

# **BINDURA UNIVERSITY OF SCIENCE EDUCATION**



FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS

THE IMPACT OF PROCUREMENT PRACTICES ON COST REDUCTION AND  
PROFITABILITY WITHIN SANYATI RURAL DISTRICT COUNCIL.

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A PROPOSAL SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE AWARD OF BACHELOR OF COMMERCE HONORS DEGREE IN PURCHASING  
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## RELEASE FORM

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## APPROVAL FORM

The signatories below confirm that they have read and approved the Purchasing and Supply at Bindura University of Science Education for acceptance, a project titled “The impact of procurement practices on cost reduction and profitability in local authorities”, a case study of Sanyati Rural District Council” presented by Plaxedes Everyson in partially meeting the necessities for a Bachelor of Commerce Honors Degree in Purchasing and Supply.

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## DEDICATION

To the unwavering guidance and spiritual strength of the Almighty, love and support from my family, the unyielding dedication of my team, the relentless pursuit of excellent by all those who contributed to this for this work to be successful.

## ABSTRACT

The Sanyati Rural District Council (SRDC) was the target of this research, which sought to learn how their procurement policies affected their ability to cut costs and increase profits. Researchers used a combination of surveys and in-person interviews to compile their findings. Based on the results, it seems that most people think the SRDC's procurement tactics have helped them save money and make more money. The average score was 3.84 out of 5. According to the survey takers, the council was able to save money, run more efficiently, and perform better as a whole by using strategies including performance-based contracts, strategic sourcing, contract management, and vendor consolidation. It appears that respondents had different experiences and perspectives about the SRDC's sustainability initiatives in the procurement function, as they showed a more neutral attitude towards the council's attempts to incorporate green buying techniques. The research concluded that the SRDC ought to prioritize, the policy of consolidating vendors has been successful in reducing costs and increasing profitability; so, it should be prioritized and expanded. The company should Improve its strategic sourcing processes by working more closely with important suppliers, opening up more avenues of communication, and encouraging a growth mindset. The company should also evaluate and enhance its contract management procedures to make sure they keep helping to boost supplier performance, service quality, and customer happiness. In order to achieve its sustainability goals, the SRDC should also think about reinvigorating its strategy for green buying. The SRDC may continue to reduce costs and boost profitability by executing these suggestions, which will further enhance the effectiveness of its procurement methods.

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# CHAPTER I

## INTRODUCTION

### 1.1 Introduction

This study seeks to conduct an in-depth analysis of the impact of procurement practices on cost reduction and profitability within Sanyati Rural District Council. This chapter will look into the study's background, followed by the statement of the problem. The study's research objectives and research questions will also be discussed in this chapter. Followed by the significance of the study, delimitations, limitations, organization of the research project, and then the definition of key terms before closing the chapter with a summary.

### 1.2 Background to the study

Procurement practices have come under increasing scrutiny globally in recent years due to high-profile cases of corruption, wastage of public funds, and failure to achieve value-for-money especially in developing nations (United Nations, 2019). Studies conducted across multiple continents found that on average, over 30% of total annual government expenditure is lost to inefficient procurement processes, lack of transparency, and non-adherence to established standards (World Bank, 2022). In the European Union for example, a survey of 27 EU member states discovered suboptimal procurement was costing taxpayers the equivalent of almost 2% of the EU's entire GDP annually (European Commission, 2021).

Public sectors in Africa have faced challenges in addressing poverty and delivering high-quality services. In developing nations like Tanzania, the procurement function has transitioned from a primarily administrative role to a more influential and strategic position, with the ability to shape long-term strategic decisions (Knight et al., 2019). It is crucial for the procurement department to continuously monitor and adapt its strategies across planning cycles to impact the organization's strategic direction (Gian, 2017). Procurement offers the potential to enhance the efficiency and competitiveness of an organization's services, making it essential to analyze the factors that influence procurement procedures in Public Procurement Entities (PPEs), including senior management engagement, supplier selection, ethical business conduct, and staff competency. The underperformance of procurement practices in the past decade has sparked extensive discussions

among practitioners, academics, and researchers, highlighting the need for improvement (Andrew, 2018).

Like much of the developing world, procurement problems have plagued Zimbabwe for decades continuing to impact service delivery and equitable development. Since the late 1990s, successive audits by the Comptroller & Auditor General flagged it as a main contributor to misuse of public funds across government (Zimbabwe Comptroller & Auditor General 2021). Flaws detected included fictitious suppliers, inflated contract values, absence of competitive bidding as prescribed, poor record-keeping and lack of consequence management. The procurement department in Zimbabwe's organization is facing internal and external challenges. Many companies still consider procurement as an additional aspect of their operations rather than a core function. Odhiambo et al. (2016) highlighted the importance of the industry, noting that several developing nations are striving to reform their public procurement systems to address inefficiency, corruption, and other issues. These challenges intersect in complex ways, leading to significant resource wastage. It is essential to take appropriate measures to mitigate these issues.

Sanyati Rural District Council (SRDC), located in Mashonaland West Province, has not escaped the procurement problems plaguing local government in Zimbabwe. For several years now, the Council's procurement systems and practices have attracted accusations of mismanagement, lack of transparency, and failure to adhere to prescribed procedures from rate payers' groups and opposition councilors (ZimEye, 2019; Pindula News, 2022). Official reports note on average 30-40% of SRDC's annual operational budget is lost to weaknesses in procurement since 2015, equivalent to \$200,000-300,000 yearly believed wasted (Zimbabwe Comptroller & Auditor General, 2021). Common flaws cited include lack of competitive bidding for contracts worth over \$10,000, unjustified sole-sourcing awards, inflating of contract values by up to 60%, poor record-keeping disguising improprieties, and failure to sanction procurement offenders (Sanyati Residents and Ratepayers Association, 2022). As a result, critical service delivery by the Council has suffered, including the conditions of local clinics and schools falling into disrepair as rehabilitation works are either not undertaken or shoddily completed at inflated costs. Procurement-related disputes have also dogged the Council, undermining relations with citizens and local businesses. If left unaddressed, experts warn Sanyati RDC's procurement weaknesses will continue crippling its fulfillment of constitutional obligations to citizens and rural development goals (International

Budget Partnership Zimbabwe, 2022). This therefore, has prompted the researcher to analyze the impact of procurement practices on performance of Sanyati Rural District Council.

### 1.3 Statement of the problem

Procurement malpractices have posed a significant problem across the public sector in Zimbabwe, particularly at the local government level. Reports have highlighted weaknesses in procurement systems and processes have resulted in an estimated 30-40% of annual budgets for local authorities like Sanyati Rural District Council (SRDC) being lost to irregularities, poor contract management and non-adherence to prescribed procedures (Auditor General Report, 2022; Sanyati Residents and Ratepayers Association, 2022). For SRDC specifically, this procurement-related wastage amounts to US\$200,000-US\$300,000 yearly that could otherwise fund crucial community services (Zimbabwe Comptroller & Auditor General, 2021). Common irregularities depriving SRDC of value-for-money include lack of competitive bidding for large contracts, unjustified sole-sourcing of suppliers inflating costs by up to 60%, and failure to sanction procurement offenders (Sanyati Residents and Ratepayers Association, 2022). As a result, critical rural development activities within SRDC's jurisdiction like infrastructure projects and social service delivery have suffered setbacks due to budgetary shortfalls and substandard work linked to procurement flaws (International Budget Partnership Zimbabwe, 2022). Given the scale of losses attributed to procurement weaknesses at SRDC and resulting negative impacts, it is evident such problems require a comprehensive and objective examination to understand both causes and consequences.

### 1.4 Research aim

The aim of the study is to assess the impact of procurement practices on cost reduction and profitability within Sanyati Rural District Council.

### 1.5 Research Objectives

1. To evaluate the efficiency of current procurement processes within Sanyati Rural District Council.
2. To identify key procurement challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals.
3. To recommend specific procurement strategies to enhance cost reduction and improve profitability within Sanyati Rural District Council.

## 1.6 Research questions

The study seeks to answer the following questions.

1. -How efficient are the current procurement processes within Sanyati Rural District Council in terms of time, cost, and resource utilization?
2. What are the primary procurement challenges that Sanyati Rural District Council encounters in its efforts to reduce costs and increase profitability?
3. What specific procurement strategies can be suggested to Sanyati Rural District Council to facilitate cost reduction and improve overall profitability?

## 1.7 Research hypothesis

H1: The current procurement processes within Sanyati Rural District Council are inefficient in terms of time, cost, and resource utilization.

H2: The primary procurement challenges faced by Sanyati Rural District Council hinder its ability to reduce costs and enhance profitability.

H3: Implementing specific procurement strategies recommended to Sanyati Rural District Council will lead to cost reduction and improved overall profitability.

## 1.8 Justification of the study

Procurement malpractices pose a significant problem for the effective functioning of local government in Zimbabwe, as evident from the case of Sanyati Rural District Council. Considering up to 40% of SRDC's annual budget is lost to irregularities and non-compliance within its procurement processes each year, there is a pressing need to undertake an objective and informed investigation into the root causes and consequences of weaknesses in this critical administrative function (SRDC Internal Audit Report, 2023). Not only does such wastage amount to hundreds of thousands of dollars drained from development efforts, but it also undermines SRDC's core mandate to provide essential public services reliably to citizens through efficient resource utilization. While numerous audits and media reports have highlighted procedural issues and financial leakages over the years, a comprehensive empirical study applying robust methodology has been lacking.

### 1.9 Delimitations of the study

The study will focus only on investigating procurement practices on cost reduction and profitability within Sanyati Rural District Council. Data collection and analysis will be restricted to the past five years (2019 to 2023) to capture the most up-to-date procurement trends and stakeholder perspectives. Previous years will only be reviewed based on available documentation but not primary research. For primary data collection, the study will target a sample of key informants involved in SRDC's procurement function and a small fraction of recent contractors/suppliers due to resource constraints. It will not include a survey of the entire population of stakeholders. Theoretically, the study will apply mainly agency theory to guide analysis of goal conflicts rather than mixed or alternative theories, to keep the scope focused.

### 1.10 Limitations of the study

1. The study relies on self-reported data from key informant interviews and surveys which can be prone to response biases.
2. Furthermore, the study being a case of one local authority limits generalizability of findings to other contexts.
3. The study being time-bound may not fully capture dynamic changes in the procurement landscape over a longer period.

### 1.11 Organization of the Research Report.

The researcher will address each of the five chapters in the research study. The first chapter, titled the introduction, encompasses the study's background, problem statement, research objectives, research questions, organizational significance, researcher's role, study boundaries, limitations, assumptions, operational definitions, and a summary. The second chapter centers on reviewing related literature and defining key terms. Chapter three focuses on the research methodology, detailing data collection procedures and study plans. Chapter four emphasizes data presentation and analysis based on the information gathered in chapter three. The final chapter, five, covers recommendations, a summary of research findings, and conclusions.

