is important to this study as it emphasizes that some responsibility should be delegated to those with knowledge and skills to perform a particular task on behalf of the organisation. This applies to global sourcing as the buyer can delegate purchase of goods from global markets to agents who have experience, knowledge and information about international markets. In this case the buyer becomes the principal who main aim is to ensure that organization achieve its objectives by getting the required materials Samaka (2021).

#### 2.2.2 The stakeholder theory

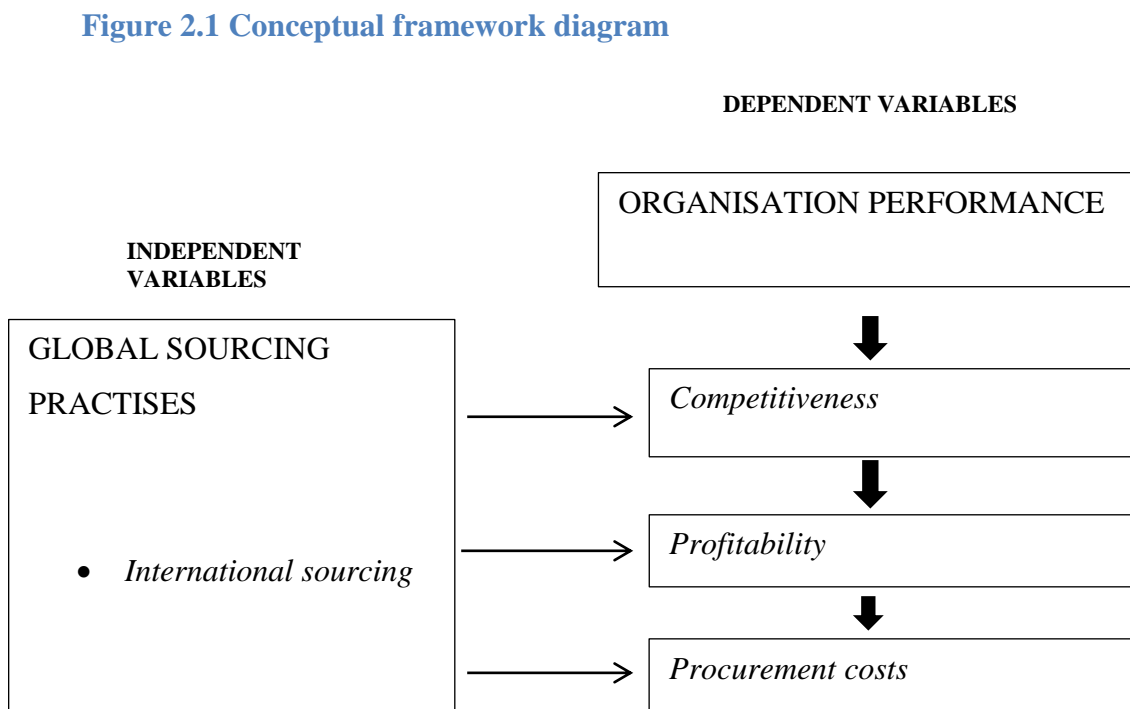
According to The Upwork Team (2021) the stakeholder theory explains how interconnected relationships between the organization and its customers, suppliers, employees, communities and investors. A stakeholder is a group or individual impacted by an organization's objectives and these may include employees, customers, suppliers, local communities, shareholders, and the government. Stakeholder theory was introduced by Freeman in the year 1984. The theory

argues that the organization should strive to create value for all stakeholders not only shareholders (Cragg, 2019).

This theory is important to this study as it highlights the importance for the organization to work towards generating value for all stakeholders not only shareholders. The most crucial stakeholders in this case are the suppliers. The organization source goods from global suppliers so by creating value for them through making payment early could be beneficial to the organization in the long run (Miles, 2018). Therefore the organization should ensure that their global suppliers are happy working with the organization.

### 2.3 Conceptual Framework

Conceptual framework was developed to show relationship global sourcing practises and organizational performance. For this study the metrics used to measure global sourcing practices are profitability, competitiveness and procurement costs. The relationship is shown below



Source: Author, (2023)

### **2.3.1 Global sourcing**

Chakraborty (2022) defined global sourcing as a procurement strategy that is used by organization to purchase goods and service from international markets. This is so because of the need for cost saving by utilizing inexpensive raw materials or skilled labour from countries with lower cost (Szmigiera, 2021). Adopting global sourcing has the potential to organization to obtain access to advanced skills, resources and technology that may not be available in Zimbabwe (Monzcka et al, 2008). Therefore, this study discusses the following global sourcing strategies;

#### **2.3.1.1 International sourcing**

International sourcing refers purchases of materials from manufacturers and suppliers located outside the national borders (Simon, 2021). The main reasons that are driving mining companies in Zimbabwe to pursue international sourcing are follows unavailability of some raw materials in domestic markets, poor-quality materials, higher local prices, and low technological standards in domestic markets (Tuteja, 2020). However, international sourcing has some problems such as cultural and language barriers, high transport costs. When decideing on international sourcing companies must choose between sole sourcing that is utilizing only one supplier or multiple sourcing which involves employing multiple suppliers. This provides the advantage of reduced prices by giving all required goods to one supplier and can give the organization influence over the supplier for preferential treatment with increased business. However multiple sourcing also gives the organization flexible options. For instance in the event of natural disasters affecting one supplier, the organization can turn to other suppliers to meet its needs (Massini et al, 2010). The issue of multiple sourcing may reduce over dependence on one supplier.

#### **2.3.2 Organizational performance**

Miles (2022) defines organizational performance as the capacity of an organization to attain its aims and enhance its outcome. It is the organization's ability to achieve the target objectives in a dynamic environment. Procurement performance is when the need raised by the firm are sourced from the suppliers and delivered to the end user for use at least cost Barney (2003). Organizational performance can be measured through financial performance that is profit, competitiveness.

