THE IMPACT OF GREEN PRACTICES ON ORGANIZATIONAL PERFORMANCE: A RESEARCH AT NATIONAL MEDICAL STORES ENTEBBE

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UGANDA CHRISTIAN UNIVERSITY

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DECLARATION

I, OONYU DANIEL, declare that this research report titled "The Impact of Green Practices on Organizational Performance: A Case Study of National Medical Stores (NMS)" is my original work and has not been submitted to any other institution for the award of any academic qualification.

All sources of information used in this study have been duly acknowledged.

Signature: _____

Date: 29th/04/2026

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APPROVAL

I hereby certify that the research report titled, "The impact of green practices on organizational performance " has been submitted by Oonyu Daniel of M23B12/027 for examination with my approval as the university supervisor.

Signature.....

Date.....22/04/2026

MRS. COMFORT TUMUHAMYE

DEDICATION

This work is dedicated to my family for their unwavering support, encouragement, and sacrifices throughout my academic journey. Their belief in me has been a constant source of motivation.

I also dedicate the research to my lecturers and mentors who have guided and inspired me in the pursuit of knowledge.

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I would like to express my sincere gratitude to the Almighty God for granting me the strength, wisdom, and perseverance to successfully complete this study.

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ABSTRACT

This study examined the impact of green practices on organizational performance at the National Medical Stores (NMS) in Uganda. The main objective was to assess how environmentally sustainable practices influence organizational efficiency, cost-effectiveness, and service delivery. Specifically, the study analyzed the relationship between green practices and performance, identified challenges affecting their adoption, and proposed strategies to enhance their implementation. The research was driven by the need to determine whether sustainability initiatives lead to measurable improvements in performance within a public healthcare supply chain context.

The study employed a mixed-methods case study design, combining both quantitative and qualitative approaches. Quantitative data was collected through structured questionnaires administered to 67 employees selected using purposive sampling, with the sample size determined using Taro Yamane's formula. Qualitative data was gathered through semi-structured interviews with key informants. Data sources included both primary and secondary materials such as organizational reports and documents. Quantitative data was analyzed using descriptive statistics, while qualitative findings were used to support and explain the numerical results.

The findings indicated that green practices at NMS are moderately implemented, particularly in green procurement, waste management, energy efficiency, and eco-friendly packaging. These practices were found to have a positive impact on organizational performance, contributing to cost reduction, improved efficiency, better resource utilization, enhanced organizational reputation, and compliance with regulations. However, key challenges include limited awareness, inadequate funding, insufficient training, resistance to change, and weak supplier support. The study concludes that while green practices significantly improve performance, their success depends on consistent implementation and strong institutional support. It recommends enhancing staff training, increasing investment in sustainable technologies, strengthening policy frameworks, to maximize the benefits of green practices.

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CHAPTER ONE

1.1 Introduction

In this chapter we set the stage for the chapter: the issue we are addressing, the importance of this research, the research goals, the questions that we are seeking to answer, its significance, and the challenges we expect.

1.2 Background of the Study

Businesses are really embracing "green practices" or sustainable operating practices. It's a big deal for them as they seek to improve their performance and care for the environment. And guess what, research suggests that these green supply chain management (GSCM) practices help companies perform better and outperform their rivals. Like purchasing green materials, producing green products, designing green products and implementing green logistics (Shebeshe & Sharma, 2024). When you think that alone, the healthcare industry is responsible for 4% of global emissions.

The healthcare industry creates 4% of greenhouse gas emissions. That's largely because of the supply chains such as energy to run warehouses and cold storage, transporting products and packaging. So, hospitals and clinics are coming under pressure to be more sustainable and reduce their environmental footprint, but they still have to run their operations.

Exploring ways to make health supply chains more sustainable provides some interesting insights. For example, embracing concepts from the circular economy and being more dynamic in how they manage things can improve the reliability of their operations, perhaps by more than 12%. Responsiveness could improve dramatically (maybe by 39%) and efficiency of machinery use could improve by over 15%.

Green practices can even reduce environmental impact. And it looks like they improve how things run and how they recover. In East Africa, for instance, researchers found that green procurement policies were key to other things like better accountability, reduced costs and just all-around better business performance (Omar, Kituku, & Kithinji, 2023).