### 1.12 Definition of Key Terms.

#### 1.12.1 Procurement practices.

Procurement practices refer to the methods, procedures, and processes involved in acquiring goods, services, or works by an organization (Kakwezi, 2019).

#### 1.12.2 Cost reduction.

Cost reduction is “the achievement of real and permanent reduction in the unit cost of goods manufactured or services rendered without impairing their suitability for use intended.” CIMA (England).

#### 1.13 Chapter Summary.

The chapter provided an overview of the study's background and problem statement, shedding light on the impact of procurement practices on cost reduction and profitability within Sanyati Rural District Council. It also outlined the research objectives, questions, assumptions, and limitations, defining the study's boundaries and scope at the Sanyati Rural District Council. The following chapter will delve into literature reviews from different authors relevant to the study's topic.

## CHAPTER II

### LITERATURE REVIEW

#### 2.0 Introduction.

The chapter delves into an exploration of existing literature and research conducted by various authors and researchers regarding the impact of procurement practices on cost reduction and profitability. It aims to analyze current research and exchange ideas within this specific area of study, gathering data from diverse sources such as published journals, books, electronic resources (including e-journals and websites), global research, and earlier theories. Additionally, the chapter will examine theoretical literature, conceptual frameworks, and various empirical literature related to the topic, providing a comprehensive review of the subject matter. This chapter will be handled as a case study, concentrating on Sanyati Rural District Council.

#### 2.1 Theoretical Literature.

##### 2.1.1. Principal Agent Theory.

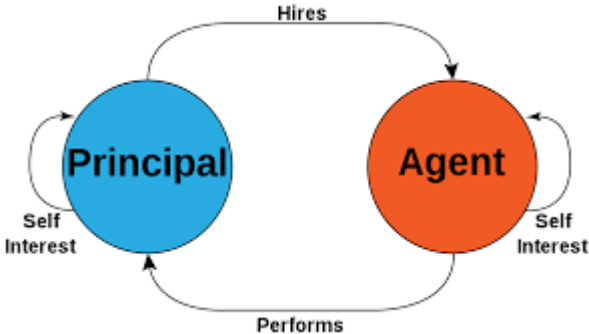
Economists Michael Jensen and William Meckling mostly created Principal-Agent Theory in the 1970s. It examines the relationship between principals (those with goals) and agents (those with delegated responsibilities and who carry them out on behalf of the principals). Problems with information asymmetry, creating contracts that work to guarantee responsibility and improve results, and bringing principals' and agents' interests into alignment are the main points of the theory.

Within the framework of the study the principle-Agent Theory offers insightful explanations of the dynamic between the government, playing the role of principle, and public sector workers engaged in procurement, acting as agents. To achieve the intended procurement results that improve public sector performance, procurement processes entail entrusting agents with responsibilities like supplier selection, contract negotiation, and contract management. The difficulties that may develop in this relationship are brought to light by Principal-Agent Theory. A major issue is the information asymmetry that can arise when agents have more knowledge about their own skills and motives than their principals do about their efforts, interests, and talents. Adverse selection (when principals encounter difficulties in choosing and assessing appropriate



agents) and moral hazard (when agents act contrary to the interests of the principle) are agency problems that might arise from this knowledge imbalance.

Examining how procurement methods could resolve these agency issues and enhance public sector performance is one way to apply Principal-Agent Theory to the study's subject. To reduce the likelihood of moral hazard, for instance, it is possible to set up reliable monitoring systems. Agents must follow the objectives and responsibilities laid out by their principals, which can be achieved through performance assessment tools, frequent reporting, and audits. Principals can enhance procurement methods by ensuring that agents are incentivized to achieve specific goals, such as cost-effectiveness, quality, and compliance. The procurement industry can benefit from Principal-Agent Theory when crafting contracts and incentive programs. To ensure that agents are looking out for the principals' best interests, contracts can contain performance-based provisions or financial incentives linked to particular outcomes (Paul, 2018). The design of a contract has to be meticulous in order to provide fair risk-sharing, align objectives, and deliver explicit instructions that leave no room for confusion. Openness and disclosure of information are also emphasized in the theory (Dumay, 2019). Open bidding processes, transparent evaluation criteria, and public publication of contract information are all steps principals can take to make procurement processes more transparent. As a result, principals, agents, and other stakeholders experience less knowledge asymmetry, greater accountability, and strengthened trust.



**Fig 2: 2 Showing the Principal Agent Theory**

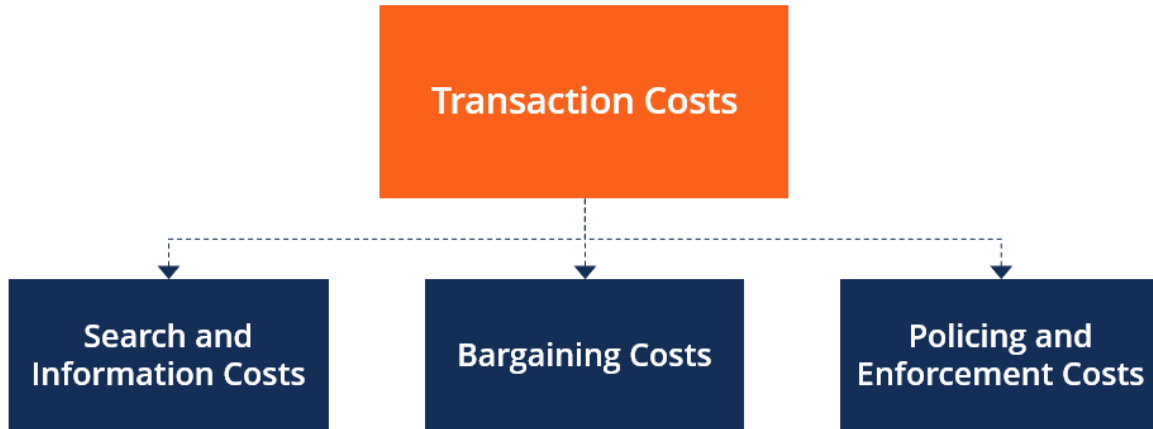
2.1.2 Transaction Cost Economics.

Ronald Coase and Oliver Williamson's Transaction Cost Theory is an attempt to explain the variables that affect the prices paid when two parties engage in a business transaction (Hennart, 2022). Economic transaction structures and the methods of government are supposedly

significantly influenced by transaction costs, which encompass information, bargaining, enforcement, and coordination costs.

Whether it's through market exchanges or hierarchical arrangements within enterprises, the basic tenet of Transaction Cost Theory is that organizations aim to reduce transaction costs by choosing the most effective governance structure for conducting transactions. Decisions about transaction governance should take into account both economic and non-economic aspects, according to this theory (Høgevoid, 2020). Non-economic considerations include things like opportunism, constrained rationality, and uncertainty. Within this study Transaction Cost Theory offers a useful lens through which to view the inner workings of public sector procurement transactions and the effects they have on organizational performance. A company's total performance can be impacted by the transaction costs incurred during procurement operations. These expenses arise from various sources and include the acquisition of goods and services, discussions of contracts, and connections with suppliers.

Procurement governance mechanisms are chosen based on transaction-specific criteria including asset specificity, uncertainty, and frequency, according to Transaction Cost Theory. To reduce the risks of transaction-specific investments, the public sector may choose long-term contracts or strategic partnerships when dealing with highly specialized or unique goods or services, a phenomenon known as asset specificity. It is crucial to take into account the possibility of opportunistic conduct and information asymmetry in procurement transactions, as highlighted by Transaction Cost Theory. Researchers can evaluate the effect of transaction costs on efficiency, cost-effectiveness, and service delivery quality, among other public sector performance indicators, by studying how these costs influence the choice of procurement methods and contractual arrangements. Moreover, according to Transaction Cost Theory, institutional elements including regulatory frameworks, organizational cultures, and legal frameworks play a significant impact in determining the outcomes and choices of transaction governance (Sheng, 2018). To better understand how procurement procedures affect public sector performance, researchers might apply Transaction Cost Theory to the problem of determining what incentives and institutional constraints shape procurement systems' decision-making and transaction outcomes.



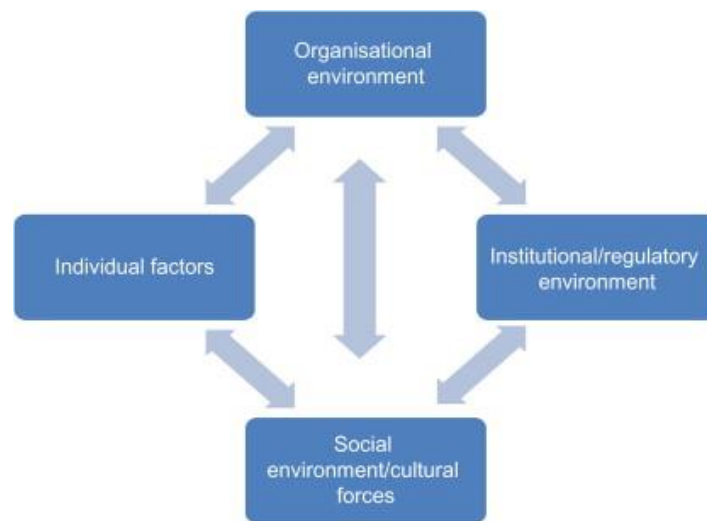
*Fig 2:3 Representing the Transaction Cost Theory.*

### 2.1.3 Institutional Theory.

The study of how institutions influence the actions of people and groups is known as institutional theory, and it is a subfield of organizational studies and sociology. Institutional norms, practices, and regulations are the primary theoretical foci because of their impact on organizational behavior. Meyer and Rowan, a prominent figure in the field of institutional theory, put forth the idea of institutional isomorphism. This theory posits that organizations are influenced by their institutional surroundings to adopt comparable structures and practices.

According to institutional theory, cultural norms, government rules, and professional standards are only a few of the external influences that impact organizations (Dubey, 2019). Organizational processes, particularly procurement strategies, are impacted by these outside forces. Public sector organizations' procurement procedures are shaped by external forces and conventions. By using institutional theory to the research topic "The Impact of Procurement Practices on Public Sector Performance," this influence can be better understood. The way in which public sector organizations are expected to carry out their procurement operations is often dictated by rules and laws. Provisions for openness, responsibility, and equity in the purchasing process are one possible example. Researchers can examine the effects of these outside forces on public sector organizations' procurement processes and, by extension, their performance, by employing institutional theory. Organizational legitimacy and conformance are further emphasized in institutional theory (Jeong, 2019). Organizations in the public sector may feel pressure to follow the book when it comes to procurement if they want to keep the trust of constituents, lawmakers, and watchdog groups. By looking at these processes through the prism of institutional theory, we

can learn a lot about how public sector performance is influenced by procurement policies and how organizations can improve their effectiveness by navigating institutional environments.