#### **2.3.3 Competitiveness**

A global supply chain is a fundamental component of an organization's competitiveness (Blazzin, 2019). Global sourcing can be seen as a way for companies to enhance their

competitive advantage by tapping into the country-specific advantages that exist around the world. Its success depend on the relationships, activities and agreements that contribute to its flexibility, high quality and costs effectiveness for customers. Global sourcing enables Murowa diamonds to get goods and service at low costs. Due to an increased pressure in global markets it forces the suppliers to reduce their prices in order to get business. Charging exorbitant prices means no business because the buyers are constantly looking for cheap materials but of high quality. Purchasing the goods and services at lower cost without compromising quality means that Murowa diamonds will be able to achieve competitive advantage over its competitors. Since there are getting goods and service and low prices they will also be able to produce goods at least cost. Active management of global suppliers and consolidating total number of suppliers that the organization is working with is critical in maximizing procurement savings (Sievo, 2023). Murowa diamonds can carry out benchmarking process by reviewing contracts of the similar suppliers in the database and remove those that are not performing as agreed in the contract. Having fewer suppliers to manage can lead to a more efficient process hence achieving competitiveness (Sievo, 2023)

#### *2.3.4 Profitability*

The rationale behind global sourcing is to enjoy the benefits of reduced costs. Some organisations are measured their performance based on how much profit they are making. Global sourcing can be a useful tool for an organization to achieve its profitability objective. Saltarelli (2023) states that with so many moving parts in supply pricing its hard to be sure whether the organization is paying a fair price for goods. It may seem difficult to control and keep procurement costs low but with right techniques and sourcing strategies can avoid these costs. Global sourcing states that goods and services produced in international market are of high quality and at lower cost. The organization has to look for suppliers who can supply goods at least cost without compromising quality (Karkkainen, 2023). This can also be achieved through negotiation. The procuring entity can negotiate with the supplier regarding prices and this can only be possible if the organization plans to procure goods in bulk. Discounts are given to every goods bought or purchased in bulk. Even logistics becomes cheaper since instead of loading three trucks, only one track can be loaded after the goods have been consolidated to make one order. If a firm can do this then costs are reduced hence profit is guaranteed therefore good organizational performance.

### **2.3.5 Procurement costs**

These consist of ordering costs, holding costs, transportation costs, indirect cost which are associated with running of the procurement department (Saltsrelli 2023). Organizational performance can be determined by looking at the procurement costs. High procurements costs means the organization is not performing well and lower procurement costs implies that the organization is performing and is able to minimize their costs. An organization can reduce its procurement costs through global sourcing.

Domestic sourcing means that goods will be frequently purchased hence adding all costs associated with this ordering cycle processing can be costly. Instead organizations prefer to source globally where they can consolidate their order and make one big order. This can reduce procurement costs such as ordering costs, transportation costs. If a firm has reduced its procurement cost then there is goods organizational performance. Some procurement costs can be reduced by building and maintaining relationship with the suppliers (GEP, 2022). Having a good relationship with the supplier it means the buyer can negotiate for lower prices but without compromising quality of the materials.

### **2.4 Empirical Evidence**

This study reviews the studies that were carried out in other countries on impact of global sourcing on organisational performance as follows;

Ssemugeze (2019) carried out a research study in Uganda to investigate the impact of global sourcing on the organizational performance. The main objective of the study was to identify the challenges associated with global sourcing on organizational performance, establish a correlation between global sourcing and organizational performance, and identify the necessary criteria for adopting a global sourcing strategy. The methodology used on the study was a probability sampling method, specifically using a stratified sampling approach to ensure the inclusion of specific subgroups in the sample. The findings of the study finally showed that Gentex Enterprise faced several challenges in implementing a global sourcing strategy, including delays in material supply, exchange rate fluctuations, and difficulties in selecting suppliers. Thus, the study recommends effective communication between the organization and global suppliers to minimize delays and reduce the rate of quality defects, thereby promoting customer satisfaction and retention through exposure to superior quality products.

Koomson (2021) carried out a study in Ghana on the benefits and challenges of global sourcing in the Ghana Mining industry. The main objective of the study is to investigate an extent benefits and challenges of global sourcing in Ghana Mining industry. A well-structured questionnaire was sent to these companies to gather primary data. The finding of the study revealed that quality is the main factor that drives mining companies in Ghana to do global sourcing. It was concluded that global sourcing as a strategy for global business in the ever growing world of globalization has great benefits that a company can derive from such as quality and competitive advantage. The study recommended in order to address the trust issues that Mining companies in Ghana have with some of its foreign sources, there is the need for stakeholder collaborative meetings that would clearly define what each party expects. Also communication should be intensified with periodic visit to sources for checks and balances in order to ensure that each party is doing its work properly.

Loppacher, Cagliano and Spina (2007) carried a study on the global sourcing and purchasing strategy as decision making process in Texas. The main objective of the study was to explore the process of global supply strategy focusing on supply sourcing and location purchase. The methodology used was sampling to facilitate analysis for research purposes. The findings of the study showed that companies tend to prefer global supply options with corporate purchasing intervention when they offer better quality and cost. They concluded that indeed, companies in later stages of their globalization process evolution tended to adopt more centralized decisions with regards to benchmark price negotiations and critical suppliers' selection and certification. It was recommended that while global purchasing strategy definition is a part of multinational companies' evolution towards globalization, it requires a specific analysis for each product and market, necessitating dynamic and selective revision to ensure optimal global supply chain management performance.

