

# **BINDURA UNIVERSITY OF SCIENCE EDUCATION**

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**DISSERTATION RESEARCH PROJECT**

**THE IMPACT OF SUSTAINABLE PROCUREMENT IN BUILDING  
ORGANIZATION'S REPUTATION IN SELECTED RURAL DISTRICT COUNCILS IN  
ZIMBABWE. A CASE STUDY OF GUTU RURAL DISTRICT COUNCIL**

**BY**

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## **DEDICATION**

My parents, Mr. and Mrs. Mahori, are honored by this work.

## **ACKWOLEGDEMENTS**

I would like to take this chance to thank my Lord and Savior, Jesus Christ, as well as the people listed below for all their support, love, inspiration, and encouragement throughout my research:

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## **ACRONYMS**

RDC	Rural District Council
PRAZ	Procurement Regulatory Authority of Zimbabwe
SP	Sustainable procurement
OECD	Organization for Economic Co-operation Development
MDGs	Millennium Development Goals
SDGs	Sustainable Development Goals

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## **ABSTRACT**

This study examines the function that sustainable procurement plays in enhancing an organization's reputation in a few Zimbabwean rural district councils. The purpose of the study was to ascertain the impact of socially, environmentally, and economically responsible procurement practices on RDCs' reputations in Zimbabwe. It also aimed to find out how each practice affected Zimbabwe's perception of RDCs. They are buying products from suppliers for incredibly low prices, but they don't make timely payments for the products.. They consequently receive subpar products and services that are harmful to both the community and the environment. Inadequate road maintenance, inconsistent water supply caused by aging pipes, unfinished electrification projects that have been ongoing for years, and slow public service response have all hurt their reputation as a result. This mixed-method study, which included a questionnaire, had 40 participants. The study found that all respondents were literate. The participants were knowledgeable about the industry under consideration, as evidenced by the fact that the majority of respondents had six or more years of work experience. However, other research revealed that they were not fully utilizing sustainable procurement, harming their reputation. The majority of respondents claimed that GRDC employed criteria for sustainable buying. When GRDC didn't pay its suppliers on time, they had to raise their prices or offer subpar products and services. The study suggests that in order to fully benefit, GRDC should pay their suppliers on time. The researcher suggests conducting additional research on sustainable procurement because it is a current global concern. Further research is needed to determine the advantages of sustainable procurement for procurement effectiveness and customer satisfaction. This will help close any gaps in the use of sustainable procurement by the business sector.

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# CHAPTER I

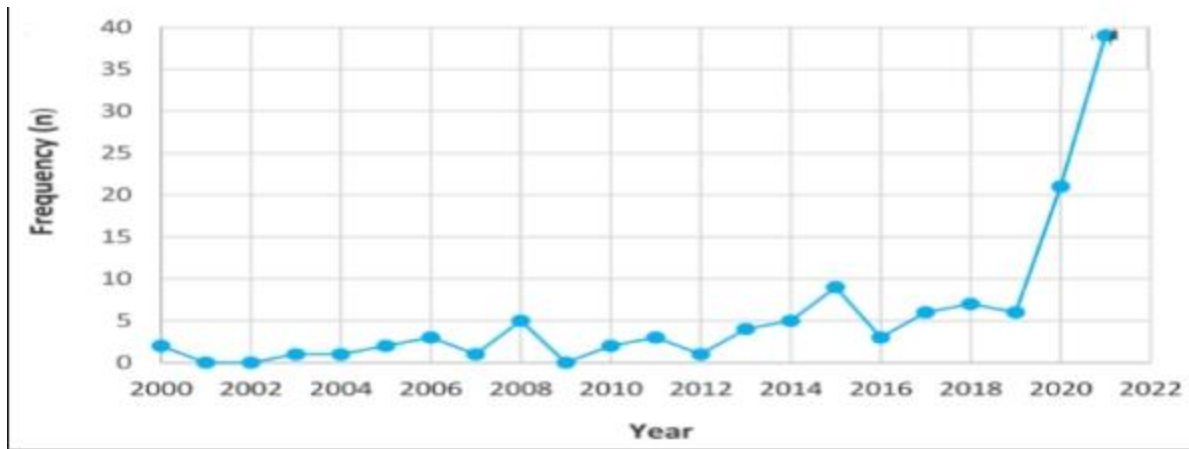
## INTRODUCTION

### **1.1 Introduction**

Due to the fact that the goods purchased are for public use, local authorities were established in a way that requires them to be sustainable. In accordance with Section 276 of the Zimbabwean Constitution, local governments are given the authority to levy rates, taxes, and license fees in order to generate the necessary funds to accomplish their mandated tasks and reach their goals. To completely provide sustainable services by 2030 is one of the mandates. This study sought to look at the impact of sustainable procurement on building company's reputation. The background of the study, the problem statement, the significance of the study, and the underlying assumptions are all covered in this chapter of a thesis. Limitations, delimitation and definitions of key terms and abbreviations are also looked at.

### **1.2 Background of the Study**

Reputation is the solid standing ground for every person or firm, (Jones, 2010). The more fragile the reputation is the more likely it is for a firm to collapse. Reputation is determined by how the surrounding environment preserve things and it can be measured in 3 ways which are negative or bad, neutral or indifferent then positive or good. According to Akaka and Alden, (2010) the more desirable position is to have a good reputation or goodwill. In business, reputation can be lowered by going against ethics and the law, bad situation management and being associated with those who already have bad reputation. One way an organisation can have bad reputation is when it is perceived by stakeholders as if it have no sustainable goals, that is using child labour, using materials which leaves more carbon foot foregoing going green, overcharging customers or bargaining too much from suppliers, causing pollution of whichever form.



**Source: Sustainable Development Summary, (2022)**

***Figure 1. 1: Sustainability Frequency over time Graph***

Globally sustainable procurement has been dropping for years, to the point where the UN had to declare it a worldwide issue because it was damaging the ozone layer. Figure 1.1 above illustrates how sustainability advancements were slow over the world until they suddenly picked up in the years between 2020 and 2021. The history of sustainability is well-expressed in this graphic.

Today's organizations and governments throughout the globe are becoming increasingly interested in sustainable procurement. To make long-term purchases, all economic sectors are being urged. In order to maintain organizational stability, sustainable procurement is advocated in both the public and private sectors. When purchasing public goods and services, organizations must adhere to sustainable procurement practices to guarantee their long-term existence. The desire to buy sustainably has been sparked by the economic, environmental, and social conditions of the world. Additionally, in order to properly use available resources to meet global changes caused by population increase and climate change, sustainability issues must be addressed (Hussein, 2014). In order to preserve precious resources, purchasing tactics have to be reconsidered in light of the increase in air pollution and greenhouse gas emissions. Governments all throughout the world have put in place rules and legislation encouraging sustainable procurement, and those who disobey the rules risk punishment (Nderitu and Ngugi 2014).



When decisions are primarily based on cost, quality, and timeliness, sustainable procurement takes on a whole new meaning. Getting back to the history of sustainability procurement, its main objective was to combine a risk-based strategy with the widespread practice of purchasing from low-cost nations (Boomsma 2008). How is risk mitigation measured? One of the most significant and contentious questions will be this one. What effects will this have on product development and cost-cutting? Senior executives and businesses create a business case for the advantages of sustainable procurement. Is sustainable procurement, in line with this, an unpretentious value creation project that will be cherished by shareholders and the financial markets in addition to customers?

The rise in demand for sustainable procurement by local governments is attributed to risk reduction, specifically the financial impact on brand value from unfavorable supplier practices like local pollution and the economic cost of supply chain perturbations like noncompliance with environmental regulations. Savings on the total cost of ownership, energy expenses, over-specification, consumption, and expenditures associated with social and environmental compliance are also possible. The creation of eco-friendly goods, services, price premiums, and recycling initiatives can help local governments increase revenue by taking into consideration the effects of sustainable procurement on them. Working closely with suppliers and other departments like research and development and marketing, procurement departments must work upstream in order to contribute to the development of new products.