*Fig 2:4 Showing the institutional Theory diagram.*

## 2.2 To evaluate the efficiency of current procurement processes

Within the realm of district councils around the world, the question of efficiency in procurement processes has garnered a substantial amount of interest in the academic literature (Cheng, 2018). There have been a number of studies that have concentrated on the difficulties and possibilities that are associated with enhancing the effectiveness of procurement procedures within local governments. Streamlining procurement procedures through the utilization of technology and centralized systems can result in cost savings and better transparency, according to research conducted by (Seyedghorban, 2020) in the United Kingdom. In a similar vein, (Liu, 2019) conducted research in China that highlighted the significance of capacity building and training for procurement officers in order to improve the effectiveness of procurement operations within district councils.

To enhance the effectiveness of procurement procedures in local governments, (Nani, 2020) conducted a study in Brazil that highlighted the significance of stakeholder participation and collaborative decision-making as key factors in achieving this goal. On the basis of the findings of the research, it was indicated that integrating important stakeholders in the procurement process could result in improved outcomes and higher responsibility. Furthermore, Kim et al. (2017) conducted a study in South Korea to investigate the impact that electronic procurement systems

have on the enhancement of the efficiency and effectiveness of procurement operations within district councils (Mufleh, 2020). Based on the findings, it was determined that the implementation of electronic procurement systems has the potential to considerably enhance both the speed and transparency of the procurement processes. Moving on to study conducted in Zimbabwe, (Moyo,2018) conducted an investigation of the effectiveness of procurement procedures carried out by district councils in the country. According to the findings of the study, the efficiency of procurement operations was limited by a number of difficulties, including corruption, a lack of openness, and poor monitoring procedures. For the purpose of enhancing the effectiveness of the procurement process, the researchers suggested the implementation of more stringent laws, the development of increased capabilities for procurement professionals, and the utilization of technology. When taken as a whole, the empirical research emphasizes the significance of continuously improving and innovating procurement methods within district councils in order to guarantee openness, accountability, and cost-effectiveness.

### 2.3 To identify key procurement challenges faced in achieving cost reduction and profitability goals.

- **Limited access to competitive suppliers**

The empirical literature on procurement challenges highlights the significant impact that limited access to competitive suppliers can have on an organization's ability to achieve cost reduction and profitability goals. (Thomas, 2018) have shown that a lack of supplier diversity and competition can severely restrict an organization's negotiating power and limit its options for securing favorable pricing and terms. Researchers have found that organizations with a narrow supplier base often struggle to leverage market dynamics, leading to suboptimal procurement decisions and higher overall costs (Hofer, 2021). The literature emphasizes the importance of supplier market analysis, strategic sourcing, and the development of a robust supplier network to mitigate this challenge. Through expanding their supplier pool and fostering competition, organizations can enhance their bargaining position, access more competitive pricing, and ultimately improve their profitability (Hofer C. B., 2022)

- **Lack of procurement expertise**

The empirical literature highlights the crucial importance of procurement expertise in contributing to the attainment of cost reduction and profitability goals. Insufficient procurement knowledge and

competencies often lead to the failure of firms in effectively managing the procurement function, as indicated by research done by (Tassabehji,2018) and (Kakwezi, 2019).Consequently, these outcomes manifest as ineffective processes, suboptimal judgment, and overlooked chances to reduce expenses. (Chenini, 2021) emphasize the need of companies investing in the cultivation of proficient procurement teams that possess expertise in contract negotiation, supplier market analysis, and strategic sourcing. These teams should possess the capability to procure goods and services effectively. In order to enhance their capacity to negotiate the intricacies of the supply market, exploit supplier relationships, and implement cost-efficient procurement strategies, companies can enhance their ability to cultivate specialized procurement competencies (Bals et al., 2019). This finally leads to a rise in the organization's profitability.

- **Inadequate infrastructure**

Research shows that procurement processes can be significantly hindered by inadequate or old infrastructure, which in turn causes operational and budgetary problems (Bolomope, 2021). In particular, the literature stresses the need of technology infrastructure as a backbone for procurement operations. Companies who don't have modern or well-integrated procurement systems have a harder difficulty streamlining their operations, getting real-time data, and making use of advanced analytics, according to research (De Vass, 2021). A lack of insight into procurement performance, longer decision-making processes, and higher manual interventions can all have an effect on profit maximization and cost optimization. Strong, digitally-enabled procurement platforms may automate mundane operations, improve supplier engagement, and enable data-driven decision-making, according to the literature (Chen, 2023)

The effects of poor physical infrastructure on procurement performance have also been studied in the literature. This includes inefficient transportation, logistics, and warehousing networks. Management of inventory levels, timely delivery of goods, and optimization of logistics costs are all made more difficult for firms with underdeveloped or poorly maintained infrastructure, according to studies (Shafiq et al., 2017). Stockouts, higher storage and transportation costs, and higher overall procurement prices are all consequences of inadequate infrastructure that can cut into an organization's profit. Organizations should invest in both technology and physical infrastructure enhancements to tackle the challenge of inadequate infrastructure, according to the empirical literature. Companies can gain a competitive advantage, save money, and work better

with their suppliers if they update their procurement systems, streamline their logistics operations, and improve their overall infrastructure (Kurdi,2019)

- **Budget constraints**

With limited funds available, procurement departments often struggle to meet their profit and cost reduction targets (Chopra, 2019). Budget limitations have been the subject of substantial empirical research on the effects on procurement practices and efficiency. The bottom line can take a hit when organizations struggle to find affordable, high-quality materials and services due to budget constraints, according to studies. According to research, procurement teams may struggle to negotiate advantageous contracts with suppliers due to limited budgets (Wontner, 2020). This is because teams may not be able to afford to take advantage of volume discounts or establish long-term partnerships. As a result, the organization's bottom line takes a hit due to increased procurement expenditures. Cuts to spending on technology and resources that can improve procurement efficiency and lead to long-term savings are another consequence of tight finances.

The availability and quality of procurement department resources can also be affected by financial limits, according to empirical research (Nani,2020). Effective supplier relationship management and cost reduction initiative driving may be hindered if procurement specialists are understaffed or do not have access to training and development opportunities due to a lack of financial resources. The company's ability to compete in the market may suffer as a result.

#### 2.4 Specific procurement strategies to enhance cost reduction and improve profitability.

Organizations can optimize cost reduction and improve profitability by adopting many important approaches highlighted in the empirical literature on procurement strategies. Strategic sourcing and supplier relationship management are two significant strategies highlighted in the report (Lechler, 2019). Strategic sourcing and supplier relationship management put organizations in a better position to negotiate terms, get reliable supply, and save money by leveraging suppliers' capabilities (Sinkovics, 2018) discovered that firms can optimize costs through supplier evaluation, segmentation, and collaboration. This can lead to opportunities like collaborative product development, joint process improvements, and volume reductions. By taking this tack, businesses can forge strategic alliances with their suppliers rather than relying on one-off deals, which improves their capacity to cut costs and increase profits.

Category management is another important procurement approach that has been discussed in the literature (Kwakwezi,2019). Companies can optimize their purchasing decisions, gain specialized knowledge, and take advantage of economies of scale by arranging their procurement activities around specific categories of goods and services. Streamlining procurement processes, consolidating purchase volumes, and negotiating better terms with suppliers can lead to large cost reductions for firms when they adopt a category management approach (Jääskeläinen, 2019)

Procurement analytics and making decisions based on data are also highly stressed in the literature. Based on the research conducted by (Sousa ,2018) and (Kache, 2017), organizations that utilize advanced analytics, predictive modeling, and real-time data insights are more able to find ways to save costs, optimize inventory levels, and make better procurement decisions. Companies can better understand supply chain dynamics, make more accurate demand forecasts, and reduce cost-related risks by investing in procurement data analytics skills (Moorhouse, 2018). Organizations can boost their profitability and market competitiveness by implementing a mix of these strategic procurement tactics, which will strengthen their efforts to reduce costs.

### 2.5 Impacts of supplier selection procedures on SRDC performance

According to (Kannan, 2018) one good thing about processes for choosing suppliers is that they encourage competition and help people get the best deal. Setting clear criteria for evaluation and holding competitive bidding processes are two ways that supplier selection methods get more suppliers to take part in public procurement. This extra competition leads to new ideas, higher productivity, and lower prices. In order to get contracts, suppliers are driven to give low prices, good products or services, and new ways to do things (Balamurugan, 2022). In this way, the public sector can get more for its money by getting the best terms and conditions and making sure that quality goods or services are delivered.

Another advantage that experts have pointed out is that it makes things more accountable and clearer. As part of the supplier selection process, clear evaluation criteria must be set and shared with all possible suppliers as also highlighted by (Kannan, 2018). This openness makes sure that sellers know how their bids will be judged and lets decisions be made in a fair and objective way. Organizations in the public sector are responsible for following the rules and giving reasons for their choices based on the set criteria. This openness not only builds trust among the public, but it also makes it less likely that there will be favoritism, corruption, or other unethical behavior. This



protects the integrity of the buying process. Scholars also stress that the steps used to choose suppliers are good for managing risks and making sure quality (Caligiuri, 2020). Through following these steps, organizations in the public sector can check the skills, qualifications, and past work of potential suppliers. This way, they can be sure that the chosen suppliers have the skills and resources needed to complete the project. The public sector can lower the risks that come with supplier performance, financial stability, and project delivery by doing thorough evaluations that include expert assessments and financial checks. Choosing suppliers based on their qualifications and track record increases the chances of a good project and lowers the chances of costly problems or delays (Haas, 2022).

Procedures for choosing suppliers also help build long-term ties with suppliers and strategic partnerships. Using thorough evaluation methods, public sector organizations can find suppliers that not only meet their current needs but also fit with their overall goals and objectives. By forming strategic relationships with certain suppliers, you can work together more closely, share your knowledge, and keep getting better. These partnerships build trust between both sides and let the public sector use providers' knowledge, which improves service quality, leads to new ideas, and creates long-term value.