Staudacher and Tantardini (2009) carried out a study on global sourcing lessons from lean companies to improve supply chain performances in Italy. The main objective of the study is to investigate global sourcing within Italian lean companies to examine its impact, the product categories that are globally sourced, and the advantages and challenges associated with the use of global sourcing. A survey was carried out in Italian lean companies stating the use of global sourcing. The findings of the study findings showed that most of the Italian lean companies use global sourcing in their supply chain processes, with the value of globally sourced components usually less than 10%. The main reason for global sourcing was the reduced acquisition cost of products and components from the global market. It was

concluded that global sourcing within lean companies is widespread because of the lower acquisition prices. The study recommended the integration of lean supply and global sourcing is challenging, but the implementation of managerial countermeasures can help minimize the impact of global sourcing on performance

Jiang and Tian (2009) carried out a study in China to investigate the problems and challenges that Chinese manufacturing firms face in implementing global sourcing strategies. The main objective of the study was to investigate the problems and challenge Chinese manufacturing companies face in the implementation of global sourcing strategy. A qualitative research method was because of the need to gain in-depth understanding on challenges facing Chinese manufacturing firms. The findings of the study were that there are several essential issues that might affect successful implementation of global sourcing such as different culture, fluctuation of currency. As an inexperienced Chinese firm, have to face these problems and challenges. It was concluded that inexperienced Chinese firms need to overcome multiple obstacles in the pursuit of global sourcing, and there is no one-size-fits-all solution to address these issues. The study recommended that manager should consider elevating the position of their international procurement offices to better coordinate purchasing as part of an overall global strategy.

Incekara (2022) carried out a study in Turkey on the impact of global sourcing on the new product development process. The main objective of the study is to investigate which product characteristics and sourcing location conditions (global or local) support efficient supplier integration in new product development. A structural equation was used as the research method because this model analyzed the relationship between procurement product characteristics, buyer-supplier project organization, and new product development. The findings of the study were that the relationship between product complexity and product importance cannot be differentiated based on the geographical location of the supplier. The study concluded that companies should assess the properties of their products and the location of their supplier when deciding the degree of buyer and supplier collaboration appropriate in a new product development process. The study recommended that buyers should aim to establish a collaborative relationship with global suppliers to reap the benefits of global sourcing in the new product development process.



## **2.5 Research gap**

This study differs significantly from previous research conducted by other scholars as it examines the impact of global sourcing on organizational performance in the mining sector in Zimbabwe, a topic that has not been previously investigated. Additionally, the objectives of this study are unique and distinct from those of similar studies conducted in other countries like Ghana and Texas. Also the other research gap is that other researchers conducted their research in location outside of Zimbabwe like in Ghana and Texas while this current study was carried out specifically in Zimbabwe.

## **2.6 Chapter summary**

In this chapter, the researcher examined the theoretical literature on global sourcing, conceptual framework which illustrated the relationship between both independent and dependent variables. This chapter also covers the empirical evidence on the impact of global sourcing on organizational performance which was explained by other studies. Finally the chapter looked at the research gaps that is what the study differs from other related studies done by other researchers. The next chapter will look at the research methodology used for data collection in this study.

# CHAPTER THREE

## RESEARCH METHODOLOGY

### 3.1 Introduction

The main purpose of this chapter is to discuss the methodology used by the researcher to achieve the research objectives of the study. This chapter is structured as follows: Section 3.2 explains the research design followed by section 3.3 which explains the research paradigm. Section 3.4 explains the research approach, followed by section 3.5 which provides the population of the study. Furthermore, section 3.6 explains the sample size of the study, followed by section 3.7 which explains the sampling method used. Section 3.8 explains the data collection sources, whilst section 3.9 data collection method followed by 3.10 which explains data collection procedure. Section 3.11 explains estimation procedure and model used in the study. Furthermore section 3.12 explains how data analysis was carried out. Section 3.13 and 3.14 provide information regarding the validity and reliability of the study and ethical considerations respectively. Finally section 3.15 is the chapter summary.

### 3.2 Research Design

This research adopted explanatory research design. The explanatory research design is all about comprehending how and why phenomena occur in a given area of interest. This research design was adopted because aims to develop new views of relatively unknown phenomena evaluating it from new angle.. This was in line with George and Merkus, (2021) who state that explanatory research design enhances the researchers understanding of the topic, identifies why the phenomenon happened and potentially forecast future events.

### 3.3 Research Paradigm

This research study followed a pragmatic paradigm. This is so because it gave the researcher the ability to use both quantitative and qualitative research methods to gain meaningful, realistic insights into research problem being investigated and helps to find the solution to this problem Brieley, (2017). By utilizing a mixed methods approach, the researcher had more flexibility in choosing the most suitable method to address specific research questions rather than being constrained by a specific paradigm (Waltz and Moffitt, 2021). The mixed method approach gave the researcher a wide range of answers to research questions because

the researcher was not limited to a single approach. The mixed approach allowed the researcher to gather and analyze the qualitative and quantitative data.

### 3.4 Research Approach

This is focuses on the procedure used by the researcher to gather, analyze and interpret data. In the study the researcher adopted inductive research approached. Basically it begins with observations of a problem and test theories about the problem (Sirisilla, 2023). The researcher used this in the study because it helps to explain and analyze trends and patterns that the global sourcing has on organizational performance

### 3.5 Target population

The study's target population was composed of the employees that are working in Zvishavane at Murowa diamonds. There were approximately 30 employees that were working in Zvishavane at Murowa diamonds in the department mentioned below. Therefore the estimated total population of the study was 28.

**Table 3.1 Displays the number of employees in each department**

DEPARTMENT	POPULATION
Finance	6
Procurement	6
Warehouse	6
Engineering	9
Management	3
Total	30

Source: Murowa diamonds Sustainable Development Report, (2018)

### 3.6 Sample size

The a sample size of the study is 28. The sample size was determined using Krejcie and Morgan (1970) as shown in table below..