The architecture of local governments ensures that they have a solid financial basis and that their mandate is carried out perfectly (delivering effective and efficient services to local community). The Zimbabwean Constitution's Section 276 grants local governments the authority to levy rates, taxes, and license fees as a way of raising enough money to accomplish goals and carry out specified duties. However, the majority of local governments in Zimbabwe—including Gutu Rural District Council (RDC)—perform inadequately in terms of providing services. This affects how they are perceived. Chapter 29:13 of the Rural District Council Act governs the operations of the Gutu Rural District Council, a statutory entity that was created by an Act of Parliament immediately after Zimbabwe gained its independence in 1980.

The District Councils Act replaced the African Councils Act, which had previously governed councils. This shift in administration occurred in 1980. Councils like the Gutu Rural District Council were created under the District Councils Act. It is in charge of supplying the majority of public goods and services with the assistance of the government.

### **1.3 Statement of Problem**

Zimbabwe District councils in rural areas frequently make decisions that are not sustainable. They are purchasing things from suppliers for incredibly low costs but failing to make timely payments for the goods. As a result, people are given low-quality goods and services, which are not sustainable purchases for the environment and the community. Their reputation was damaged as a result of numerous sewer system breakdowns, poor road maintenance, uneven water quality due to aging pipes, ongoing unfinished electrification projects, and slow public service response times.

### **1.4 Research Objectives**

This study will be guided by the following objectives:

- To assess the impacts of economic sustainable procurement practices on reputation of RDCs in Zimbabwe.
- To assess the impacts of social sustainable procurement practices on reputation of RDCs in Zimbabwe.
- To assess the impacts of environmental sustainable procurement practices on reputation of RDCs in Zimbabwe.

### **1.5 Research questions**

- What are the impacts of economical sustainable procurement practices on reputation of RDCs in Zimbabwe?
- What are the impacts of social sustainable procurement practices on reputation of RDCs in Zimbabwe?
- What are the impacts of environmental sustainable procurement practices on reputation of RDCs in Zimbabwe?

## **1. 6 Significance of the study**

### **1.6.1 To the academia**

It will increase the knowledge board. This study improves the university library for students and other researchers who need to do related research. Some of the recommendations resulting from the research are being attempted to be put into practice by the university. As a result, once finished, it will be available on the BUSE repository site for other scholars to use.

### **1.6.2 To Policy Makers**

When the act and procurement laws are created, this research will play a significant role in the policymaking process. The study serves as a teaching tool and has importance in outlining the legal and policy framework governing sustainable public procurement in Zimbabwe.

### **1.6.3 To RDC practitioners**

The research on how to conduct sustainable public effective procurement will be beneficial to RDC practitioners.

## **1.7 Research Assumptions**

- The research was well-conducted and completed on schedule;
- The RDC provided the researcher with all of the documents needed for the project.

## **1.8 Delimitations**

The case study at the RDCs in Masvingo, Midlands, and Harare, Zimbabwe, was the sole focus of the research. Data for the years 2020–2021 were collected by the researcher.

## **1.9 Limitations**

There is a short window of time in which the investigation must be finished. Further limiting factors included the labor and financial resources required to collect data from respondents. Weekends and evenings must be devoted to the study for the researcher to succeed in overcoming

these challenges. When necessary, sampling methods and other less costly and pertinent procedures, such questionnaires and secondary data, were applied.

### **1.10 Organisation of the dissertation**

**Chapter 2:** Literature Review: This section examines related literatures that have been investigated by other researchers. It discusses the conceptual framework, the theoretical framework, empirical data, and gap analysis (what needs to be filled).

**Chapter 3:** Research Approach: This chapter examines the data collection methodology. The topics covered include study design, target audience, sample methods, research tools, data analysis, and presentation.

**Chapter 4:** Data Presentation, Analysis, and Talks describes how to present data that would have been gathered as well as how to analyze and hold discussions about it.

**Chapter 5:** The chapter concludes the research findings and discussions with a summary, conclusions, and suggestions.

### **1.11 Definition of terms**

Uyarra and Flanagan (2010) define **procurement** as the act of purchasing products and services by public sector or governmental organizations.

**Sustainable:** According to Lysons and Farrington (2012), sustainability means making sure that the decisions we make today do not restrict or jeopardize our plans or quality of life in the future.

**Sustainable procurement** is the process of making purchases that considers the effects that such decisions will have on communities, individuals, and the environment, according to Kalubanga (2012).

### **1.12 Chapter Summary**

The study's background, goals, and problem statement are all included in this chapter. It also covers the study's introduction. In this chapter, it was also covered how important the research is to the researcher.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The study's context was provided in the previous chapter, which served as an introduction. This chapter's review of the literature is based on the writers' combined thoughts on the study's goals and subject, sustainability and reputation. The theoretical framework, conceptual framework, empirical literature, and gap analysis were the main topics of this chapter.

#### **2.2 Theoretical framework**

A theoretical framework is a collection of academic models that have been published on a topic linked to it (Canals, 2017). Under this paradigm, the researcher applied agency theory, stakeholder mapping, and resource dependency theory.

##### **2.2.1 Institutional theory**

The hypothesis has been useful in understanding how organizations respond to increasing demands for better environmental management. There is no vacuum in which organizations operate (Berthod, 2017). The institutional theory suggests that organizations can earn legitimacy by reducing their negative effects on the environment and acting responsibly in the communities in which they operate. This is because there is a greater understanding of organizational failure and environmental needs. As a result of institutional pressure, all procedures now use sustainable buying methods. Through the exchange of ideas, information, and communication, businesses can collaborate with clients and suppliers to enhance their reputation. According to Meyer and Rowan, who are quoted in Telewa (2014), the institutional context has a significant impact on how formal organizational structures develop. Innovative structures are justified in order to boost reputation within the company, and at a certain point, failing to adopt them is seen as foolish or careless.

This study would be useful if organizations were aware of institutional conditions, increasing their understanding of organizational failure and environmental needs. As a result, this research identifies pressure groups, such as the Environmental Management Agency and the Buy Zimbabwe campaign, who may increase the need for sustainable procurement. If these policies are successfully implemented, they can result in a good reputation for sustainable procurement as well as reputational advantages over the long term.

### **2.2.2 Stakeholder theory**

Any individual or group that is impacted by the accomplishment of an organization's goals is considered a stakeholder, and this includes staff members, clients, vendors, and local communities. Hu et al. (2018) quote Friedman as saying, "An organization should be considered as a cluster of stakeholders and its mission should be to take opinions, manage their interests, and meet their demands. In comparison to businesses focused on meeting the bare minimum of regulatory standards, companies who attempt to establish a stakeholder proactive strategic environmental commitment are thought to be more cognizant of stakeholder needs.

This notion is relevant because for something to have a good or negative reputation, someone has to say something, or exhibit signs and behaviors that they like or don't like what is happening. The firm's reputation will be good if it knows and does what its stakeholders like. Therefore, stakeholder management is a crucial success factor for social sustainability and environmental management. In light of the possible value of obtaining a commitment to high-quality products, this study acknowledges that stakeholders like suppliers are involved. Additionally, it leads to the development of products with reduced environmental impact. By informing them about sustainability projects, shareholders are encouraged to support them financially by contributing to the costs of hiring personnel, training suppliers, and other resources. Long-term advantages of sustainable procurement will result from this.