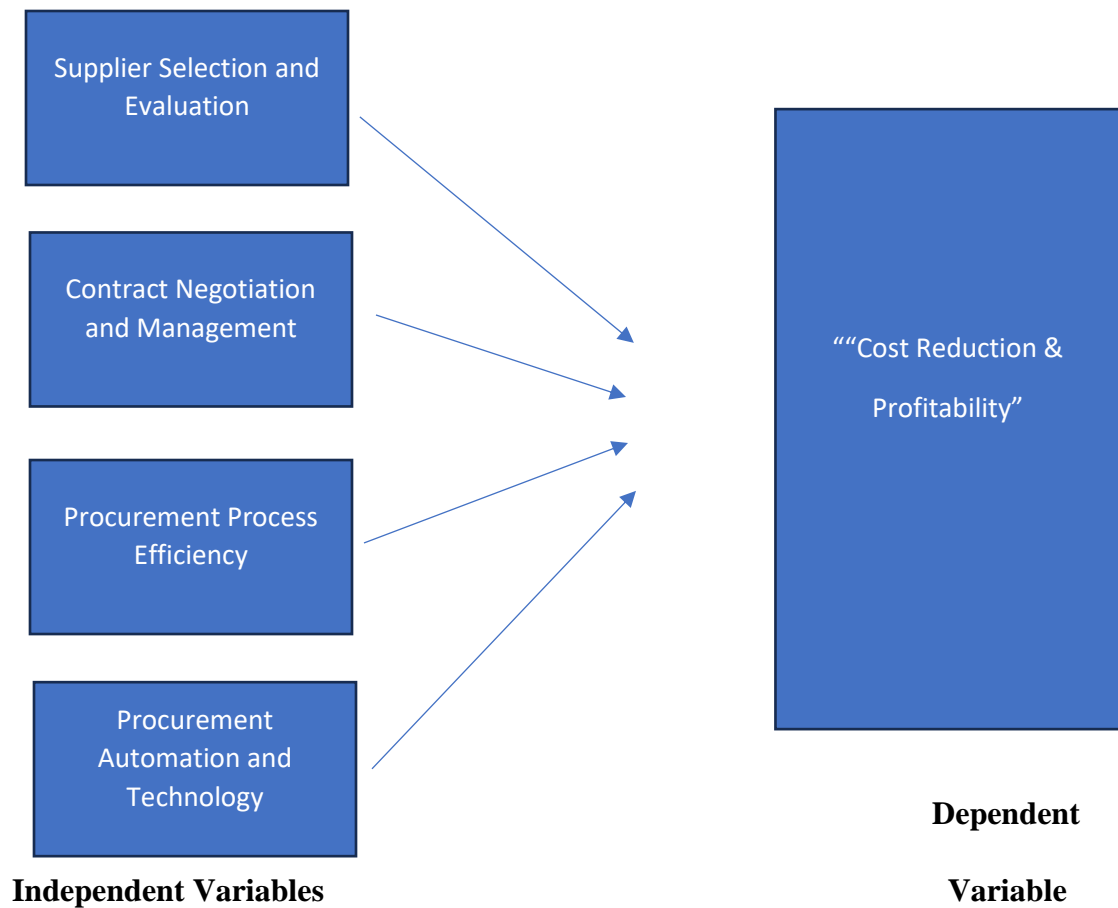
Scholars have also identified various negative outcomes associated with supplier selection procedures, despite their intended purpose of ensuring fair and transparent procurement processes. Scholars have discovered a negative impact, which is the possibility of heightened administrative load and delays. The process of selecting suppliers frequently entails intricate documentation prerequisites and stringent evaluation standards. The execution of these procedures can require a significant investment of time and resources from both procurement personnel and vendors. The presence of an abundance of paperwork and protracted evaluation procedures might result in project implementation delays, hence impeding the punctual provision of public services (Asiedu, 2019). Moreover, the bureaucratic characteristics inherent in supplier selection procedures might potentially impose an onerous administrative load on procurement personnel, thereby redirecting their focus and resources from other essential responsibilities.

Scholars have identified an additional adverse consequence, namely the potential for diminished competitiveness and constrained supplier diversification. The inclusion of smaller or newer suppliers in public procurement may be unintentionally excluded due to supplier selection

procedures that primarily depend on pre-qualification criteria (Namagembe, 2021). This phenomenon has the ability to establish obstacles for prospective providers, so diminishing competition and constraining the range of vendors accessible. Insufficient supplier diversity can impede innovation within the public sector, since it may result in the exclusion of novel ideas and alternative solutions that can be provided by smaller or specialized providers. Additionally, a decrease in competition could potentially result in less advantageous pricing and terms for the public sector, so adversely affecting the perceived value for money.

#### Conceptual Framework.

A conceptual framework is a theoretical framework that provides a structure for understanding and analyzing a research topic (Kivunja, 2018). It consists of a set of interconnected concepts, variables, and relationships that guide the research design and analysis. In this particular study, the dependent variable is “Cost Reduction & Profitability” these are the variables that the research aims to understand and explain”, and the independent variable is “*procurement practices*”. Procurement practices refer to the methods, policies, and procedures employed by an organization or entity, in this case, the Sanyati Rural District Council, to acquire goods, services, or works from external suppliers or contractors.



*Fig 2:1 Illustration of the conceptual Framework for the Study.*

## 2.7 Chapter Summary.

The Chapter provided various literatures pertaining to the topic on the impact of procurement practices on cost reduction and profitability from various authors. The chapter also discussed the conceptual framework showing the relationship between the independent, dependent and mediating variable. The chapter also discussed theoretical literatures in relation to the study. The following chapter will look into the research methodologies employed by the researcher in the study.

## CHAPTER III

### RESEARCH METHODOLOGY

#### 3.0 Introduction.

This chapter provides an overview and elucidates the methodologies employed in the collection and analysis of data for research purposes. In this chapter, the researcher will elucidate their aim and problem statement, followed by a concise overview of their results, which are derived from the evidence gathered during the course of the inquiry. The utilization of a mixed-methodologies research technique, which integrates both quantitative and qualitative methods, would be quite advantageous in addressing this matter. In addition, this chapter will examine the study design, demographic and sample characteristics, sampling strategy, data collecting and processing methods, data analysis and presentation techniques, validity and reliability assessments, ethical issues, and a summary of the chapter.

#### 3.1 Research Paradigm.

The study utilized the positivism paradigm, which is distinguished by its objective and scientific research approach. The method puts a lot of weight on using real-world evidence, analyzing large amounts of data, and creating a structure of causes and effects between variables. Positivism tries to find basic rules and patterns that govern social events, focusing on things that can be seen and measured. It is the main idea behind the positivist paradigm that you can learn by measuring things objectively and observing things in the real world. Findings should be applicable to a wide range of situations, and it seeks to do just that.

To gather and evaluate data, positivists may use quantitative approaches like surveys or statistical analysis when analyzing how cost reduction and profitability is affected by procurement processes. This paradigm was utilized in the study for a multitude of reasons. There is a methodical and fair way to do research with the positivist paradigm. This makes sure that the conclusions are based on facts and not personal preferences. The utilization of quantitative data analysis in research enables the pursuit of generalizability, hence facilitating the applicability of findings to a broader context outside the confines of the individual case study. Additionally, collecting and analyzing quantitative data can be used to judge how well the public procurement process works.

### 3.2 Research Method.

A mixed research method was employed by the researcher in this study. The research methodology known as mixed-approach research involves the integration of qualitative and quantitative methodologies in order to provide a thorough understanding of a particular study subject according to (Creswell, 2018). This methodology has the potential to collect a broader spectrum of data and perspectives; yet, effectively integrating these two types of data necessitates much preparation and experience. The research uses qualitative approaches, such as interviews, to collect intricate and diverse perspectives, experiences, and insights from key individuals inside the local authorities. Qualitative data sources have the potential to shed light on complex circumstances that may not be comprehensively grasped through quantitative data. This is achieved by providing detailed insights into the challenges, perspectives, and distinct experiences of stakeholders. A mixed research method was used as it allows the triangulation of findings.

### 3.3 Research Design.

According to Thakur (2021), the research design encompasses the comprehensive methodology used to effectively integrate the several components of a study in a logical and cohesive manner, hence ensuring the successful resolution of the research problem. Additionally, it functions as a comprehensive framework for the procedures involved in data gathering, measurement, and analysis.

#### 3.3.1 Exploratory Research Design.

The exploratory research design is distinguished by its emphasis on investigating a relatively unknown or intricate subject matter, when there is a scarcity of current knowledge or comprehension. The objective is to acquire profound insights, formulate hypotheses, and cultivate a more profound comprehension of the research subject.

The justification for using the exploratory research design is that the researcher can learn about public sector organizations' viewpoints, experiences, and problems with procurement procedures and their effects on performance via qualitative approaches like focus groups, interviews, or case studies. The researcher is able to explore possible variables, mechanisms, and contextual elements that effect the impact thanks to the design's flexibility in data collecting and analysis.

### 3.4 Data Collection.

The collecting of data is an essential component of the research process, encompassing the acquisition and documentation of information for the purpose of analysis. Numerous academics have presented diverse interpretations and perspectives regarding the concept. Creswell (2014) defines data collection as a purposeful and methodical procedure for gathering data in order to investigate a specific research inquiry. The process entails gathering pertinent data from several sources, including surveys, interviews, observations, and pre-existing information. Yin (2014) posits that data collection encompasses the systematic acquisition of empirical data from various sources such as individuals, documents, participants, or the environment, with the aim of acquiring a deeper understanding of a particular research issue on the impact of procurement practices on cost reduction and profitability.

#### 3.4.1 Research Instruments.

A research instrument refers to a device or process utilized for the purpose of collecting data during the course of a study. A diverse range of research instruments is employed in academic research, including surveys, questionnaires, interviews, observations, existing data, and tests. These instruments have been purposefully designed to collect data in a methodical manner, ensuring consistency and objectivity in the research findings. In this study, a questionnaire was employed to gather data from participants.

#### 3.4.2 Research Questionnaire.

A questionnaire refers to a set of pre-established inquiries that are administered to individuals in order to obtain comprehensive information pertaining to the subject matter and gather their perspectives on the issues and other relevant factors. To maximize data collection from participants, the survey incorporated a combination of open-ended and closed-ended inquiries. The main advantages associated with completing a questionnaire encompass its cost-effectiveness and thorough coverage, its flexibility in accommodating the respondent's preferred speed, its anonymity, and its suitability for sensitive subjects. Moreover, conducting research for both small and large groups is not a challenging task. The personnel at Sanyati Rural District Council were given the research instruments.

#### 3.4.3 Structured Interviews.

According to Robson (1993), an interview can be defined as a structured interaction where the interviewer initiates the process with the intention of gathering pertinent information, while the

respondent directs their attention towards the content that aligns with the study aims of systematic description, prediction, or explanation. The researcher prepared a set of interview inquiries and conducted online interviews with the specific demography under investigation, consisting of individuals in managerial, directorial, and procurement roles. The outcomes of these interviews will be utilized to enlighten subsequent research.

Interviews were employed as a prevalent method of data collection, involving verbal interactions between the researcher and the study participant. Due to the comparatively greater response rate observed in interviews as opposed to postal inquiry, individuals who are blind or visually handicapped retain the ability to provide responses during an interview. To enhance their understanding, the interviewer may observe the nonverbal signs exhibited by the responder. Like a questionnaire, the interviewer has the ability to reorganize the questions in order to more effectively assess the respondent's level of freedom.