The Ugandan government through the National Environment Management Authority (NEMA) and the Ministry of Health encouraged the green integration of health-care services, for example,

health-care waste management guidelines, and the Health National Adaptation Plan (Ministry of Health Uganda, 2021). The National Medical Stores (NMS) as the lead agency for procurement, storage and distribution of medicines and vaccines throughout the country was crucial to the policy implementation. NMS constructed a new pharmaceutical storage and office building at Kajjansi with a 300 kW solar system that supplied 50% of the building's electricity, large cold storage facilities and increased storage capacity (National Medical Stores, 2022). This green practice was expected to save costs, improve the effectiveness and responsiveness of the cold-chain. Therefore, this empirical study on the effects of green practices on performance at NMS was timely, relevant and important for evidence-based decision making in the health sector in Uganda.

1.3 Statement of the Problem

The National Medical Stores (NMS) were supposed to embrace green practices to improve productivity and reduce costs through green buildings and storage, efficient cold storage, green transport and medical waste management. But it's not fully operational. One study found that 99% of hospitals in Uganda did not have waste management systems, and unsafe disposal methods (including burning) was practised (National Environment Management Authority [NEMA], 2018). NMS has also been accused of poor drug management (out of stock) and delayed delivery of drugs which affected health services in Uganda (The Kampala Report, 2024). And while new solar-powered warehouses are being constructed, many other activities in the business still rely on unsustainable energy and conventional transport, which impacted costs and the environment (AllAfrica, 2024). So, have the green initiatives adopted at NMS been for performance or compliance?

1.4 Purpose of the Study

The aim of this study is to investigate the impact of green practices on the performance of the National Medical Stores (NMS) in terms of how sustainability practices influence efficiency, cost effective and service delivery.

1.5 Specific Objectives

The study seeks to:

- To Explore the relationship between green practices and performance of National Medical Stores.
- To Investigate reasons why green practices are not used at National Medical Stores.
- To Suggest ways to enhance adoption and implementation of green practices at National Medical Stores.

1.6 Research Questions

- What was the relationship between green practices and performance at NMS?
- What were the barriers for green practices adoption at NMS?
- How to enhance green practices at NMS?

1.7 Scope of the Study

1.7.1. The study focused on green practices (waste management, energy efficiency, green logistics and sustainable procurement) and their effect on performance (efficiency, cost and service quality and reputation).

1.7.2. Geographical scope: The research was conducted in National Medical Stores office in Entebbe (Wakiso District) and distribution centres around the country.

1.7.3. Time scope: The study was conducted in the last 10 years (2015-2025) where sustainability has been an issue in health care and supply chain of Uganda.

1.8 Research Purpose

- The study provided an understanding of the potential for sustainability to enhance efficiency, reduce cost and enhance service delivery.
- Information was given to the Ministry of Health, National Environment Management Authority (NEMA) and other regulators on how to increase sustainability in the supply chain.
- The research added to the body of knowledge on the sustainability-organisational performance nexus in the medical supply chain, particularly in developing countries.
- The study improved health care and sustainability with sustainable medical supply.

1.9 Study limitations

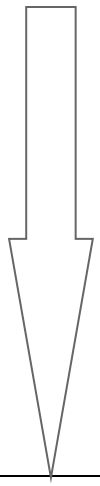
The study had limitations including:

- ✓ Some aspects of procurement and supply chain may not have been fully disclosed due to confidentiality.
- ✓ Limited time and funds might have been available for data collection and analysis
- ✓ The findings were specific to NMS and may not have been used in other health care facilities in Uganda.

Conceptual framework Diagram

Green practices **(IV)**

- Green procurement
- Energy efficient warehousing and cold storage
- Eco-friendly transport
- Proper waste disposal



Organizational performance **(DV)**

- Operational efficiency
- Cost reduction
- Timely Drug delivery
- Cold-Chain Reliability
- Corporate reputation

Source researcher (2025)

Green Practices (IV): Represented the sustainability initiatives implemented at NMS, such as solar energy usage, improved waste management, eco-friendly logistics, and green procurement policies.

Organizational Performance (DV): Included key performance indicators like efficiency, cost reduction, timely service delivery, and public trust.

Relationship: The framework hypothesizes that increased adoption of green practices leads to measurable improvements in NMS's performance. However, this relationship could be moderated by factors such as funding availability, regulatory enforcement, staff capacity, and technology adoption.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, literature pertaining to the relationship between green practices and organizational performance will be reviewed, with emphasis on National Medical Stores (NMS) in Uganda. This section contains theoretical, definition, and empirical reviews consistent with the objectives of the research. The chapter begins with an introduction of the theory behind the study which includes the Natural Resource-Based View (NRBV). This section is then divided according to the objectives of the study. They include the relationship between green practices and performance, constraints of implementing green practices and methods to enhance the implementation of green practices at NMS.