### **2.2.3 Resource based view theory**

The idea is that a company can make money if it has superior resources that set it apart from competing businesses. According to Wallace and Omachar (2016), the concept focuses on unique

skills that a company may use to gain a competitive advantage in the face of environmental constraints in the business world. In order to keep up with the pace and be current, the company should utilize its resources. The resources should be rare, imperfectly imitable, and non-substitutable. These assets are the main driver of sustained competitive advantage and consistently improved performance (Madhani, 2014). Wallace and Omachar (2016) go on to say that successful implementation of environmental measures that support gaining a competitive edge can be attributed to high levels of management participation and motivation. Therefore, this study acknowledges that resources can be employed to improve brand recognition and foster a favorable reputation among customers and the community. The business can increase consumer recognition after improving their brand.

#### **2.2.4 Resource dependency theory**

The hypothesis of resource dependency looks into the potential effects of a firm's external resources. Businesses adapt to their external environment and consult with it in order to gain access to resources that are necessary for their survival. In order to satisfy customers' expectations and gain a competitive edge, businesses are required to work with suppliers and neighborhood communities. It goes on to say that businesses collaborate with suppliers to obtain the materials and expertise they need to grow and better serve their clients (Weele et al., 2014). Since suppliers are crucial to the implementation and adaptation of supply chain changes, this study acknowledges their significance. Additionally, they are able to use the nearby resources to their advantage thanks to local communities.

#### **2.2.5 Stakeholder Mapping Theory**

This theory, created by Edward Freeman in 1984, proposes that a business should map out its stakeholders and make an effort to anticipate their needs. A tool that aids organizations in maintaining their effectiveness and efficiency is stakeholder mapping. This includes both reputable service delivery and sustainable service delivery. According to the theory, a company shouldn't behave as if it had no stakeholders; instead, it should break down internal barriers and make a conscious effort to work with them. The theory also acknowledges that there are finite resources and infinite requirements, making it impossible to completely satisfy all stakeholders. It is implied



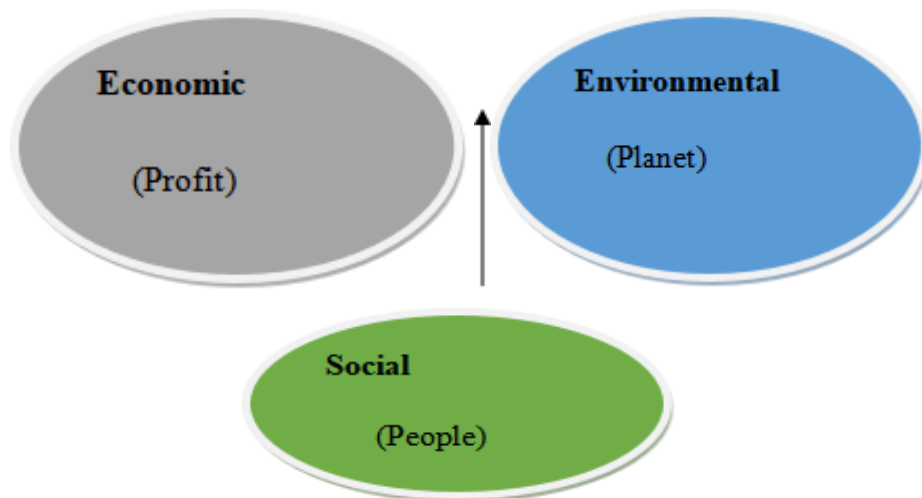
that a business needs a priority list to strike a balance between safeguarding its interests and those of its stakeholders.

## 2.3 Conceptual Framework

### 2.3.1 Sustainable procurement

Kalubanga (2015) The practice of buying goods and services from suppliers in a way that maximizes value over the course of their entire life cycles while minimizing environmental harm is known as sustainable procurement. The organization, society, and economy all gain from this. Processes must be put into place right away if we're to meet the needs of the current generation without endangering the needs of the one after it. Sustainable purchasing is fueled by factors such as rising global temperatures, climatic changes, the depletion of natural resources, and population growth. The United Nations' demand for all countries to achieve the sustainable development objectives by 2030 has changed how each country views the idea, and procurement is now seen as being very important because so much money is going toward meeting requirements. On how social and environmental factors can be merged, nevertheless, there has reportedly been discussion, according to Renukappa et al. (2016).

### 2.3.2 Sustainability model with three bottom lines



Origin: Smith (2010)

Figure 2. 1: The concept of sustainability using the triple bottom line

The triple bottom line concept of sustainable purchasing combines three categories: economic, social, and environmental concerns. The concept, according to Makkonen (2014), is the cornerstone of sustainable consumption and is closely related to developing sustainable consumption habits. Reducing pollution, energy use, waste, and the use of inefficient materials are all environmental considerations (Lysons and Farrington 2016). Social effects include the creation of social benefits through procurement by way of promoting human rights, honest and ethical business practices, improving working conditions, and promoting local communities. Economic effects include value for money obtained through lower costs and improved reputation (UNEP 2016).

### **2.3.2.1 Social Sustainability**

The Social Bottom Line evaluates a company's profitability in terms of human capital, which includes your standing in the community. An improvement in the social bottom line is a result of a variety of factors, including fair and advantageous labor practices, corporate community involvement, and the impact business operations have on the local economy. After all, if a business does not promote positive relationships with the community, both its customer base and its pool of potential employees will decrease. The idea that a company can last longer if it pays its workers less is contested by the social bottom line. According to Smith (2010), a business that is also a desirable place to work will always be able to function into the future because there will be a work force eager to be a part of the company. The long-term viability of human capital in business is assessed using the social bottom line. It is essentially believed that business and labor interests are related. The social bottom line can be challenging to measure, much like most arbitrary public relations campaigns or intangible benefits. The Global Reporting Initiative (GRI) has developed suggestions to aid companies in revealing and assessing their social impact.

### **2.3.2.2 Environmental Sustainability**

According to the Triple Bottom Line strategy for sustainability, a business will be more successful and last longer if it uses fewer natural resources and has less of an impact on the environment. Controlling the environment's bottom line includes managing consumption, monitoring waste production, and reporting emissions. Although the majority of sustainable organizational models

also instill waste reduction and environmental responsibility at all levels of management, this is frequently the EHS department's responsibility. According to Makkonen (2014), setting up a sustainability committee is frequently required in order to communicate your sustainability solution and sustainability goals to all departments. It is possible to measure and report environmental bottom line, but depending on the size of the company, the process can be time-consuming and difficult. However, corporate sustainability software can expedite the process and reduce costs. The Global Reporting Initiative again offers some helpful information for tracking and reporting the environmental triple bottom line.

### **2.3.2.3 Economic Sustainability**

The Triple Bottom Line strategy defines economic sustainability as more than just conventional corporate capital. According to the Triple Bottom Line methodology, a company's economic capital should be assessed based on its influence on the local economy. The company that strengthens the economy of which it is a part will continue to be successful because it contributes to the general economic wellbeing of its support networks and community (Lysons and Farrington 2016). The Triple Bottom Line recognizes that a business must also be mindful of its conventional profits.

### **2.3.3 Sustainable development**

From our current state to the ideal state of sustainability or "the ability to continue perpetually," there is a development process. Much of what is referred to as sustainable development involves negotiations in which workable compromises are found that address the goals of competing interest groups. The ability of humanity to make development sustainable, which ensures that it satisfies present needs without jeopardizing the ability of future generations to satiate their own, makes this possible. Economic, environmental, and social factors should all be taken into account when analyzing the effects of sustainable procurement and the supply chain environment. Sustainable Development Strategy of the European Union weighing economic, social, and environmental factors in accordance with the Triple Bottom Line (TBL). Promotion of sustainable consumption and production is another goal of sustainable development.