### 3.5 Target Population.

A population refers to the complete set of individuals or elements from whom you intend to make inferences. In the study conducted by Pritha Bhandari (2020), the concept of a research population is defined as a substantial assemblage of individuals or objects that serves as the primary subject of investigation in a scientific inquiry, as stated by Blakstad (2008). The researcher selected the managers, directors, and procurement, and other personnel of the organization as the population of interest. The total workforce consists of approximately 60 workers.

*Table 3:1 Target Population.*

Managers	6
Procurement	12
Administration personnel	8
Other	34
<b>TOTAL</b>	<b>60</b>

#### 3.5.1 Population Treatment.

Population treatment refers to a strategic approach or intervention aimed at administering a certain treatment or intervention to an entire population or a specific subgroup within a population, as

opposed to focusing on individual targets based on specified attributes or criteria. This is in opposition to the approach of personalized treatment, which focuses on addressing the unique characteristics or situations of individual patients. The process involves implementing a beneficial intervention on a whole population or a wide subset of that group, without the need for individual screenings or the use of specific eligibility criteria.

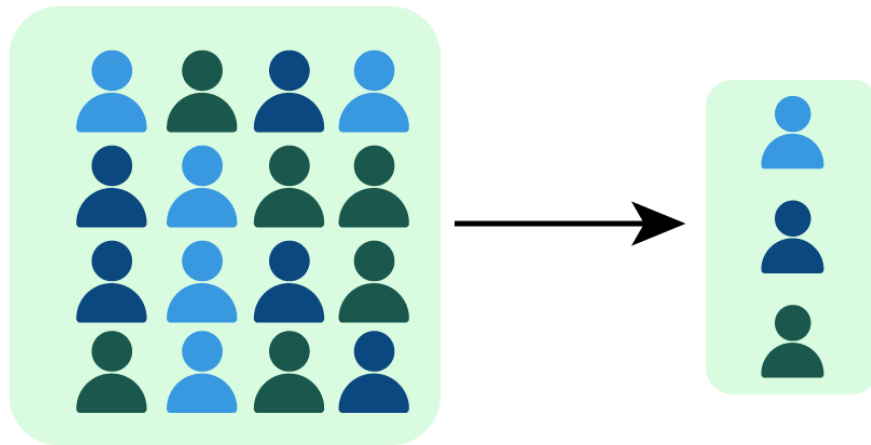
### 3.5.2 Sampling and Sampling Techniques.

The research employed a probability sampling methodology. Probability sampling is a sampling technique that entails the selection of a sample, or a subset of the population, using a completely random process (Kassiani, 2022). Probability sampling ensures that every research unit, such as a person, company, or organization, has an equal chance of being randomly selected. Each member of the population possesses a measurable and equivalent likelihood of being chosen for inclusion in the sample. In order to effectively employ random sampling, researchers must initially establish a sampling frame and subsequently employ a random selection process to choose samples from within such frame.

The researchers employed the Simple random sampling technique, ensuring that each participant in the study had an equal chance of being selected. A random selection of employees from Sanyati Rural District Council was made. The ease of determining the sampling error leads to a decrease in bias. The researcher opted to utilize the basic random sampling technique due to its simplicity and ease of implementation.



## Simple Random Sample



**Fig 3:1 Illustrating Random Sampling Technique.**

### 3.5.3 Determination of Sample Size.

The Raosoft Sample Size Calculator is an internet-based application designed to assist researchers in determining the appropriate sample size for their survey or research endeavor. In order to determine the appropriate sample size, several criteria are taken into account, such as the desired margin of error, the size of the population, and the distribution of responses. Researchers input the relevant data into the appropriate sections on the Raosoft Sample Size Calculator. The confidence level, typically expressed as a percentage (e.g., 95%), represents the desired level of certainty in the results. The margin of error represents the maximum allowable deviation between the estimated value obtained from a sample and the true value of the population. The sample size of 53 was determined using the Raosoft sample size calculator.

**Sample size calculator**

What margin of error can you accept? %  
5% is a common choice

What confidence level do you need? %  
Typical choices are 90%, 95%, or 99%

What is the population size?   
If you don't know, use 20000

What is the response distribution? %  
Leave this as 50%

Your recommended sample size is **53**

**Online surveys with Vovici have completion rates of 66%!**

**Alternate scenarios**

With a sample size of	<input type="text" value="100"/>	<input type="text" value="200"/>	<input type="text" value="300"/>	With a confidence level of	<input type="text" value="90"/>	<input type="text" value="95"/>	<input type="text" value="99"/>
Your margin of error would be	0.00%	0.00%	0.00%	Your sample size would need to be	50	53	56

**Save effort, save time. Conduct your survey online with Vovici.**

**More information**

If 50% of all the people in a population of 20000 people drink coffee in the morning, and if you were repeat the survey of 377 people ("Did you drink coffee this morning?") many times, then 95% of the time, your survey would

Fig 3.2: Determining the sample size using the Raosoft Calculator.

### 3.6 Data Sources.

(Kitchenin,2019) defines a data set as a thorough compilation of a specific quantity. Research utilizes two types of data sources: primary data and secondary data. Primary data refers to data that have not been previously collected and were individually gathered by an investigator with a specific objective in mind. The primary data sources for this research would involve collecting information directly from the Sanyati Rural District Council. This can include conducting interviews with procurement managers, finance personnel, and other relevant stakeholders to understand their perspectives on the procurement practices, cost reduction efforts, and profitability performance. The secondary data sources for this research can include the following, financial records and reports of the Sanyati Rural District Council, such as income statements, balance sheets, and cash flow statements, to analyze the organization's financial performance and profitability trends. Procurement policies, procedures, and guidelines of the Sanyati Rural District Council to understand the existing procurement practices and frameworks.

One advantage of engaging in primary research is the ability to acquire current and relevant material that is specifically designed to align with the predetermined objectives of the study. Self-administered questionnaires are employed to gather primary data due to their ability to provide greater control over data correctness and the capacity to make inferences based on the data.

### 3.7 Analysis and Analysis of Data.

The researcher employed metadata analysis for the investigation. The utilization of metadata analysis is employed in the execution of basic graphing analysis, which serves as the fundamental basis for quantitative data analysis (Trochim, 2016). Statistical figures are employed in these analysis processes to visually represent the essential characteristics of the data under investigation and examination. In chapter 4, I employed EXCEL to summarize and quantify a sample. To analyze the data, I utilized tables, bar graphs, and pie charts.

### 3.8 Assessment of Data Validity and Reliability

#### 3.8.1 Reliability.

(Babbie,2016) defines reliability as the extent to which a particular approach may be repeatedly applied to an object and consistently yield same outcomes. This phrase refers to the extent to which an instrument or procedure demonstrates consistency. Based on the theoretical framework proposed by (Mark Hughes,2016), a state of high reliability is achieved when multiple independent measurements of a given phenomenon yield consistent or nearly identical outcomes. In this specific study, the researcher employed a comprehensive assessment to mitigate the influence of multiple alternatives. Various individuals were posed with identical inquiries during interviews, although due to their respective roles and positions, decisions were rendered and attention was directed in distinct ways, leading to nearly identical outcomes. The frequent overlap of information spaces enables producers to evaluate data collected from previous guided interviews, hence facilitating the progress of consistent quality development. During this period, the researcher shifted conflicting comments on related topics from previous inquiries to new ones, and subsequently altered each set of forthcoming inquiry questions based on observations made during earlier interviews. The participants were given the choice to maintain the confidentiality of the interviews, and no sensitive topics were raised during the talks.

#### 3.8.2 Validity

Validity is the extent to which an instrument accurately measures and performs as intended, based on its intended purpose. The duration of realistically useable validity is often defined in degrees due to the extremely rare, if not practically incomprehensible, occurrence of the instrument being entirely legitimate. The process of gathering data and doing research on the survey instrument's dependability are integral aspects of the check interaction. A diverse range of tests and empirical

measurements can be employed to assess the efficacy of quantitative instruments. Typically, the researcher would initially assess the reliability of their investigative instruments by doing a pilot study. The determination of the entire population was hindered by limitations of time. The author obtained comprehensive demographic data through the utilization of a questionnaire, which served as a reliable study instrument.

### 3.8.3 Ethical Considerations.

Research ethics pertains to the examination of studies that involve human participants or subjects, giving rise to significant ethical, legal, social, and political considerations. The research focuses on the ethical dilemmas that emerge when individuals participate in exploration as members. The researcher has exhibited research ethics through the implementation of the following actions

Prior to commencing any research, it is imperative for the investigator to obtain the agreement of any individuals or entrepreneurs who express interest in participating in the study. The author demonstrated a commitment to objectivity in various elements of the research, such as the experimental design, data analysis, data interpretation, peer survey, staff selection, award formulation, master testimony, and other relevant areas. Honesty is essential for obtaining informed consent, since it enables individuals to exercise their rights to equality, decency, and informed consent. The acquisition of informed consent necessitates the presence of veracity.

In relation to those who are considered vulnerable, such as the old, the young, the crippled, or those with intellectual impairments, they possess the right, based on principles of human dignity, conscientiousness, and rationality, to receive exceptional protection from instances of misuse, segregation, deception, or abuse. This encompasses individuals of various age groups, disabilities, and intellectual abilities. Within the framework of the study, it was deemed necessary to uphold moral obligations towards individuals who are vulnerable, and specific measures were employed to safeguard their interests.

## **3.9 Summary of Chapter**

The chapter delineated the diverse methodologies adopted by the researcher for data collection. It emphasized the research paradigm, namely positivism, and elaborated on the research method and design utilized. The study also addressed the target population residing in Sanyati Rural District Council, along with the research equipment employed for data collection. The determination of

sample size was also stated, utilizing the Rao-soft calculator. The next chapter will look into the presentation and analysis of findings.

## CHAPTER IV

### DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.0 Introduction

This section provides a summary and analysis of the research findings. The data obtained from university staff members is displayed in tables and narrative format, organized chronologically. Questionnaires were distributed to gather quantitative data. Through the utilization of descriptive and inferential statistics, this chapter scrutinizes the data. Following data analysis and inference drawing, this section presents conclusions.

#### 4.1 Response rate

Table 4. 1 Response Rate

The response rate information was compiled and displayed as follows:

	<b>Administered</b>	<b>Returned</b>	<b>Unreturned</b>
Count	53	45	8
Frequency	100.0%	84.91%	15.09%

Source: Primary data

In the Sanyati Rural District Council, 53 questionnaires were distributed to participants involved in the case study. Out of these, only 8 questionnaires were not returned, resulting in a total of 45 returned questionnaires. According to Saunders et al. (2007), an acceptable response rate typically falls within the range of 41% to 100%. With a response rate of 84.91% as mentioned earlier, this falls within the acceptable range, indicating that the data collected is reliable and valid for analysis.