**Table 3.2: Showing number of employees in each department and sample size**

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*

Source: Krejcie and Morgan (1970)

### 3.7 Sampling Method

The researcher utilized stratified random sampling technique to select participants, dividing them into two groups of general staff members and administration. This sampling method was used because it was efficient and saved time while ensuring adequate representation of the population being studied. (Hayes, 2023). The researcher was given acceptance to conduct the research in the organization. Each department had an equal opportunity to be chosen for the sample.

### 3.8 Data Collection Source

To meet the aims of the research, the researcher used primary and secondary methods of collecting data. With primary sources being interviews and questionnaires while secondary source includes company records, internet and the library (Driscoll, 2017). Secondary source provided the information which was already available.

## **3.9 Data Collection Methods**

### **3.9.1 Questionnaire**

Questionnaire is a research tool with series of questions that are used to collect data from the respondents (Cint 2023). The researcher utilized questionnaires as a research tool to obtain data from respondents because they provide enough time for respondents to accurately answer the questions accurately and enables to get information quickly and effectively (Adams 2022). Semi structured questionnaires were sent to the respondents because they were convenient and time saving for busy employees and administrators allowing them to answer accurately. Open ended questions were used to enable the researcher to get as much data from the respondents since they allow the respondents to use their own words to respond to the question. Demographic and other variables were organized using a Likert scale ranging from 0 to 1 points (0 = female and 1 = male) and ranging from 1 to 5 points (1 = strongly disagree, 2 = disagree, 3 = Uncertain, 4 = agree, 5 = strongly agree).

### **3.9.2 Interviews**

In this study, interviews were used to collect data from the respondents because the unstructured interview were convenient for the researcher that is the respondent can freely explain the question according to the existing situation which helps the researcher to obtain more information. The interviews were based on the respondents' answers to the questionnaires. Interviews are used to collect in depth data from the respondents being interviewed (Mbachu, 2018)

## **3.10 Data collection procedure**

To get permission to conduct the study the researcher sent a letter to Murowa diamonds through email detailing the study's purpose and stating that it would only be used for academic purposes. The researcher then distributed questionnaires to respondents both through emails and in person. Completed questionnaires returned were to the researcher through emails or collected in person. The data collection process was carried out at the end of the month of April 2023.

## **3.11 Estimation procedure**

### **3.11.1 Regression Model**

This is the estimation procedure that was used by the researcher. According to IMSL, (2021) it provides the researcher with the function that describes the relationship between variables that is dependent variables and independent variables. The researcher used regression model

because it helps the researcher to predict the effects of independent variables on the dependent variable.

### **3.12 Data analysis and presentation**

The data that was collected from the field was presented in the form of a table, percentages and pie chart. Once the questionnaires were collected, they were revised to check for completeness and consistency also checked to see if there were sections which were uncompleted and looking for errors. Then data was processed and analyzed using tables. The researcher also used the Statistical Package for Social Science for data analysis. During this data analysis process, the researcher used descriptive statistics including; frequencies, percentage distribution.

### **3.13 Validity and Reliability**

#### **3.13.1 Reliability**

According to Surbhi, (2017), reliability refers to the extent to which the measurement tools produce consistent results when measurement is performed repeatedly. The researcher used the cronbach alpha test to measure the reliability and all the variables on the measurement instrument achieved the values greater than 0.70 on the cronbach's alpha. This means that all the variables on the measurement instruments are reliable since they are consistent which shows reliability. This agrees with Frost (2022) who states that cronbach's alpha values above or equals to 0.70 are considered suitable for research data.

#### **3.13.2 Validity**

Middleton (2019) states that validity measures the accuracy of what it is intended to measure. The relevance and generalization to the topic was validated in consultation with the supervisor. The content validity was achieved through asking a lot of questions and looked for answers in related studies. In addition, the interview guide was given to the research supervisor to conduct a pilot study with certain individuals from the target population. This was done to check the time taken if it was too short or too long, and to check for ambiguities and eliminate them.

### **3.14 Ethical consideration**

Firstly the researcher sent a letter to the organization under study requesting for permission to conduct a research study in their organization. This was in line with Publica-academy (2019) as they state that failure to get permission to conduct a research is regarded as unethical and that research must be invalidated.

Secondly, the researcher observed the following ethical considerations during data collection; voluntary participation, anonymity and informed consent in order to conduct this research ethically without forcing anyone to do what they do not want to do. The researcher also assured to treat the views of the respondents with the utmost confidentiality.

Lastly, assurance was made by the researcher that the data collected was for research purposes only and will not be accessible or made available to anyone outside the research.

### **3.15 Chapter Summary**

The chapter has discussed the methodology used including data sources, data method and procedures that was used to carry out the study. It also looked at research approach which was used in this study, the research design, the population, the sample size, the sampling method, how data analysis was carried out, estimation procedure model, the validity and reliability of the study, and the ethical considerations. The next chapter will focus on presenting the data, analyzing it and discussing the findings of the study.

# CHAPTER FOUR

## DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

### 4.1 Introduction

This chapter looks at data analysis, presentation, interpretation and discussion. The chapter starts with the presentation, interpretation and discussion of questionnaire and interview response rate. This is followed by the presentation, interpretation and discussion of the findings on demographic information of respondents. The sections that follow will look at the findings on the reliability of the questionnaire and the variables included, and the results on the impact of global sourcing on profitability, procurement costs and competitiveness. Finally a chapter summary is provided.

### 4.2 Questionnaire response rate

**Table 4. 1 Questionnaire response rate**

Data collection tool	Expected	Actual	Percentage (%)
Questionnaire	28	24	85.7%
Interviews	5	5	100%

**Source:** Fieldwork, (2023)

Table 4.1 above shows the findings on the questionnaires and interview response rate. The researcher distributed 28 questionnaires to targeted departments and 24 questionnaires were successfully completed and returned to the researcher. Therefore, the questionnaire response rate was 85.7%. On the other hand, interviews were successfully carried out with all 5 targeted interviewees. Therefore, the interview response rate was 100%. The response rates of both questionnaires and interviews were adequate and good response rates and this agrees with Finchman (2008) who posits that a response rate of 80% and higher is good since most researchers get lower response rate.