## **2.3.4 Sustainable procurement practices**

### **2.3.4.1 Vendor education**

In order to improve sustainability, suppliers are essential. By educating them about new advancements in the industry or ways to improve existing products, it is possible to create goods that better adhere to specifications and meet sustainability standards for packaging. In order to ensure successful supplier training, businesses can work in collaboration with their suppliers. Also possible is achieving commitment to waste reduction objectives. According to (Kiwili and Ismail, 2016), this fosters innovation because the buyer and the supplier will be exchanging ideas, allowing for enhanced recycling techniques and waste minimization that will have good consequences once put into practice.

### **2.3.4.2 Analysis of a product's entire life cycle to choose environmentally friendly options**

Businesses in the public sector want to achieve value for money, which whole life cycle costing ensures. The total cost of ownership is broken down to show the costs incurred from the time of purchase until the product is disposed of. The price of acquisition, maintenance, and disposal is included (Lysons and Farringtons, 2016). Costs can be decreased by lowering waste production and acquiring superior sustainable products that support environmental, social, and economic goals.

### **2.3.4.3 Procurement of recyclable products**

This sustainability approach entails buying recyclable items to prevent having a negative impact on the environment (Wallace and Omachar, 2016). So, when designing products for the supply chain, consider factors like reduce, reuse, and recycle. Determining the specifications and communicating them to suppliers is essential. When returned to the supplier, the goods must either be disposed of or recyclable.

### **2.3.4.4 Promoting human rights**

Human rights have been a major concern in the modern world (Islam et al., 2017). They continue by stating that procurement companies must address human rights issues by making sure that suppliers respect equal opportunity for all people and refrain from engaging in abuses like child labor and sweatshop labor. Fair handling of issues involving human rights is required. Conducting impartial tender awards can achieve this. It can be done by encouraging businesses run by women. The perception of the brand by stakeholders may be impacted by this. The Nike Company, which had a bad reputation due to rumors that they were using sweatshop labor, noticed this (CIPS 2012).

#### **2.3.4.5 Promoting local suppliers**

Supporting local businesses in the country or town where the company is located is a component of this type of sustainability. As buyers source and receive the goods and services they need from local vendors, this promotes economic growth across the country. It is regarded as a good habit in every nation and one of the initiatives for environmentally friendly purchasing. A positive business image is also more likely as a result of the effort.

#### **2.4 Organisation Reputation**

Poor-quality goods and services are being provided to RDCs, which is not a sustainable practice for the environment and the society. Inadequate road upkeep, irregular water supply due to aging pipes, ongoing unfinished electrification projects, frequent sewer system breakdowns, and a slow public service response time all contributed to this tarnishing their reputation.

Being fiscally sensible, socially significant, and environmentally friendly are the three factors that make a good reputation sustainable in this situation. According to Benard (2015), reputation can be assessed based on how the company is performing in each division in four areas of supply chain management: design operations, inbound logistics, reverse logistics, and outbound logistics. This implies that reputation will be assessed in all activities that must be carried out, such as providing suppliers with design specifications, lowering waste, collaborating with suppliers to achieve sustainable goals, and using sustainable packaging. Inbound logistics refers to all operations that fill the organization's needs for essential products and raw materials while bridging the supply chain. Benard (2015) continues by stating that collaborating with suppliers and exchanging ideas will foster innovation and drive down costs associated with production and packaging. The goal

of outbound and reverse logistics is to reduce all types of trash in order to improve environmental performance and save expenses. This includes recycling items and disposing of waste.

As a result, a company's reputation is how people outside the organization view its moral character. As a result, companies need to build their reputations in order to compete in the market and maintain a positive corporate image. The reputation of a company is closely related to its social, economic, ethical, and environmental spending, claims Makkonen (2014). According to Walker and Jones (2015), a company's reputation may suffer if it is not run ethically and responsibly from an environmental and social standpoint.

Responsible procurement includes taking into account social (such as child labor, working conditions, and human rights) and environmental factors (waste management, recycling, use of natural resources). This also helps to protect a company's reputation by isolating the business from unfavorable media coverage and clientele. According to CIPS, "Voluntary initiatives and accredited standards on sustainability may strengthen firm image and reputation" (2012). This suggests that a company's reputation can be safeguarded by employing sustainable purchasing practices.

## **2.5 Empirical evidence**

Akyere (2016) investigated how social and environmental principles are incorporated into sustainable procurement practices in Ghana's agricultural sector in a study titled Sustainable Procurement Practice in Ghana: The Perspective of the Agricultural Sector. Through the use of questionnaires, data was gathered, and a descriptive study analysis was performed. Although some banks participated in CSR programs, it was found that few procurement professionals were aware of the difficulties associated with sustainable procurement. Because it was one of the factors with the highest ratings in the categories of environmental and social considerations, the study also concluded that organizations should have a policy to make a follow-up on the performance of all stakeholders.

In order to examine sustainable procurement in the UK public sector, Walker and Brammer (2012) conducted a study. Questionnaires were used to collect the data. Both quantitative and qualitative methods of analysis were used in the data collection. The study's findings demonstrated that public sector organizations had very different sustainable procurement practices. While the health sector doesn't seem to take into account the challenges of sustainable procurement and the education sector is primarily concerned with environmental issues, local governments are rumored to purchase from small, local businesses. The study also found that costs and a lack of senior management support were additional barriers to sustainable procurement.

Environmental and social issues have become a major concern, according to a study by Hussein (2014) on the effect of sustainable procurement practices on organizational performance in the Agricore grain brokers in Kenya. It was necessary to realign procurement in order to conserve scarce resources due to the rise in pollution and greenhouse emissions. The study's main objective was to investigate the impact of sustainable procurement practices on organizational performance in the context of Unilever. The target audience for the study was the company's finance and procurement staff. The research method used was descriptive. The study's conclusions state that participation from suppliers, reusable products, ethical business practices, and corporate social responsibility all contributed to the organization's adoption of green procurement.

Benard (2015) conducted research on "A Comparative Study on Sustainable Procurement Practices in Grain Buying in Nakuru Country." Because they do not consider sustainability practices to be strategically important to their internal business operations, the majority of businesses in underdeveloped countries only implement them as a formality. This is due to the fact that they would not have recognized the benefits of sustainability from a personal perspective. The study's objective was to ascertain the level of sustainable procurement practices used by grain-buying companies. A comparative research strategy involving two important sisal processing companies was necessary. The study found that while both organizations used sustainable procurement practices, one of them was more successful at it than the other.

Wallace and Omachar (2016) conducted a study to examine how Kenya's KeNnya Airways Limited's operational reputation was impacted by green procurement techniques. The overarching goal was to determine how green buying strategies affected operational repute. To gather data, the

study used a descriptive research approach. Structured questionnaires were used to collect primary data for the creation of recommendations. The investigation found that Kenya Airways purchases goods designed specifically to be more environmentally friendly, that the materials it purchases are of the highest quality, that the goods it supplies are recyclable, and that it saves money on production costs by purchasing goods that are designed to be less power-intensive. Customers receive environmentally friendly products thanks to sustainable packaging, which reduces packing costs and uses less energy to pack goods that use little energy. The study came to the conclusion that since green procurement methods have an effect on operational reputation, they should be used.

Islam et al. (2017)'s study on the subject of "Do sustainable procurement methods promote organizational performance" made an effort to look into the impact of sustainable procurement practices on organizational performance using Saudi Arabia as a case study. Data gathered via surveys and quantitative methods were used to assess the effects of sustainable procurement practices. The study found a relationship between SPPs and organizational performance. SPPs have been discovered to affect organizational performance both directly and indirectly. Although SPPs' direct effects on financial performance were not statistically significant, they did have an indirect impact on that performance through non-financial performance.