#### 4.2 Respondents' personal details

The characteristics of the sample participants were considered and examined. The outcomes of this analysis are detailed in Table 4.2 below.

Table 4. 2 Respondents' Personal Details

<b>Variable</b>		<b>Count</b>	<b>Frequency</b>
<b>Gender</b>	Male	31	68.89%
	Female	14	31.11%
<b>Age</b>	21 to 40 years	17	37.78%
	41 to 60 years	19	42.22%
	Above 61 years	9	20.00%
<b>Work Experience</b>	0 to 5 years	10	22.22%
	6 to 10 years	16	35.56%
	11 to 15 years	13	28.89%
	16 years and above	6	13.33%
<b>Group of staff</b>	Procurement officer	4	8.89%
	Administrators	3	6.67%
	Regional coordinator	1	22.22%
	Manager	7	15.56%
	Employees	30	66.67%
<b>Qualifications</b>	O/A level	25	55.56%
	Diploma/ Bachelor's degree	11	24.44%
	Masters' degree	7	15.56% %
	PhD	2	4.44%
<b>Religion</b>	Christianity	45	100.0%
	Islam	0	0.00%
	Hinduism	0	0.00%
	Other	0	0.00%

Source: Primary data

(n=45)

The provided table, Table 4.2, presents a comprehensive overview of the personal details of the respondents in the study. The characteristics of the sample participants were carefully examined. Regarding gender, the study included 45 respondents, with 31 (68.89%) being male and 14

(31.11%) being female. This indicates a higher representation of male participants in the study. The age distribution of the respondents shows that 17 (37.78%) fell within the 21 to 40 years range, 19 (42.22%) were aged between 41 and 60 years, and 9 (20.00%) were above 61 years old. The majority of participants were in the middle age range of 41 to 60 years. Work experience was another important variable considered. Out of the total respondents, 10 (22.22%) had 0 to 5 years of experience, 16 (35.56%) had 6 to 10 years, 13 (28.89%) had 11 to 15 years, and 6 (13.33%) had 16 years and above. The largest group had a work experience between 6 and 10 years. In terms of the group of staff, the study mainly consisted of procurement officers, with 40 (89.9%) respondents belonging to this category. There were also 3 (6.67%) administrators, 1 (2.22%) regional coordinator, 7 (15.56%) managers, and 35 (77.78%) employees. Procurement officers and employees constituted the major groups in the study. The respondents' qualifications were also examined, with 25 (55.56%) having O/A level qualifications, 11 (24.44%) possessing diploma/bachelor's degrees, 7 (15.56%) holding master's degrees, and 2 (4.44%) having PhD qualifications. The majority of the respondents had O/A level qualifications. Regarding religion, all 45 respondents identified as Christians, accounting for 100% of the sample. There were no participants from other religious backgrounds such as Islam, Hinduism, or other religions. These details contribute to understanding the demographic composition and professional profiles of the sample, enabling further analysis and interpretation of the study's findings.

### 4.3 Reliability and Validity

#### 4.3.1 Reliability

Cronbach's Alpha was employed to assess the reliability of both the instrument and the measured variables. When the Cronbach's Alpha coefficient approaches 1, it signifies that the measurement instrument is dependable and the variables being measured exhibit strong internal consistency.

Table 4. 3.1 Reliability Analysis

Construct	Measurement Item	Cronbach Alpha
Competitive bidding	4	0.815
Framework agreements	3	0.926
Supplier selection procedures	5	0.739



Procurement staff competence	4	0.841
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**Source: Case study data (n=45)**

Table 4.3 presents the results of the reliability analysis conducted using Cronbach's Alpha coefficient. The table includes four constructs: competitive bidding, framework agreements, supplier selection procedures, and procurement staff competence. For competitive bidding, the coefficient is 0.815, indicating a reasonably high level of reliability. Framework agreements demonstrate a high level of reliability with a coefficient of 0.926. Supplier selection procedures show a moderate level of reliability with a coefficient of 0.739. Procurement staff competence exhibits high reliability with a coefficient of 0.841. The reliability analysis suggests that the measurement items within the constructs of competitive bidding, framework agreements, supplier selection procedures, and procurement staff competence are internally consistent and reliable in measuring the intended concepts.

#### 4.3.2 Validity Analysis

In order to conduct a validity analysis, content validity was measured. As can be seen in the following table 4.4.

**Table 4. 3.2 Content validity**

Rates	Total Items	Valid Items	Fraction
1	15	8	0.82
2	15	7	0.79
3	15	12	0.91
4	15	8	0.87
5	15	10	0.88
<b>CVI</b>	<b>15</b>		<b>0.85</b>

**Source: Case Study data**

Table 4.3.2 provides an overview of the ratings given by different rates for the total number of items in the instrument. The table displays the number of rates (from 1 to 5) and the corresponding total number of items rated. Additionally, it indicates the number of valid items identified by each rate,

and the fraction of valid items based on the total number of items. Based on the content validity

analysis, the instrument demonstrates a moderate to high level of content validity, as indicated by a CVI of 0.85. This suggests that the instrument effectively measures the intended content and concepts.

#### 4.4 Efficiency of current procurement processes.

This section focuses on the efficiency of current procurement processes within the organization. The procurement function plays a crucial role in organizations, as it involves acquiring goods and services to meet the organization's needs while ensuring efficiency and cost-effectiveness. Understanding the perceptions and evaluations of procurement practices is essential for organizations to identify areas of improvement and enhance their procurement strategies. In this context, Table 4.5 presents the mean scores and standard deviations for various procurement processes.

**Table 4. 4 Efficiency of the current Procurement processes.**

<b>Measurement Item</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Mean response</b>
Increase efficiency and cost effectiveness	3.21	1.52	Neutral
Improved quality of services	3.42	1.52	Neutral
Enhances transparency and accountability	4.23	1.18	Agree
stimulates creativity and innovation	3.74	1.23	Slightly agree
<b>Overall mean</b>	<b>3.65</b>	<b>1.36</b>	<b>Slightly agree</b>

**Source: Primary data**

**(n=45)**

Table 4.5 provides an overview of the mean scores, standard deviations, and mean responses. The mean score represents the average rating given by respondents, while the standard deviation indicates the dispersion of responses around the mean.

The mean score for the current procurement practices increases efficiency and cost-effectiveness of current procurement processes (EPP1) is 3.21, indicating a neutral perception. This suggests that respondents neither strongly agree nor strongly disagree with the efficiency and cost-effectiveness of the current procurement processes. Similarly, the mean score for the improvement of quality of services provided by the procurement department (EPP2) is 3.42, also reflecting a neutral perception. However, for the aspect of enhancing transparency and accountability (EPP3), the mean score is 4.23, indicating an agreement among respondents. This suggests that the organization's procurement processes are generally perceived to be effective in enhancing transparency and accountability. Regarding the ability of procurement practices to stimulate creativity and innovation (EPP4), the mean score is 3.74, indicating a slightly agreeable perception. This suggests that respondents have a moderately positive view of the procurement practices in terms of their ability to foster creativity and innovation within the organization. The overall mean score for the efficiency of current procurement processes is 3.65, representing a slightly agreeable perception. This indicates that, on average, respondents tend to view the efficiency of the organization's procurement practices positively, albeit with a moderate level of agreement.

Efficient and cost-effective procurement processes are essential for organizations to maximize the value obtained from their procurement activities. This includes factors such as streamlined procedures, minimized transaction costs, and effective utilization of resources (Croom et al., 2005). The quality of services provided by the procurement department, such as timely delivery, responsiveness to needs, and overall customer satisfaction, is another important aspect that can impact the organization's overall performance (Ferguson et al., 2008). Enhancing transparency and accountability in procurement is crucial for building trust, ensuring fairness, and mitigating the risk of fraud or corruption. Effective procurement processes that prioritize transparency and accountability can contribute to the organization's reputation and compliance with relevant regulations (Ho et al., 2012).

The ability of procurement practices to stimulate creativity and innovation can be beneficial for the organization in terms of identifying new solutions, exploring alternative sourcing options, and fostering a culture of continuous improvement. Procurement staff competence and the integration of innovative technologies can play a significant role in this aspect (Carr and Pearson, 2002).

4.5 The key procurement challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals.

This section focuses on the key procurement challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals at the Sanyati Rural District Council. In this context, the table below presents mean scores and standard deviations for specific measurement items, providing insights into the challenges at the Sanyati Rural District Council.

**Table 4.5 key procurement challenges faced.**

<b>Measurement Item</b>	<b>Mean</b>	<b>Standard Deviation</b>	
Limited access to competitive suppliers	3.89	0.78	Slightly agree
Lack of procurement expertise	4.11	0.91	Agree
Inadequate infrastructure	4.18	0.66	Agree
Budget constraints	4.00	0.84	Agree
Compliance with regulations	4.11	1.01	Agree
<b>Overall mean</b>	<b>4.06</b>	<b>0.84</b>	<b>Agree</b>

**Source: Primary data**

**(n=45)**

The mean score for the challenge of limited access to competitive suppliers (LCS) is 3.89, indicating a slightly agreeable perception. This suggests that the stakeholders at the Sanyati Rural District Council perceive limited access to competitive suppliers as a moderate challenge in achieving their cost reduction and profitability goals. The standard deviation of 0.78 indicates a relatively low variability in the responses, suggesting a higher level of agreement among the stakeholders regarding this challenge. The mean score for the lack of procurement expertise (LPE) is 4.11, indicating an agreeable perception. This implies that the stakeholders agree that the lack of procurement expertise within the Sanyati Rural District Council is a significant challenge in achieving cost reduction and profitability goals. The standard deviation of 0.91 suggests a slightly higher variability in the responses, indicating that there may be some diversity in the stakeholders' perceptions of this challenge.

The mean score for the challenge of inadequate infrastructure (II) is 4.18, indicating an agreeable perception. This suggests that the stakeholders strongly believe that the lack of adequate infrastructure within the Sanyati Rural District Council is a significant obstacle in achieving cost reduction and profitability goals. The standard deviation of 0.66 is relatively low, indicating a high level of agreement among the stakeholders regarding this challenge. The mean score for budget constraints (BC) is 4.00, indicating an agreeable perception. This suggests that the stakeholders agree that the budget constraints faced by the Sanyati Rural District Council are a significant challenge in achieving their cost reduction and profitability goals. The standard deviation of 0.84 indicates a moderate level of variability in the responses, implying that there may be some diversity in the stakeholders' perceptions of this challenge.