### 4.3 The Demographic Data

This study collected demographic data on gender, educational qualifications, and work experience of the respondents at Murowa diamonds. Table 4.2 below presents the findings on respondents work experience.

#### 4.3.1 Work experience

**Table 4. 2 below shows the findings on work experience of respondents.**

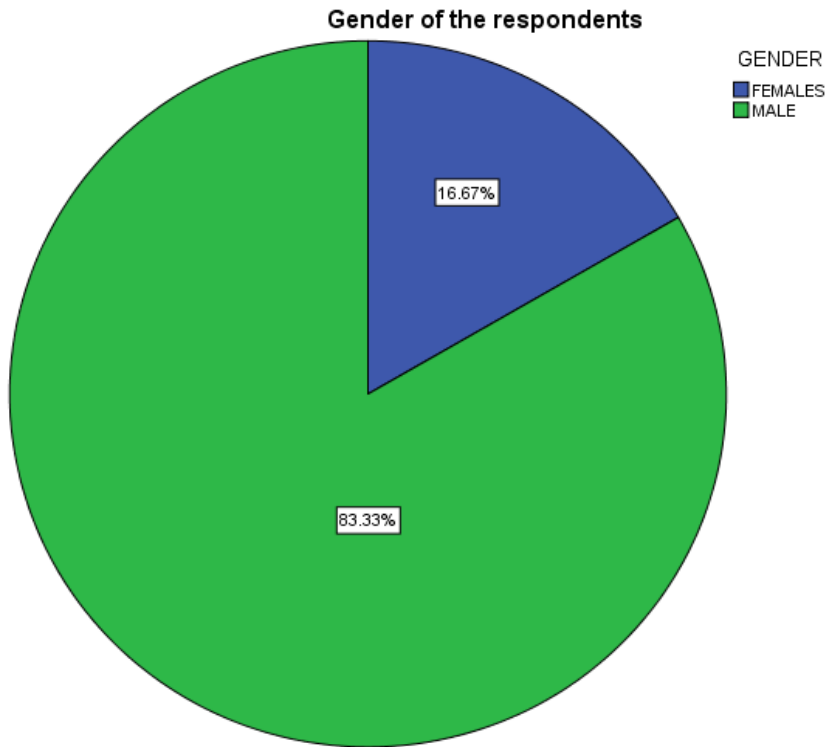
	Mean	Standard Deviation
Working period	3.33	1.52

**Source:** Fieldwork (2023)

The findings on table 4.2 above indicate that respondents have a mean work experience score of 3.33 suggesting that the majority of respondents had 3 years of work experience. Therefore, the findings mean that most of the respondents are mature and fairly experienced to provide meaningful responses to the questions of the study. This corroborates well with Abenoja (2019) who opines that obtaining responses from mature and experienced respondents is very key since the study will benefit from reliable sources of data.

#### 4.3.2 Gender of Respondents

**Figure 4. 1: below shows the findings on gender of respondents**

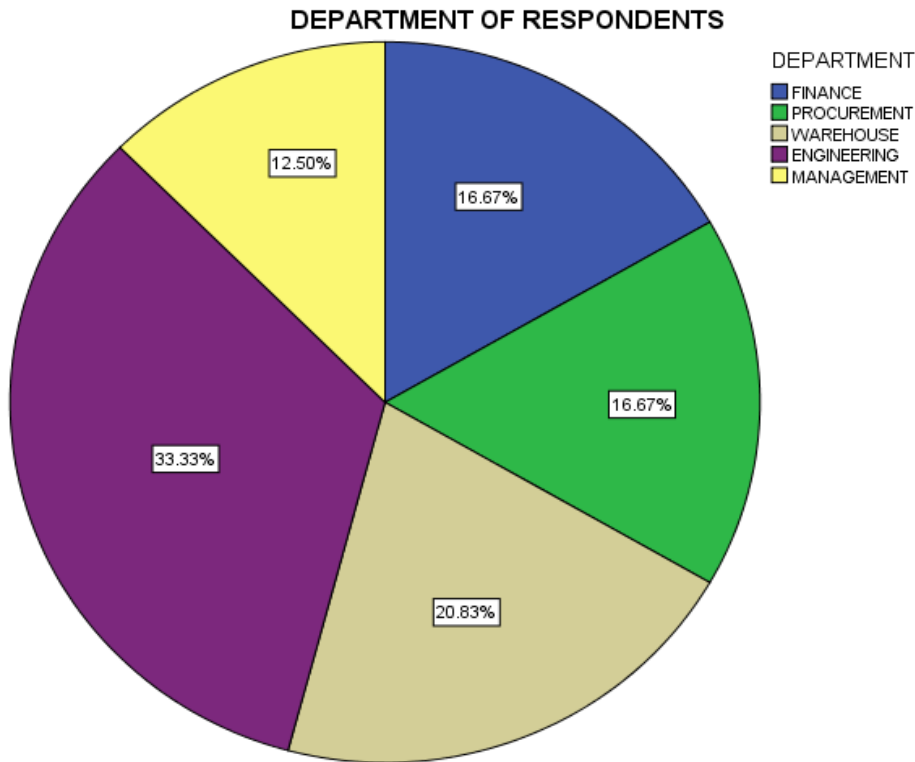


**Source:** Fieldwork (2023)

Figure 4.1 above shows that 83.33 % of the respondents in the study were males and 16.67 % were females. The findings on figure 4.1 show an unbalanced distribution of gender of the respondents. This indicates that Murowa diamonds has a higher proportion of male employees, despite women being the more dominant population in Zimbabwe. This could be attributed to the nature of work at Murowa diamonds which requires most of man power.