The East African Cement Company was used as a case study in Kiwili and Ismail's (2016) study, which sought to determine how sustainable procurement practices affected supply chain performance in Kenya's manufacturing sector. The research employed a case study research methodology and included both primary and secondary data collection. The results demonstrated that the improvement in supply chain performance as a percentage can be attributed to the use of green purchasing methods. Sustainable procurement practices and supply chain performance were discovered to be positively correlated. EAPCC has continued to give the country financial aid.

Voorde (2014) conducted a study on the effect of sustainable purchasing practices on client-based brand equity. The main objective of the study was to investigate the relationship between brand value and ethical purchasing practices from the consumer's perspective. Consumers of athletic apparel were given survey questionnaires in Finland as part of a study. The survey was made available through online forums in order to reach the sample and gather a representative sample of the general public. The research study's main contribution was a new understanding of various



sustainable procurement strategies and how they relate to brand value. The findings show how reverse logistics and sustainable production helped clients with serious sustainability concerns build strong levels of brand equity. The results of the study show a positive relationship between brand image and environmentally friendly procurement practices.

In order to review the concept of sustainable procurement and the practical implications associated with sustainable procurement practices, Kalubanga (2015) conducted a study titled Sustainable Procurement: The Practical Implications of the Procurement Process in Uganda. In order to improve organizational reputation, create competitive advantage, and lower supply chain risks, businesses have started to look at sustainability from a competitive perspective, according to the researcher. Despite this, it was noted that there is still a lack of clarity, especially in developing countries. The study covered the theoretical aspects of sustainable procurement, including its benefits for businesses and potential impacts on the procurement process.

The Lemmet (2012) study on the effects of sustainable public procurement in Brazil's Sao Paulo Ministry of Education, carried out under the auspices of the UNEP, sought to ascertain the impact of purchasing note books made of recycled paper. A company that produces recycled paper with a 60% recycled fiber content was chosen after the ministry issued a request for proposals for the supply of the notebooks. Using recycled paper significantly decreased both water use and waste generation, it was found when previous purchases were compared. Additionally, money was saved, which enhanced the efficiency of the economy.

A study on sustainable supply chain management in the UK public sector was done by Walker and Jones in (2015). The purpose of the study was to look into long-term issues that organizations that were regarded as industry leaders faced. It also made an effort to consider how issues from the inside and outside as well as potential developments in the future might affect sustainable supply chain management. The research used a case study research design at the selected companies and semi-structured interviews with customers and CSR practitioners. The study found that companies were categorized into a typology of sustainable supply chain approaches depending on internal and external hindrances. The businesses' ongoing efforts have been recognized. Other organizational priorities and the need to cut costs are barriers, whereas reputational risk, customer demands, and stakeholder involvement are key enablers.

## **2.6 Gap Analysis**

Between the research study and other research studies conducted by other academics, the researcher discovered a discrepancy. The study investigated the impact of sustainable procurement on the reputation of building companies, a subject that had not been previously investigated by other researchers. The study's objectives are different from those pursued by other researchers.

## **2.7 Chapter Summary**

This chapter clarified the conceptual, theoretical, and empirical foundations of the study. The third chapter that follows is about the research methodology.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The previous chapter discussed literature reviews. This chapter's main subject is the study's methodology. The chapter provides a description of the research's methodology. It also looks at the data collection method, how research participants were selected, and the research methodology that was used to carry out the study's stated objectives. The methodology covered the research design, target audience, sampling method, data collection tool, and data collection, presentation, and analysis.

#### **3.2 The Research Philosophy**

Positive or quantitative research and phenomenology-based or qualitative research are traditionally seen as the two primary divisions between various research approaches and styles. The qualitative method emphasizes the use of language and observations to convey reality and makes an effort to characterize individuals in their natural environments. The quantitative approach, on the other hand, stems from a longstanding academic tradition that places a great deal of faith in numbers that represent ideas or concepts (Amaratunga, et al, 2005).

Thus, the qualitative assumption is interpretive or phenomenological, as opposed to the positivist assumption that governs the quantitative assumption (Eldabi, et al., 2008). The positivist epistemology in question aims to understand a social context by identifying a phenomenon's component parts and then explaining the phenomenon in terms of constructs and relationships between constructs. In light of this, positivist epistemology adopts a more quantitative approach (Eldabi et al., 2008). While emphasizing the dominance of subjective consciousness, the phenomenologist rejects the idea that the universe is made up of an objective reality.

After discussing the various research philosophies, the researcher will nevertheless use both phenomenological and positivist methodologies, also referred to as the qualitative and quantitative approaches. A semi-structured interview guide served as the vehicle for the research tool's qualitative component. Boyd (2004) asserts that doing so gives interviewers more leeway to address the various issues at hand and provides a basis for some consistency among interviews conducted by a variety of interviewers.

A three-point Likert scale was used in the quantitative methodology as a standard questionnaire surveying method. The questionnaire survey method will be employed because it offers a standard interview process for all subjects, guarantees that all respondents are asked the questions that are relevant to them, and guarantees that those questions are always posed in the same way. This makes comparing and analyzing responses from respondents simple (McNeill, 2005).

### **3.2.1 Research Design**

The researcher employed a mixed-methods approach with a case study. Through the use of a mixed case study research methodology, extensive information on sustainable procurement practices in the private mining sector as well as a thorough explanation of the part that sustainable procurement plays in enhancing corporate reputation were gathered for the study. A case study descriptive research approach will enable the researcher to carry out an extensive study. In this study, the Gutu Rural District Council case study was used.

### **3.3 Population**

Population is suggested by McDaniel and Gates (2002) as the total amount of the elements being studied. All RDC personnel (n = 29), community preventatives, and spokesperson's committee are the study's target populations (15). Finance, internal auditing, public services inspections, internal affairs, supply chain, logistics, service delivery operations, loss control, quality assurance, statistics and quantity surveying, administration and caretaking, human resources, and safety and health were the RDC departments that were being studied. 44 people make up the entire target population.

### **3.4 Sample Size**

The Yamane equation was used to determine the sample size. Our sample size was formed by the significant number that was chosen, 0.05, and 40 responses because the sample size was less than 1000 and a precise number. These respondents were chosen through sampling methods from the target demographic, according to the sample size calculation.

### 3.5 Stratified Random sampling

The researcher used stratified random sampling because the study's target population is divided into distinct strata. According to Malhotra (2010), stratified sampling is a probability sampling technique that uses a two-step process to divide the population into subpopulations or strata. The groups into which the researcher divided the respondents were the committee members' strata and the employees' strata. As shown in the chart below, employees were chosen at random while the committee members were counted as a census;

**Table 3. 1: Sample Population**

Details	Targeted population	Sample Population
Employees	29	25
Committee members	15	15
Total	44	40

**Source: primary data, (2022)**

### 3.6 Sources of Data

#### 3.6.1 Secondary sources

Records that have already been made and that were gathered for purposes other than those for which they are being used by the researcher are referred to as secondary data, according to Wimmie & Dominic (2013). To verify the existence of the problem, secondary data was gathered from a variety of journal articles, books, and theses.

#### 3.6.2 Primary sources

Due to Covid 19's management of social distance, the primary data for this study was acquired using an email questionnaire and a Skype focus group.

### **3.7 Data Collection Instruments**

In this study, questionnaires were sent by email.

#### **3.7.1 Questionnaire**

A questionnaire is a collection of written and inscribed questions with predetermined response options for the purposes of a statistical investigation (Zohrabi, 2013). One questionnaire was created for the committee members, and the other was created for the staff. 6 point for data collecting and response scalability in survey research, the Likert Scale was applied to the questionnaire that was emailed to the respondents. The researcher used the following Likert Scale for this study: never (1), rarely (2), sometimes (3), often (4), mostly (5), and usually (6) A well-constructed questionnaire provided numerous benefits and few drawbacks.

#### **Advantages**

The participants had the option to respond to the questionnaire by mail at their convenience. Data collected by utilizing this strategy were simple to connect.