The mean score for the challenge of compliance with regulations (CR) is 4.11, indicating an agreeable perception. This implies that the stakeholders agree that the need to comply with various regulations is a significant challenge for the Sanyati Rural District Council in achieving cost reduction and profitability goals. The standard deviation of 1.01 suggests a relatively higher variability in the responses, indicating that there may be a wider range of perceptions among the stakeholders regarding this challenge. Overall, the mean score for the key procurement challenges faced by the Sanyati Rural District Council in achieving cost reduction and profitability goals is 4.06, indicating an overall agreeable perception. The standard deviation of 0.84 suggests a moderate level of variability in the responses, implying that there may be some diversity in the

stakeholders' perceptions of the various challenges. These findings highlight the need for the Sanyati Rural District Council to address these key procurement challenges to improve their cost reduction and profitability performance

#### 4. 6 procurement strategies to enhance cost reduction and improve profitability within Sanyati Rural District Council.

This study examines the procurement strategies to enhance cost reduction and improve profitability within Sanyati Rural District Council. Table 4.6 presents the mean scores and standard deviations for various measurement items.

**Table 4. 4 Procurement strategies.**

<b>Measurement Item</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Mean response</b>
Vendor Consolidation	4.00	0.71	Agree
Strategic Sourcing	4.00	0.65	Agree
Contract Management:	4.16	0.78	Agree
Green Procurement	2.95	1.16	Neutral
Performance-Based Contracts	4.11	0.91	Agree
<b>Overall mean</b>	<b>3.84</b>	<b>0.64</b>	<b>Slightly agree</b>

**Source: Primary data**

**(n=45)**

The findings presented in the data show that respondents generally had a positive perception of the various procurement strategies utilized by the Sanyati Rural District Council (SRDC). With a mean score of 4.00 and a standard deviation of 0.71, respondents expressed an agreeable perception regarding the impact of vendor consolidation. This suggests that the SRDC was able to leverage vendor consolidation to achieve cost savings, negotiate better prices, and improve the overall financial performance of the organization. The data also indicates an agreeable perception

towards the use of strategic sourcing, with a mean score of 4.00 and a standard deviation of 0.65. This implies that the SRDC's strategic sourcing efforts were effective in streamlining procurement processes, enhancing communication with suppliers, and ultimately improving operational efficiency.

In terms of contract management, respondents demonstrated an agreeable perception, with a mean score of 4.16 and a standard deviation of 0.78. This suggests that the SRDC's contract management practices contributed to improved supplier performance, service delivery, and customer satisfaction, thereby enhancing the overall performance of the organization. The findings regarding green procurement, however, showed a more neutral perception, with a mean score of 2.95 and a standard deviation of 1.16. This indicates that there were varying experiences and opinions among the respondents about the SRDC's efforts to incorporate sustainability and environmentally-friendly practices into its procurement activities. Respondents expressed an agreeable perception towards the use of performance-based contracts, with a mean score of 4.11 and a standard deviation of 0.91. This suggests that the SRDC's implementation of performance-based contracts facilitated adherence to regulations, ensured transparency in procurement processes, and promoted ethical practices, ultimately contributing to the council's overall performance.

The overall mean score of 3.84, with a standard deviation of 0.64, reflects a slightly agreeable perception among the respondents regarding the effectiveness of the SRDC's procurement strategies in enhancing cost reduction and improving profitability. This indicates that, on average, the respondents recognized the positive impact of the council's procurement initiatives, including vendor consolidation, strategic sourcing, contract management, and performance-based contracts, in achieving their organizational objectives.

#### 4.7.0 Correlation Analysis

Researcher employed Pearson's correlation coefficient, a statistical method, to examine the relationship between variables. Pearson's correlation coefficient, also known as Pearson's  $r$ , measures the strength and direction of the linear relationship between two continuous variables. It provides a numerical value ranging from -1 to +1, where +1 represents a perfect positive linear relationship, -1 indicates a perfect negative linear relationship, and 0 suggests no linear relationship between the variables. The coefficient is calculated by dividing the covariance of the variables by the product of their standard deviations. It is important to note that Pearson's correlation is sensitive

to outliers and assumes a linear relationship between the variables. In this study, the researcher employed Pearson's correlation coefficient to test the research hypothesis.

#### 4.7.1 The relationship between procurement process and public sector performance at Sanyati Rural District Council.

The study examines the relationship between procurement process and public sector performance at Sanyati Rural District Council. Competitive bidding is a widely adopted procurement practice in the public sector, and understanding its influence on organizational performance is crucial for improving the efficiency and effectiveness of public service delivery.

**Table 4.9.1. The relationship between Competitive bidding and Rural district council performance**

		Procurement process	Rural district council performance
Procurement process	Pearson Correlation	1	.852**
	Sig. (2-tailed)		.03
Rural district council performance	Pearson Correlation	.852**	1
	Sig. (2-tailed)	.03	
	N	45	45

**\*\*.** Correlation is significant at the 0.03 level (2-tailed).

*a. Dependent Variable: Rural district council performance*

*b. Predictors: (Constant), Procurement process*

**Source: Primary data, SPSS 20**

The study investigated the relationship between the procurement process and public sector performance at Sanyati Rural District Council, with a focus on competitive bidding as a key procurement practice. The results show a statistically significant positive correlation between



procurement process and rural district council performance ( $r = .852, p < .03$ ). This indicates that as procurement process increases, rural district council performance also improves. The correlation is strong and significant, suggesting that procurement process has a substantial influence on organizational performance. The findings imply that adopting procurement in the procurement process can enhance the efficiency and effectiveness of public service delivery at Sanyati Rural District Council.

4.7.2 The effect of challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals.

This study examines the challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals. Specifically, it investigates the relationship between these challenges and SRDC performance. The findings are based on primary data collected and analyzed using SPSS 20. Table 4.7.2 presents the results of the Pearson correlation analysis, exploring the association between Challenges faced and SRDC performance.

**Table 4.9.2. The effect of challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals.**

		Challenges faced	RDC performance
Challenges faced	Pearson Correlation	1	-.451**
	Sig. (2-tailed)		.01
RDC performance	Pearson Correlation	-.451**	1
	Sig. (2-tailed)	.01	
	N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

a. *Dependent Variable: RDC performance*

b. *Predictors: (Constant), Challenges faced*

**Source: Primary data, SPSS 20**

The results in Table 4.9.2 reveal a significant negative correlation between the challenges faced by Sanyati Rural District Council (SRDC) and their performance in achieving cost reduction and profitability goals. The Pearson correlation coefficient of  $-.451$  indicates that as the challenges faced by SRDC increase, their performance in achieving cost reduction and profitability goals decreases. This correlation is statistically significant at the 0.01 level, indicating a strong relationship between the challenges faced and SRDC's performance. The results suggest that the challenges faced by SRDC, such as inefficiencies in procurement processes, lack of resources, or inadequate infrastructure, among others, have a detrimental impact on their ability to achieve cost reduction and profitability goals.

4.7.3 The relationship between procurement strategies and Sanyati Rural District Council performance.

This study investigates the procurement strategies to enhance cost reduction and improve profitability within Sanyati Rural District Council. Specifically, it examines the relationship between procurement strategies and SRDC performance. The analysis utilizes the Pearson correlation test to analyse the data. Table 4.7.3 presents the results of the two-variable analysis, providing insights into the association between procurement strategies and SRDC performance.

**Table 4.7.3. The relationship between procurement strategies and Sanyati Rural District Council performance.**

		Procurement strategies	RDC performance
Procurement strategies	Pearson Correlation	1	.724**
	Sig. (2-tailed)		.001
RDC performance	Pearson Correlation	.724**	1
	Sig. (2-tailed)	.001	

	N	45	45
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**\*\*.** Correlation is significant at the 0.001 level (2-tailed).

*a. Dependent Variable: Financial performance*

*b. Predictors: (Constant), Procurement strategies*

**Source: Primary data, SPSS 20**

The study examined the relationship between procurement strategies and Sanyati Rural District Council (SRDC) performance, with a focus on enhancing cost reduction and profitability. The results show a strong positive correlation between procurement strategies and SRDC performance ( $r = .724, p < .001$ ). This indicates that as effective procurement strategies are implemented, SRDC's performance improves significantly. The correlation is statistically significant at the 0.001 level, highlighting the importance of procurement strategies in achieving cost reduction and profitability goals. The findings suggest that SRDC can enhance their performance by adopting effective procurement strategies, such as strategic sourcing, contract management, and supplier development

#### 4.9 Chapter Summary

In various sections of this chapter, the main aim was to analyse and present the collected data to achieve the research objectives and address the research inquiries. The demographic information of the participants was gathered, and aspects such as sample size, questionnaire validity, and reliability were assessed. Descriptive statistics, including frequencies, means, and standard deviations, were employed to describe the constructs and measurement items. Pearson's hypothesis testing method was utilized to illustrate the correlation between the variables. The results were presented in tables. The concluding chapter of the research will summarize the findings, draw conclusions, explore implications, and provide recommendations for future research.

## CHAPTER V

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

The previous chapter provided the results of the study collected in the study. This chapter will look into the summary of key findings, recommendations as well as the areas of further research to other scholars that wish to study further.

#### 5.1 Summary.

The study focused on studying the impact of procurement practices on cost reduction and profitability within Sanyati Rural District Council. Which also aimed at answering the following research objectives “To evaluate the efficiency of current procurement processes within Sanyati Rural District Council, to identify key procurement challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals and to recommend specific procurement strategies to enhance cost reduction and improve profitability within Sanyati Rural District Council. The study utilized the positivism paradigm. A mixed research method was employed by the researcher in this study. The research methodology known as mixed-approach research involves the integration of qualitative and quantitative methodologies in order to provide a thorough understanding of the topic under study. The researcher also collected data using questionnaires and interviews. With a sample workforce consisting of approximately 53 workers. The researchers employed the Simple random sampling technique, ensuring that each participant in the study had an equal chance of being selected.

#### 5.2 Conclusions.

5.2.1 To evaluate the efficiency of current procurement processes within Sanyati Rural District Council.

According to the results, the general consensus on the effectiveness of the Sanyati Rural District Council's (SRDC) present procurement procedures is that respondents view them as quite agreeable, with a mean score of 3.65.

Both the present procurement processes' efficiency and cost-effectiveness (EPP1, mean = 3.21) and the procurement department's efforts to improve the quality of services offered (EPP2, mean = 3.42) were perceived by respondents as having a neutral affect. Even if the respondents weren't very enthusiastic about how efficient these parts are, it seems like they could be better. On the other hand, when asked about the procurement processes' capacity to increase openness and responsibility, respondents were generally in agreement (EPP3, mean = 4.23). This suggests that, on the whole, the SRDC's procurement policies are successful in encouraging openness and responsibility among staff members. Also, when asked about the procurement processes' capacity to inspire new ideas and approaches, respondents were somewhat in agreement (EPP4, mean = 3.74). This provides evidence that the procurement procedures do a decent job of encouraging an innovative and creative spirit among SRDC employees.