#### **4.3.3 Department of Respondents**

**Figure 4. 2: below shows the findings on departments of respondents**

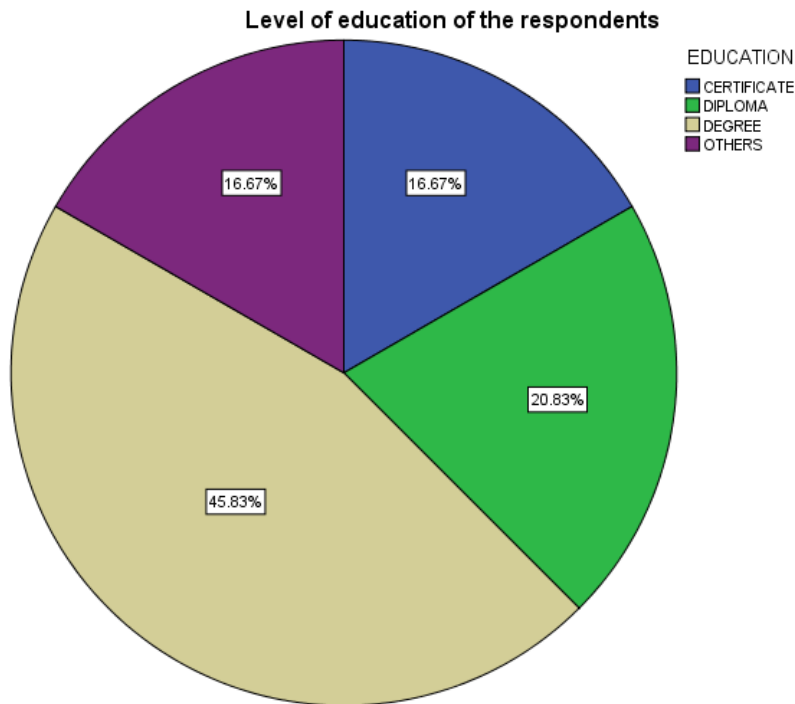


**Source:** Fieldwork (2023)

Figure 4.2 above shows that 16.67% of the respondents at Murowa diamonds works in the finance department, 16.67% of the respondents work in the procurement department whilst 20.83% of the respondents work in the warehouse department. The other 33.33% works in engineering department and finally 12.50% works in management department. Therefore, this means the response rate from the staff in all these departments were crucial in providing answers to the questions of the study and this agrees with Stedman (2022) who states that collecting data from different departments of the organization is important since it gives in depth information on the problem at hand which will be helpful in decision making.

### 4.3.3 Level of Education of Respondents

**Figure 4. 3: below shows the findings on level of education of respondents**



**Source:** Fieldwork (2023)

In the above table 4.2, it is observed 16.67% of the respondents were the holders of certificate, 20.83% were Diploma holders. It also shows that 45.83% of the respondents were Bachelor's degree holders and 16.67% of the respondents had other holders. It is shown that most of the employees at Murowa diamonds are fully qualified. With holders of bachelor's degree has the highest percentage. These findings assisted the researcher to collect data from respondents with no challenges in understanding the questions of the study and who understood the purpose of the study. Schneider (2022) put forward that when the researcher is collecting data, it is very helpful for the study subjects to have an understanding of the subject matter and research questions as this will assist the researcher to collect reliable and accurate data.

#### **4.4 Reliability Test**

The researcher used the Cronbach's coefficient alpha to measure reliability of the measurement instrument. The content validity of the variables of the study were measured using the Cronbach's coefficient alpha in order to ensure to obtain authentic results of the findings of the study. Table 4.3 below was used to present the findings on reliability.

**Table 4. 3 Reliability Test**

Variables	Cronbach's Alpha
Competitiveness	.942
Procurement costs	.947
Profitability	.949

Source: Fieldwork (2023)

The findings in table 4.3 results indicate that all variables had cronbach’s alpha value greater than 0.70. The findings agree with Nunnally and Bernstein (1994) who put forward that for cronbach’s alpha value to be acceptable it should be greater than 0.70.

**4.5 The following are the findings on the impact of global sourcing on profitability at Murowa diamonds**

**Table 4. 4 Model Summary**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899 <sup>a</sup>	.808	.799	.56501

- a. Predictors: (Constant), Global sourcing
- b. Dependent Variable: Profitability.

Source: Fieldwork (2023)

Table 4.4 above shows the model summary which measures the strength and the direction of a linear relationship between two variables. The table shows R = 0.899. This shows that there is a strong linear relationship between global sourcing and profitability. The multilinear regression (ANOVA) table is shown on table 4.5 below

**Table 4. 5 Anova**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.

1	Regression	29.477	1	29.477	92.334	.000
	Residual	7.023	22	.319		

- a. Dependent Variable: Profitability
- b. Predictors: (Constant), Global sourcing

**Source:** Fieldwork (2023)

Table 4.5 above shows the analysis of variance (ANOVA) which was conducted to determine if model used the appropriate. The ANOVA table shows that the F-ratio value of **92.334** was found to be statistically significant with **p** value of **.000** was statistically significant. This means that the model used was appropriate and the relationship of the variables shown could not have occurred by chance. Table 4.6 below show the coefficients of determination. .

**Table 4. 6 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.243	.432		2.877	.005
	Global sourcing	1.129	.109	.899	10.341	.000

a. Dependent Variable: Profitability

**Source:** Fieldwork (2023)

The findings on the table 4.6 above show that global sourcing has a positive and significant impact on the profitability of Murowa diamonds. The table shows that there is positive standard coefficient with the value 0.899 which is statistically significant at  $p < .05$  (0,005). This is in line with Kushner (2023) who states that engaging in global sourcing might increase profit margins since the goods are being sourced from low cost countries. This also agrees with the findings from the interviews with a key respondent stating that: *“Murowa diamonds has been experience high costs of production due to regularly and frequency purchase of spare parts from local markets. These spares are sometimes not of high quality which led to less sustainable of them. Adopting global sourcing enabled costs to be reduced hence getting goods of high quality which led to high percentages of savings hence increase in profit margins”* (Procurement officer, 2023).