#### **Disadvantages**

However, because some respondents lied or exaggerated, questionnaires lacked validity. Other methods were used to enhance the quality of the confirmation provided by the questionnaire.

### **3.8 Pilot Study**

In order to review, identify, and address any issues and limitations with the questionnaire or interviews, researchers often use tools to pre-test on a small sample of respondents. This process is known as "pilot testing" (Taylor, 2013). The researcher distributed ten surveys to colleagues in order to validate the study's data.

## **Advantages**

Pilot study revealed that the respondents found it challenging to comprehend bankruptcy legislation. The researcher employed straightforward language and idioms to address this problem.

## **Disadvantage**

It does not outline the specific difficulties that might arise in the context being researched.

### **3.9 Data Collection Procedure and Administration**

Primary and secondary data were collected using data administration and collection techniques. The researcher used email to send surveys to the respondents. Before sending out the emails with the questionnaires, the Human Resource Manager and the Finance Manager gave the researcher permission to gather data from participants. The researcher needed to set aside time for the focus group discussions.

### **3.10 Reliability and Validity**

#### **3.10.1 Reliability**

Reliability and the number of questions used to determine the variable's significance are strongly correlated. The researcher conducted interviews and used questionnaires to make sure the data was accurate. The reliability of the research questionnaire was also examined using Cronbach's alpha in the SPSS program.

The following interpretation rules apply to Cronbach's alpha coefficients:

**Table 3. 2: Alpha coefficients from Cronbachs**

Alpha	Interpretations
Less than 0.9 represent	Very highly reliable
0.80 to 0.9	highly reliable
0.70 to 0.79	reliable
0.6 to 0.69	marginal/minimally reliable
Greater than 0.6	unacceptably low reliability

**Source: Saunders (2016)**

The researcher was able to better understand the data from the questionnaires with the aid of interviews. Another tool the researcher used was triangulation.

### **3.10.2 Validity**

Using the overall score from SPSS, Product Movement Pearson Correlations were used to check the validity of the questionnaire. A total value that is significantly connected with the questionnaire is discovered, indicating the validity of the instrument.

The principles of Product Movement Pearson Correlations are as follows:

- 1) The instrument is not valid if the significant value is less than 0.05.
- 2) A measurement is considered invalid if the significant value is greater than 0.05.

### **3.11 Data Presentation and Analysis Procedures**

Raw data must be compressed and made easier for analysis because it is frequently large and difficult to understand. To match similar patients and identify patterns, the data gathered for this study was codified and categorized using Microsoft Excel and SPSS. Following the creation of data summaries using the aforementioned techniques, the researcher presented the data in the form



of summaries, graphs, pie charts, and tables. This made handling, analyzing, comprehending, and debating the gathered data simple.

### **3.12 Ethical Considerations**

Respondents received courteous, just, and respectful treatment. Anonymity, confidentiality, and privacy were guaranteed to all respondents. The surveys were created without including any personally identifiable information. Oka and Shaw (2014) assert that qualitative researchers should focus on these ethical concerns because "the nature of qualitative research adds its own complexities." They emphasize the need for researchers to carefully consider issues pertaining to confidentiality, informed consent, emotional safety, and reciprocity. We place a lot of importance on informed consent and respondent anonymity in this study.

#### **(a) Confidentiality**

Any reputable research needs to maintain confidentiality, which is a crucial component. Very few people, as stated by Oka and Shaw (2016), would voluntarily share their most intimate data, ideas, and emotions in public publications knowing that their names would be published. In order to do good research, it is imperative for a researcher to guarantee the anonymity of their respondents. To protect the privacy of their respondents, researchers must take great care. Berg (2018) observes that merely being anonymous, particularly by changing respondents' identities, is insufficient to protect respondents' privacy. This is due to the ease with which names of locations and events can be connected in research involving small cities, weakening respondent confidentiality and occasionally putting their lives in danger. In this regard, Oka and Shaw (2016) implores researchers to "alter the facts where appropriate so long as these adjustments do not misrepresent the core aspects of the report" in order to safeguard the confidentiality of respondents.

#### **(b) Informed consent**

In order to use respondents' information for academic reasons, you must gain their informed agreement when doing qualitative research. In this sense, researchers have a responsibility to

clearly explain to respondents the goals of the study and how the data they provide to the researcher will be used.

Bartunek and Louis (2016) contend that because qualitative research is flexible and subject to problems, informed consent is crucial. They draw attention to the fact that participants in surveys frequently are unaware of all the potential outcomes. As a result, informed consent, according to Bartunek and Louis, "must then reflect understanding that such outcomes cannot totally be predicted" (2016).

### **(c) Anonymity of respondents**

The data will only be gathered with research purposes in mind. Any dissemination or sharing of participant personal information with anyone other than those engaged in the research is strictly prohibited.

### **(d) Ethical treatment of participants**

All questionnaires and replies will be saved and kept in a secure location to ensure the ethical handling of the study's participants. This is done to make sure that the data collected cannot be easily manipulated for uses other than those the researcher intended while collecting it.

## **3.13 Chapter Summary**

This chapter covered the study methodology, including the methods, techniques, and designs used to collect the data. The following chapter deals with data presentation and analysis.

## CHAPTER IV

### DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

#### 4.1 Introductions

In order to answer research questions and achieve objectives, this chapter presents study findings and data analysis that was gathered through questionnaire and interviewing. Additionally, the data was compared to that of other literate individuals.

#### 4.2 Demographic

The table below shows the demographic details for respondents.

*Table 4. 1: Demographic data characteristics of the respondents*

CHARACTERISTICS	
Response rate %	
targeted	40
conducted	40
Response rate	100%
Work experience (%)	
0-5 years	10
6-10 years	60
11 years and above	30
Level of education (%)	
Diploma	30
Degree	50
Post graduate	20
Position in the organisation (%)	

Head of department	12.5
Buyers	12.5
Procurement committee member	50
Councillor	12.5

**Source: Primary Data, (2022)**

The response rate is shown in Table 4.1 above. The research was focused on 40 significant respondents from the organization, and everyone participated. According to Saunders (2016), a response rate of between 41% and 100% is ideal for drawing firm conclusions from research, making this response rate favorable or acceptable.

Table 4.1 also displays employment experience. According to Saunders (2016), a respondent's understanding of a company increases with their level of job experience. The majority of responders have worked at Gutu RDC for six years or more. This indicates that the majority of people can provide information in a trustworthy manner.

The majority of respondents, as shown in Table 4.1, are educated, which raises the caliber of the data gathered. The procurement committee was where the majority of respondents worked as well.

## 4.2 SECTION B

*Table 4. 2: Descriptive Statistics*

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
cost of buying products are reasonable	40	1.00	5.00	3.8250	1.03497
buyer-supplier relationship have a going concern	40	1.00	5.00	2.1000	.54538
Making the commitment public	40	1.00	5.00	2.7250	1.26060
Buying from local suppliers	40	1.00	2.00	1.4250	.50064
Ensure health and safety	40	2.00	4.00	3.2000	.93918

Buying sustainable products	40	2.00	5.00	3.2250	1.02501
Environmental audits	40	1.00	2.00	1.7250	.45220
Valid N (listwise)	40				

**Source: SPSS, (2022)**

From the respondents' responses to the aforementioned variables, Table 4.2 above shows descriptive statistics. Environmental audits were done, according to the majority of respondents. The respondents also concurred that Gutu Rural District Council made the majority of its purchases locally. However, based on comments, the buyer-supplier ties appear to be weak, and the products that the GRDC was purchasing from the suppliers were not sustainable. They also paid excessive prices for their purchases. As a result, this also implied that the corporation is not assuring sustainable procurement in many ways, including through the health and safety of service and product delivery from suppliers.