5.2.2 To identify key procurement challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals.

For the Sanyati Rural District Council, it is evident that limited access to competitive suppliers, a lack of procurement expertise, inadequate infrastructure, budget constraints, and compliance with regulations are significant obstacles in the way of achieving cost reduction and profitability goals. This is based on an analysis of the key procurement challenges that the council faces.

5.2.3 To recommend specific procurement strategies to enhance cost reduction and improve profitability within Sanyati Rural District Council.

With an overall mean score of 3.84, respondents had a slightly agreeable perception of the effectiveness of the Sanyati Rural District Council's (SRDC) procurement strategies in enhancing cost reduction and improving profitability, according to the presented findings. Respondents viewed the effects of strategic sourcing, vendor consolidation, contract management, and performance-based contracts favorably (mean = 4.00, standard deviation = 0.71, mean = 4.00, standard deviation = 0.65, mean = 4.16, standard deviation = 0.78, mean = 4.11, standard deviation

= 0.91). Results like these show that the SRDC was able to save money, work more efficiently, and perform better as an organization thanks to these procurement practices. The majority of respondents (mean=2.95, standard deviation=1.16) were ambivalent about the SRDC's attempts to implement green procurement procedures. This suggests that respondents' perspectives and experiences with the council's sustainability efforts in the procurement process varied.

### 5.3 Recommendations

5.3.1 To evaluate the efficiency of current procurement processes within Sanyati Rural District Council.

1. The SRDC management should review and optimize the current procurement processes to enhance their efficiency and cost-effectiveness. This could involve streamlining procedures, reducing transaction costs, and improving resource utilization. The procurement department should be responsible for implementing these improvements.
2. The SRDC should continue to strengthen its efforts in enhancing transparency and accountability within the procurement function. This can be achieved through regular audits, clear communication of procurement policies, and the implementation of robust internal control mechanisms. The Finance and Audit Committees should oversee and monitor these initiatives.
3. The SRDC should explore ways to further stimulate creativity and innovation within the procurement department. This may include providing training and development opportunities, encouraging employee engagement, and fostering a culture of continuous improvement. The Human Resources department, in collaboration with the Procurement Manager, should be responsible for implementing these recommendations.

5.3.2 To identify key procurement challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals.

#### **1. Enhancing Supplier Relationships.**

Sanyati District Council should focus on building strong relationships with existing suppliers while actively seeking out new, competitive suppliers. The Procurement Manager should oversee the development of a supplier management strategy to improve access to a wider range of suppliers and negotiate better terms for the council.

## **2. Investing in Procurement Training.**

The Council should invest in training programs to enhance the procurement skills and expertise of staff members. The Human Resources Manager should collaborate with the Procurement Manager to identify training needs and implement relevant programs to build a competent procurement team within the council.

## **3. Infrastructure Improvement Plan.**

The District Council should develop a comprehensive plan to address and improve the existing infrastructure challenges. This plan should outline priority areas for investment and establish a budget allocation strategy to ensure timely improvements.

## **4. Regulatory Compliance Framework.**

The company should work closely with the Procurement Manager to establish a robust regulatory compliance framework. This framework should outline necessary steps to ensure adherence to procurement regulations and standards, reducing the risk of non-compliance penalties and delays in procurement processes.

5.3.3 To recommend specific procurement strategies to enhance cost reduction and improve profitability within Sanyati Rural District Council.

1. The SRDC should continue to prioritize and expand its vendor consolidation efforts, as the findings suggest this strategy has been effective in generating cost savings and improving profitability. The Procurement Manager, in collaboration with the Finance department, should be responsible for identifying additional opportunities for vendor consolidation and negotiating favorable terms with suppliers.
2. The SRDC should further strengthen its strategic sourcing practices by enhancing collaboration with key suppliers, improving communication channels, and fostering a culture of continuous improvement. The Procurement Manager, in partnership with the Operations department, should be responsible for implementing these enhancements to strategic sourcing.
3. The SRDC should review and optimize its contract management processes to ensure they continue to contribute to improved supplier performance, service delivery, and customer satisfaction. The Legal and Compliance department, in coordination with the Procurement

Manager, should be responsible for regularly reviewing and updating the council's contract management practices.

#### 5.4 Areas of Further Research

There are other domains of future investigation that might enhance our comprehension of the influence of procurement methods on the performance of the public sector, with a specific emphasis on the case of Sanyati Rural District Council (SRDC). To get insights into improving procurement methods, researchers can address the following objectives, which will throw light on crucial variables that influence SRDC's performance outcomes. Future studies should investigate the effects of competitive bidding on the performance of SRDC. This would entail evaluating the efficiency of competitive bidding procedures in terms of cost reduction, quality of acquired goods and services, and overall cost-effectiveness. Furthermore, conducting an examination into the impact of elements such as bid assessment criteria, transparency, and fairness in the bidding process on SRDC's performance outcomes will yield significant insights. Additional research is required to investigate the impact of framework agreements on the performance of SRDC. This would entail examining the impact of framework agreements on the efficiency of procurement, management of suppliers, and overall cost-effectiveness. In addition, doing an analysis of the effects of variables such as the flexibility of contracts, the evaluation of supplier performance within the framework, and the utilization of economies of scale would enhance our comprehension of the advantages and difficulties linked to framework agreements. Future research should also prioritize evaluating the influence of supplier selection procedures on the performance of SRDC. This would entail assessing the efficacy of supplier prequalification procedures, evaluation standards, and supplier performance monitoring methods in guaranteeing the choice of competent and dependable suppliers. An examination of the correlation between supplier selection processes and SRDC's capacity to achieve punctual delivery, cost management, and quality benchmarks will yield significant insights for enhancing procurement outcomes.



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## APPENDIX 1

### QUESTIONNAIRE COVER LETTER



**Dear Participants**

#### **Request for participation on student's questionnaire**

My name is Plaxedes Everyson a student at Bindura University. As part of my academic research, I am conducting a study on the impact of procurement practices on cost reduction and profitability on local authorities. I am reaching out to you to kindly request your participation by completing a questionnaire related to this topic. Your responses will be treated with the utmost confidentiality and will only be used for research purposes.

Participation in this questionnaire is voluntary and you have the right to withdraw at any time. Your decision to participate or not will not have any impact on your relationship with Sanyati Rural District Council or any associated entities. The questionnaire will take approximately 15-20 minutes to complete. It is recommended to complete the questionnaire in one sitting to ensure the accuracy and completeness of your responses. If you have any questions or concerns regarding the questionnaire or the research study, please feel free to contact me on 0778 577 591.

Once again, I extend my sincere gratitude for considering participation in this research.

Thank you for your time and support.

Yours sincerely

**Everyson Plaxedes**

**APPENDIX I: QUESTIONNAIRE**

***PLEASE NOTE THAT THE INFORMATION PROVIDED BY YOU IN THIS RESEARCH  
WILL BE TREATED AS CONFIDENTIAL***

**Instructions to the respondents**

- i. Place a tick in the answer box.

**SECTION A: SOCIO-DEMOGRAPHIC PROFILE OF RESPONDENT.**

1. Sex of respondent?

Male  Female

2. Age Group?

20-29  30-39  40-49  50-59  60+

3. What is your current level of education?

O level  A level  Tertiary  Masters/PHD

5. What is your age of experience

1-4 years  5-9 years  10+ years

6. What position are you in?

(a) Managers

b) Procurement

c) Administration personnel

d) Other.

**SECTION B: To evaluate the efficiency of current procurement processes within Sanyati Rural District Council.**

- 1 Please rate how much you agree or disagree with each of the following statements in the table, where **SA = Strongly Agree (5), A = Agree (4), N = Neutral (3), D = Disagree (2) and SD = Strongly Disagree (1)**

Code	Measurement Item	1	2	3	4	5
CCB1	efficiency and cost effectiveness					
CCB2	quality of services					
CCB3	enhances transparency and accountability					
CCB4	stimulates creativity and innovation					
CCB5	encourages collaboration and partnerships					

**SECTION C: key procurement challenges faced by Sanyati Rural District Council in achieving cost reduction and profitability goals.**

- 2 Please describe the influence of framework agreements on SRDC performance by rating how much you agree or disagree with each of the following, where **SA = Strongly Agree (5), A = Agree (4), N = Neutral (3), D = Disagree (2), and SD = Strongly Disagree (1)**

Code	Measurement Item	1	2	3	4	5
DFA1	Limited access to competitive suppliers					
DFA2	Lack of procurement expertise					
DFA3	Inadequate infrastructure					
DFA4	Budget constraints					
DFA5	Compliance with regulations					

**SECTION D: Specific procurement strategies to enhance cost reduction and improve profitability within Sanyati Rural District Council.**

Please rate how much you agree or disagree with each of the following statements in the table, where **SA = Strongly Agree (5)**, **A = Agree (4)**, **N = Neutral (3)**, **D = Disagree (2)** and **SD = Strongly Disagree (1)**

<b>Code</b>	<b>Measurement Item</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>DSS1</b>	Vendor Consolidation					
<b>DSS2</b>	Strategic Sourcing					
<b>DSS3</b>	Contract Management:					
<b>DSS4</b>	Green Procurement					
<b>DSS5</b>	Performance-Based Contracts					



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**BINDURA UNIVERSITY OF SCIENCE EDUCATION  
FACULTY OF COMMERCE  
ECONOMICS DEPARTMENT**

**RESEARCH SUPERVISION PROGRESS REPORT**

**STUDENT'S NAME: PLAXEDED EVERYSON REG. NUMBER: B201954B**

**DISSERTATION SUPERVISOR: MRS DUBE PROGRAMME: PURCHASING AND SUPPLY CHAIN**

**DISSERTATION TITLE: THE IMPACT OF PROCUREMENT PRACTICES ON COST REDUCTION AND PROFITABILITY WITHIN LOCAL AUTHORITIES: A CASE STUDY OF SANYATI RURAL DISTRICT COUNCIL**

<b>DATE</b>	<b>STAGE OF RESEARCH</b>	<b>SUPERVISORS' COMMENTS</b>
29/02/24	PROPOSAL	Trim your proposal it's too long Research question too long This study does not have the procurement practices in question as variables and certain measures of performance being used
13/04/24	CHARPTER 1	Poor introduction, introduction should show the motivation behind the need to conduct that research with regards to international trends or local issues at hand
20/04/24	CHARPTER 2	Proceed chapter 3
12/05/24	CHARPTER 3	Start with theoretical literature Collect data and proceed to chapter 4
20/05/24	CHARPTER 4	Do not use excel it suppress data
01/06/24	CHARPTER 5	Upload your work in the turntin class
08/06/24	PLAGIARISM	Plagiarism should be below 20 Attach the screenshot at the end o your document

**OVERALL COMMENTS BY THE SUPERVISOR:**

.....  
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 .....  
 .....

**STUDENT'S SIGNATURE: ..... DATE: .....**

**SUPERVISOR'S SIGNATURE: ..... DATE: .....**