**4.6 The following are the findings on the impact of global sourcing on procurement costs at Murowa diamonds**

**Table 4.7 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 <sup>a</sup>	.829	.822	.52718

- a. Predictors: (Constant), Global sourcing
- b. Dependent Variable: Procurement costs

**Source:** Fieldwork (2023)

Table 4.7 above shows the model summary which measures the strength and the direction of a linear relationship between two variables. The table shows R = 0.911. This shows that there is a strong linear relationship between global sourcing and procurement costs. The multilinear regression (ANOVA) table is shown on table 4.8 below

**Table 4.8 Anova**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.719	1	29.719	106.933	.004
	Residual	6.114	22	.278		

- a. Dependent Variable: Profitability
- b. Predictors: (Constant), Global sourcing

**Source:** Fieldwork (2023)

Table 4.8 above shows the analysis of variance (ANOVA) which was done to ascertain the appropriateness of the model used. The ANOVA table shows that the F-ratio (**F=106,933 p=.000**) was statistically significant. This means that the model used was appropriate and the relationship of the variables shown could not have occurred by chance. Table 4.9 below show the coefficients of determination. .

**Table 4. 9 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.261	.582		.448	.659
	Global sourcing	.783	.240	.911	3.262	.004

a. Dependent Variable: Procurement costs

**Source:** Fieldwork (2023)

The findings on table 4.9 above show that global sourcing has a positive and significant impact on procurement costs of Murowa diamonds. The table shows that there is positive standard coefficient with the value 0.911 which is statistically significant at p value of 0.004 which must be  $p < .05$  (0,005) for it to be statistically significant. Bodal (2023) agrees that global sourcing leads to reduction in procurement costs since bulk order are purchased from international markets. This may reduce infrequency purchase of goods hence leading to reduction in procurement costs. One of the procurement officer at Murowa diamonds state that *“high costs in procurement are due to unplanned and small order of material being purchased in local markets hence by adopting global sourcing it means orders has to be planned and consolidated must be made this will reduce procurement costs”* (Procurement officer, 2023).

**4.7 The following are the findings on the impact of global sourcing on competitiveness at Murowa diamonds**

**Table 4. 10 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 <sup>a</sup>	.856	.849	.39085

a. Predictors: (Constant), Global sourcing

b. Dependent Variable: competitiveness.

**Source:** Fieldwork (2023)

Table 4.10 above shows the model summary which measures the strength and the direction of a linear relationship between two variables. The table shows R = 0.925. This shows that there



is a strong linear relationship between global sourcing and competitiveness. The multilinear regression (ANOVA) table is shown on table 4.11 below

**Table 4. 11 Anova**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.973	1	19.973	130.745	.000
	Residual	3.361	22	.153		

- a. Dependent Variable: Competitiveness
- b. Predictors: (Constant), Global sourcing

**Source:** Fieldwork (2023)

Table 4.11 above shows the analysis of variance (ANOVA) which was carried out to determine if the model used was appropriate. The ANOVA table shows that the F-ratio (**F=130,745 p=.000**) was statistically significant. This means that the model used was appropriate and the relationship of the variables shown could not have occurred by chance. Table 4.12 below show the coefficients of determination.

**Table 4. 12 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.686	.401		1.712	.101
	Global sourcing	1.157	.101	.925	11.434	.000

- a. Dependent Variable: Competitiveness

**Source:** Fieldwork (2023)

The findings on table 4.12 above show that global sourcing has a positive and significant impact on competitiveness of Murowa diamonds. The table shows that there is positive standard coefficient with the value 0.925 which is statistically significant at  $p < .05$  (0,005). Colba (2019) agrees that global sourcing has a positive impact on competitiveness. Global sourcing means that the buyer has an access to low costs suppliers that provide goods and

service of high quality. This enables the organization to reduce its production costs by sourcing high quality material and low costs them by gaining competitiveness over rivalry through selling their products at lower prices. One of the respondents agrees that *“global sourcing has a positive impact on competitiveness. Procuring materials at lower costs means the organization production costs will be low meaning the output can be sold at a bit low price without making any loss thereby gaining high market share than rivalries hence achieving competitive advantage”* (Procurement officer, 2023).

#### **4.8 Chapter summary**

The preceding chapter has provided an overview of the data collected from the research instruments which are questionnaires and interviews. The data was presented using tables and charts, with analysis conducted to link the research findings to previous studies by other researchers. The next chapter will concentrate on summarizing the results, making conclusions and suggesting some recommendations on how organisations in Zimbabwe’s mining sector can adopt global sourcing strategies.

# CHAPTER FIVE

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Introduction

The primary objective of this study was to evaluate how global sourcing affects organizational performance in Zimbabwe 's mining sector. Previous research has shown that organizations within this mining sector have been hesitant to invest in global sourcing strategies, ultimately leading to higher procurement costs and negative impacts on their performance. To address this problem, the researcher conducted a thorough investigation into the impact of global sourcing on organizational performance in the mining sector. So, this chapter provides a summary of the key findings, conclusions and recommendations for future research.

### 5.2 Summary of findings

The aim of this study was to assess how the organizational performance of Zimbabwe's mining sector is affected by global sourcing. The study focused on one of the mines in Zimbabwe which is Murowa diamond. The study used mixed method approach and the data was analyzed using regression analysis.

#### 5.2.1 To determine the impact of global sourcing on profitability at Murowa diamonds

The findings of the study showed a beta value of 0.899 with a P value of 0.00 which is statistically significant at 5%. This means that global sourcing has a positive and significant impact on the profitability of Murowa diamonds and adopting it might lead to an increase in profit margins since the goods are being sourced from low cost countries meaning less funds will be spend on procurement of goods leaving huge savings.