**Table 4. 3: Anova**

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Environmental audits	Between Groups	1.375	3	.458	2.500	.075
	Within Groups	6.600	36	.183		
	Total	7.975	39			
Ensure health and safety	Between Groups	6.167	3	2.056	2.621	.066
	Within Groups	28.233	36	.784		
	Total	34.400	39			
Buying from local suppliers	Between Groups	.675	3	.225	.890	.456
	Within Groups	9.100	36	.253		
	Total	9.775	39			
Making the commitment public	Between Groups	5.175	3	1.725	1.093	.364
	Within Groups	56.800	36	1.578		
	Total	61.975	39			
buyer-supplier relationship have a going concern	Between Groups	1.350	3	.450	1.580	.211
	Within Groups	10.250	36	.285		
	Total	11.600	39			
cost of buying products are reasonable	Between Groups	11.792	3	3.931	4.719	.007
	Within Groups	29.983	36	.833		
	Total	41.775	39			

**Source: SPSS, (2022)**

ANOVA, or Analysis of Variance There were significant variations among the factors in this situation. F had a value between 0.890 and 4.719, with being the highest.

**Table 4. 4: Correlation of variables**

**Correlations**

		Environmental audits	Buying sustainable products	Ensure health and safety	Buying from local suppliers	Making the commitment public	buyer-supplier relationship have a going concern	cost of buying products are reasonable
Environmental audits	Pearson Correlation	1	-.250	-.229	.076	-.226	.218	.059
	Sig. (2-tailed)		.119	.154	.639	.161	.176	.718
	N	40	40	40	40	40	40	40
Buying sustainable products	Pearson Correlation	-.250	1	.325*	.109	.168	.096	-.300
	Sig. (2-tailed)	.119		.041	.504	.300	.554	.060
	N	40	40	40	40	40	40	40
Ensure health and safety	Pearson Correlation	-.229	.325*	1	.142	-.234	.160	-.069
	Sig. (2-tailed)	.154	.041		.383	.146	.323	.674
	N	40	40	40	40	40	40	40

Buying from local suppliers	Pearson Correlation	.076	.109	.142	1	-.257	.310	-.249
	Sig. (2-tailed)	.639	.504	.383		.109	.052	.122
	N	40	40	40	40	40	40	40
Making the commitment public	Pearson Correlation	-.226	.168	-.234	-.257	1	-.183	.080
	Sig. (2-tailed)	.161	.300	.146	.109		.259	.623
	N	40	40	40	40	40	40	40
buyer-supplier relationship have a going concern	Pearson Correlation	.218	.096	.160	.310	-.183	1	-.241
	Sig. (2-tailed)	.176	.554	.323	.052	.259		.135
	N	40	40	40	40	40	40	40
cost of buying products are reasonable	Pearson Correlation	.059	-.300	-.069	-.249	.080	-.241	1
	Sig. (2-tailed)	.718	.060	.674	.122	.623	.135	
	N	40	40	40	40	40	40	40

At the 0.05 level, correlation is significant (2-tailed).

**Source: SPSS, (2022)**

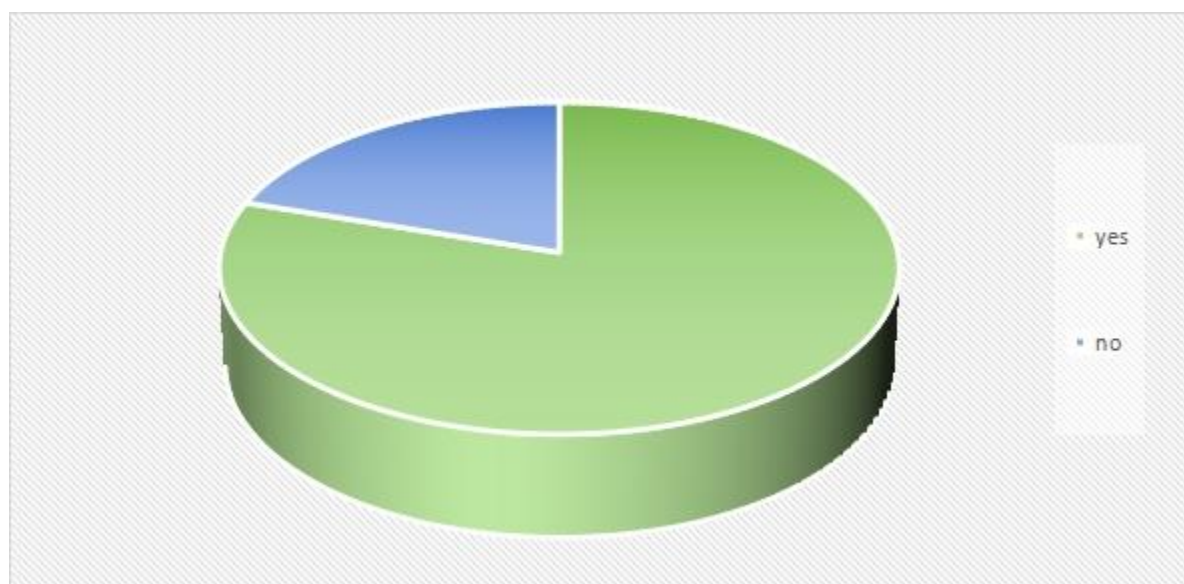
Table 4.4 above shows the correlation between the various variables. GRDC is able to uphold their reputation by upholding good relationships with suppliers and purchasing sustainable products, which have a Pearson correlation of 0.96, as shown by the correlation table above,



which indicates that buying sustainable products and keeping good relationships with suppliers have the highest correlation.

#### 4.3 Sustainable procurement criteria when evaluating your suppliers

The respondents were asked if they consider sustainability when they evaluate their suppliers.



Source: Primary Data, (2022)

*Figure 4. 1: Responses on if GRDC consider sustainable procurement when evaluation suppliers*

In figure 4.1 above, it is depicted how respondents believe the GRDC should evaluate suppliers, taking into account sustainable procurement. About 80% of respondents said they agreed. 20% of respondents claimed that the GRDC did not consider sustainable procurement when choosing its suppliers.

#### 4.4 Sustainable procurement practices

The question requested respondents to list any sustainable procurement policies used by their company. Many people indicated that they treated all suppliers equally and that they only contacted vendors for services and work who have competent staff. Respondent 16 (4 May 2022): "We are

able to work with more sustainable suppliers because we train our suppliers." Another sustainable strategy used at GRDC is the training of suppliers.

#### **4.4.1 Effects of sustainable procurement methods on GRDC's supply chain reputation**

The study found that the most frequently used sustainable procurement strategies are supplier training, buying recyclable materials, and using environmentally friendly products. According to 30% of respondents, supplier training affects the reputation of the supply chain. On May 4, 2022, for example, Respondent 34, one of the significant respondents, made the following statement:

*"Supplier training has enhanced innovation between our suppliers and ourselves. During training, we give them product specifications, and they produce the exact goods. Another significant respondent stated, "Through educating our suppliers, we have established partnerships that allow for information sharing and creativity as we discuss ideas to improve the products we buy to suit the environmental needs. As of May 4, 2022, respondent 22 is: A different respondent continued, "Supplier training has improved the company's relationship with suppliers, enhancing delivery procedures, and comprehensive quality management, which improves the quality of goods and builds reputation.*

The major responders all agreed that purchasing recyclable products at a lower cost has a positive impact on reputation. For instance, one important respondent said that because recyclable materials may be utilized again, *"We have reduced our overall material costs by acquiring recyclable products. This has helped the company's overall profitability. The similar idea of the effect was expressed by another important respondent, who stated: "Packaging costs have decreased, which has a beneficial impact on procurement reputation. Response 4 (dated 4 May 2022): A second respondent expressed the view that "by recycling water from own sources, we improve on water use reputation which minimizes the need to outsource water supply." This enhances the perception of water use and lowers the possibility of water shortages in our operations."*