#### 5.2.2 To determine the impact of global sourcing on procurement costs at Murowa diamonds

The findings of the study showed a beta value of 0.911 with a P value of 0.004 which is statistically significant at 5%. This means that global sourcing has a positive and significant impact on procurement costs and sourcing goods and materials globally might reduce procurements costs since goods will be purchased in bulk. This gives the opportunity to

reduce also transport costs by making a consolidated order they by reducing procurement costs at Murowa diamonds.

### **5.2.3 To determine the impact of global sourcing on competitiveness at Murowa diamonds**

The findings of the study showed a beta value of 0.925 with a P value of 0.00 which is statistically significant at 5%. This means that global sourcing has a positive and significant impact on the competitiveness of Murowa diamonds and embracing global sourcing means that the organization will have access to low cost countries which will reduce production costs hence gaining competitiveness over rivalry by selling output at low price.

The researcher discovered that global sourcing has a beneficial impact on organizational performance. Therefore the findings indicate that organizations in mining sector of Zimbabwe should adopt global sourcing in order to improve organization performance such as reducing procurement costs, increasing profitability and competitiveness.

### **5.3 Conclusion**

The study set out to establish the researcher made a rigorous analysis of the data collected on the impact of global sourcing on the organization performance. The study concludes that in order for organizations in mining sector of Zimbabwe to achieve competitiveness and increase profitability they have to implement global sourcing strategy. This enables the organization to purchase material of high quality at low costs. The findings also showed that firms can also reduce procurement costs by sourcing from abroad by utilizing the use of consolidated orders and maintaining relationships with international suppliers.

### **5.4 Recommendations**

The following recommendations were proposed by the researcher:

- Procurement departments in Zimbabwe's mining sector should adopt global sourcing as their long term sourcing strategy. This enables the organization to reduce procurement costs thereby increasing profit margins and improving organizational performance
- Mining companies should consider adopting global sourcing strategies and invest in cross cultural training, technology and international trade expertise to ensure effective implementation of global sourcing.

- The supply chain department should implement global sourcing strategy in order to achieve the competitiveness. This is achieved by sourcing material of high quality at low costs from international markets.

### **5.5 Recommendations for future research**

The researcher recommends that more studies should be conducted to examine the impact of global sourcing on the organizational performance in the Zimbabwe's mining industry. Additionally, there is a need for more extensive research to understand the effects of global sourcing on both purchasing and organizational performance in various sectors, aside from mining. These efforts will address knowledge gap on the impact of global sourcing on organizational performance within different sectors of the economy.

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## **Appendix 1: Introductory Letter**

BINDURA UNIVERSITY OF SCIENCE EDUCATION  
FACULTY OF COMMERCE  
DEPARTMENT OF ECONOMICS

Dear Participant

I am a student at Bindura University of Science Education (BUSE) undertaking a research project in partial fulfilment for a Bachelor of Commerce Honours Degree in Purchasing and Supply. I am researching on the topic: The impact of global sourcing on organization performance in the mining sector in Zimbabwe.

I would be grateful if you can take some time off your busy schedule to complete this questionnaire. Please read each question carefully and respond with a tick in a box of your choice according to your true and honest opinion.

Please be assured that this research is purely for academic purpose. In order to ensure that all information remain confidential; please do not include your name. Thank you for taking the time to assist me.

Yours sincerely

Tawanda Mapito

Contact Numbers: 0771449467

Email address: tawandahmapito@gmail.com

## Appendix 2: Measurement Instrument

### SECTION A: Demographic information

#### INSTRUCTIONS

- Please use the following checkboxes to select your best answer to each question according to your view and knowledge
- Each question requires an answer and you can select only one answer.

#### 1. Gender of the respondents

Male	01	
Female	00	

#### 2. How old are you .....

#### 3. Level of Education of the respondents

Certificate	01	
Diploma	02	
Degree	03	
Others	04	

#### 4. Department of the respondents

DEPARTMENT		TICK
Finance	01	
Procurement	02	
Warehouse	03	
Engineering	04	
Management	05	

#### 5. How many years of work experience do you have?

### SECTION B

INSTRUCTIONS: Use the following scale to show your responses

1 = strongly disagree, 2 = disagree, 3 = uncertain, 4 = agree, 5 = strongly agree

**Question:** What is the impact of global sourcing on your organizational performance?

No.	Items	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	Global sourcing has a positive impact on competitiveness in your organization					
2	Global sourcing has a positive impact on procurement costs in your organization.					
3	Global sourcing has a positive impact on profitability in your organization					

**INTERVIEW GUIDE**

Date of the interview .....

Time of the interview .....

What is the impact of global sourcing on procurement costs at Murowa diamonds?

What is the impact of global sourcing on competitiveness at Murowa diamonds?

What is the impact of global sourcing on profitability at Murowa diamonds?

## Appendix 3: Permission Letter



**RZM MUROWA PVT LTD**

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DATE: 10 April 2023

Your Ref:

Our Ref:

RZM MUROWA (PVT) LIMITED  
KENILWORTH GARDENS  
1 KENILWORTH RD  
NEWLANDS  
HARARE  
TEL: +263781071418

TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: ACCEPTANCE LETTER FOR TAWANDA MAPITO THOBANI (B190361B) TO CARRY OUT HIS RESEARCH STUDY IN OUR ORGANISATION.

This is to inform you that the above mentioned personnel, is a student of Bindura University of Science Education pursuing a Bachelor's degree in purchasing and supply management.

The purpose for this letter is to inform the institution that Tawanda Mapito Thobani (B190361B) has been given the permission to carry out his research study concerning the impact of global sourcing on organizational performance in our organisation.

However we will be glad to share any relevant information to him.

Yours Sincerely

H.R Department



# Appendix 4 : Plagiarism Percentage

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