The researcher discovered from 37.5 percent of the key respondents that the adoption of environmentally friendly products improves procurement reputation by lowering trash and waste disposal costs as well as environmental fines. For instance, a significant response claimed that "waste minimization has been achieved as the environmentally friendly products can be reused or

recycled. As a result, we can reduce our environmental costs. Respondent 34, dated May 4, 2022: *"We have managed to cut trash disposal costs which produce pollution on the environment and on the water that we utilize,"* said another significant reply. In addition, *another participant mentioned that the Environmental Management Agency Respondent 34 has reduced the environmental penalties for non-compliance that the company has experienced (4 May 2022).*

#### **4.5 The company recognition**

The researcher found that after implementing sustainability practices, the company received some recognition, including Buy Zimbabwe awards in the year 2016 and press acknowledgement released on January 13, 2018. Walker and Jones' (2015) research on sustainability supply chain management in the UK private sector can be used to explain why sustainable procurement gained popularity. Finding internal and external facilitators for the adoption of sustainable procurement was the study's main objective. The businesses were picked because they were thought to be pioneers in the sustainable supply chain and because honors and accomplishments have been given to them in recognition of their long-standing efforts. The awards were given out for noteworthy supply chain and business in the community accomplishments, as well as for corporate social responsibility.

#### **4.6 Other benefits of sustainable procurement practices on building organization's reputation**

According to the study, the company can benefit further from sustainable buying.

As a result, some findings are comparable to Kalubanga's (2015) research on the real-world applications of the procurement process for sustainable procurement. A few benefits of sustainable procurement were identified by the study, including more sustainable supply, improved knowledge of supply-chain risks, which aids in risk management, and gaining a competitive edge.

#### **4.7 Chapter summary**

The study results that were learned from conducted interviews were discussed in the chapter. The data were presented using a thematic analysis, and the findings were discussed. The findings,

conclusions, and suggestions regarding programs for sustainable procurement that businesses in all industry sectors could use will be summarized in the chapter that follows.

## CHAPTER V

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

A summary, conclusions, and suggestions are provided in this chapter. The study reached a number of conclusions that are supported by additional empirical studies. The chapter offers concepts and recommendations for further research that will advance the application of sustainable procurement.

#### 5.1 Summary

The study's goal was to investigate how rural district councils may improve their reputations by using sustainable procurement practices. The study's goals included determining how RDCs keep track of their reputations for sustainability procurement, evaluating the effects of economical, social, and environmental procurement practices on those reputations, and identifying further advantages of sustainable procurement to RDCs.

The survey discovered that every respondent had a college degree, and the majority had more than five years of job experience, indicating that they were most likely to provide accurate information. The majority of responders were involved in the procurement commit. Also corroborated by the respondents was that the Gutu Rural District Council primarily purchased their goods locally. However, based on comments, the buyer-supplier ties appear to be weak, and the products that the GRDC was purchasing from the suppliers were not sustainable. They also paid excessive prices for their purchases. As a result, this also implied that the corporation is not assuring sustainable procurement in many ways, including through the health and safety of service and product delivery from suppliers.

In addition to the benefits it provides to the environment and society, sustainable procurement has been found to have other advantages, such as value for money, long-term business viability, risk management, sound corporate governance, and lower noncompliance costs.

## **5.2 Conclusions**

### **5.2.1 The impact of sustainable purchasing methods on a company's reputation**

The organization's reputation is improved by using local vendors and supporting human rights, both of which have a positive impact. Although to a lesser extent, the company has also been recognized for its sustainability efforts. Additionally, it was found that the organization could benefit from sustainable procurement in other ways.

### **5.2.2 Company recognition**

Given that the business has won awards and recognition, it can be inferred that sustainable procurement practices are worthwhile to pursue. The government made a press announcement in a supplementary gazette, gave the first-runner-up prize in the Buy Zimbabwe campaign awards, and presented NSSA awards for the promotion of albinism.

### **5.2.3 Other benefits of sustainable procurement on building company's reputation**

The study came to the conclusion that there are still additional advantages of sustainable procurement for businesses. Reduced compliance costs are just one of them, along with savings on expenses, long-term viability, risk management, relationship management, and the promotion of ethical corporate behavior.

## **5.3 Recommendations**

The following recommendations were made:

- The RDCs can increase their recycling efforts and those of their suppliers, which will lower their procurement costs and lessen the harm that their processes do to the environment.

This can be accomplished by conducting research and development to gain access to fresh production concepts.

- The study advises other organizations to adopt these sustainability practices as they can have significant long-term benefits.
- In order to monitor how sustainability issues are affecting business operations, it is necessary to regularly carry out performance measurement initiatives like audits. This makes it easier to understand how crucial sustainability is to the procurement process.

#### **5.4 Recommendations for additional study**

As a matter of concern in today's world, the researcher advises that additional research be done on sustainable procurement. Research is required to determine how sustainable procurement affects customer satisfaction and procurement effectiveness. This will help fill in any gaps in the private sector's practice of sustainable procurement.

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## QUESTIONNAIRE

I, Dexter Mahori, am an undergraduate student at Bindura University of Science and Education pursuing a degree in Purchasing and Supply. The study I'm working on is called "The Impact of Sustainable Procurement on Building Organization's Reputation in Selected RDCs in Zimbabwe: A Case of Gutu Rural District Council." Please cooperate by being honest when responding to the questionnaire's questions. Your response must be kept private because the research is only being done for academic purposes.

### SECTION A

#### 1. INSTRUCTIONS

- a) Do not write your name
- b) Your submission of this information will only be used in an anonymous manner for educational purposes.
- c) Please answer all questions

##### 1. Academic qualifications: (Tick)

- Diploma [1 ]
- Bachelors' degree [2 ]
- Masters [3 ]
- Other (specify).....

##### 2. Years of service/working experience (Tick as applicable)

- Less than 1 year [1 ]
- 0-5 years [2 ]
- 6-10 years [3 ]
- Over 10 years [4 ]

##### 3. Please indicate your designation

- Head of department [1 ]
- Buyer [2 ]
- Procurement committee member [3 ]
- Councillor [4 ]
- Other (specify).....

**INSTRUCTIONS**

Mark the box next to it with a checkmark or an X in the sections below, Sections B and C.

Legend:

SA-Strongly Agree

A- Agree

NT-Not sure

D-Disagree

SD-Strongly Disagree

**SECTION B; Implementation of sustainable procurement**

Indicate by ticking

The level of implementation of sustainable procurement practices at CRDC? <b>Practice</b>	<b>SA</b>	<b>A</b>	<b>NT</b>	<b>D</b>	<b>SD</b>
<b>Environmental</b>					
4. Environmental audit	5	4	3	2	1
5. Buying sustainable products	5	4	3	2	1
6. Recycling, reuse and reduces	5	4	3	2	1
<b>Social</b>					
7. Ensure health and safety	5	4	3	2	1
8. Buying from local suppliers	5	4	3	2	1
9. Making the commitment public	5	4	3	2	1
<b>Economic</b>					
10. Value for money	5	4	3	2	1
11. Supplier’s going concern	5	4	3	2	1
12. Inflation against payment	5	4	3	2	1

Comment.....  
 .....

13. Do you evaluate your suppliers using sustainable procurement criteria?

Yes [ ] No [ ]

14. What are the sustainable procurement practices implemented in your organisation?

.....  
.....  
15. How do sustainable purchasing practices affect your company's reputation in the supply chain?

.....  
.....  
16. What kind of recognition has your business received from the public or the government as a result of using sustainable procurement?

.....  
.....  
17. What additional advantages do sustainable purchasing practices have for reputation?

.....  
.....  
**Thank you**