2.1 Theoretical Literature Review

2.1.1 An Overview of the Natural Resource-Based View (NRBV) Theory

Natural Resource-Based View (NRBV), formulated by Hart (1995), is an advancement of the traditional Resource-Based View (RBV). This framework extends the RBV model by adding environmental management to the core elements of resource and capabilities. Unlike RBV, which emphasizes competitive advantage through valuable, rare, inimitable, and non-substitutable (VRIN) resources (Barney, 1991), NRBV suggests that firms which successfully engage in sustainable natural resource management will find it beneficial. According to Hart (1995), NRBV theory postulates that there exist three interrelated competencies-pollution prevention, product stewardship, and sustainable development provides firms with a competitive advantage that is both sustainable and environmentally friendly (Hart, 1995). This is because by incorporating environmental issues in their routine processes, the firm reduces costs, enhances creativity, and increases its legitimacy among stakeholders. With increased concern over sustainability around the world, the NRBV provides an essential paradigm to harmonize ecology and profitability.

2.1.2 Relationship of the NRBV Theory to the Study

The NRBV theory closely relates to this study because it provides a foundation for understanding how green practices enhance organizational performance through environmental efficiency,

innovation, and sustainable resource utilization. In the context of National Medical Stores, NRBV explains how investments in green infrastructure such as solar-powered warehousing, energy-efficient cold-chain systems, and environmentally responsible procurement act as valuable resources that improve cost efficiency, operational reliability, and corporate reputation.

By applying NRBV, the study links NMS's green practices to improved performance outcomes, including lower operational costs, enhanced cold-chain reliability, and timely drug delivery. The theory also explains how environmental stewardship can serve as a competitive capability, allowing NMS to maintain compliance with sustainability regulations while building public trust and donor confidence.

2.1.3 Justification for Using the NRBV Theory

The NRBV theory is most suitable for this study because it captures the strategic importance of environmental management in achieving superior organizational performance. Unlike other theories such as the Triple Bottom Line or Institutional Theory, which focus more on accountability and external pressures, the NRBV directly links internal capabilities and environmental initiatives to performance outcomes. It emphasizes how organizations like NMS can convert green investments solar systems, waste management programs, and eco-friendly logistics into long-term cost advantages and operational resilience.

This makes NRBV the ideal framework for examining how NMS's green initiatives not only fulfill regulatory compliance but also enhance efficiency, service quality, and reputation in Uganda's healthcare supply chain.

2.2Definition of Key Variables

2.2.1 Green Practices

Green practices, or environmentally sustainable operations, are organizational strategies and activities designed to minimize environmental impacts across the supply chain. According to Zhu and Sarkis (2019), these practices include green procurement, eco-design, green manufacturing, energy-efficient warehousing, waste management, and sustainable transportation. In healthcare, such practices involve safe disposal of medical waste, adoption of renewable energy solutions, biodegradable packaging, and reduction of greenhouse gas emissions in cold-chain logistics (Tennison et al., 2021).

At NMS, green practices include a 300 kW solar power system meeting 50% of energy needs, cold rooms for vaccine storage, and environmentally responsible procurement and logistics (National Medical Stores, 2022). These initiatives provide a foundation for understanding how sustainable operations may improve institutional performance.

2.2.2 Organizational Performance

Organizational performance refers to an institution's ability to achieve strategic objectives efficiently and effectively. Richard et al. (2009) identify performance indicators as financial outcomes, operational efficiency, customer satisfaction, and overall competitiveness. In supply chain contexts, performance is assessed through service delivery, cost efficiency, responsiveness, and stakeholder satisfaction (Gunasekaran et al., 2017).

For NMS, performance metrics include timely drug deliveries, reduced operational costs, reliability of the cold chain, and public confidence in healthcare supply systems. Examining these metrics allows for a contextual understanding of how green practices may influence tangible outcomes within Uganda's centralized medical supply chain.

2.3. Empirical Review

2.3.1 Green Practices and Organizational Performance

Studies in a range of sectors, including healthcare, manufacturing, logistics, and more have paid particular attention to analyzing how green practices influence organizational performance. Here, the term green practices denotes actions aimed at minimizing an organization's ecological footprint, optimizing resource management and embedding sustainability within business processes (Kumar, Singh, & Garg, 2025). Such integration, in turn, leads to increased efficiency, savings, and positive perception among all relevant parties, resulting in organizational performance improvement.

Thus, according to a worldwide study of Asian health care institutions conducted by Kumar et al. (2025), adopting energy-efficient logistics and a circular economy model has helped firms improve responsiveness by 38.8% and asset utilization by 15%. Similar trends are observed in other studies, such as research by Shebeshe and Sharma (2024), where it was shown that implementing sustainable procurement practices and eco-designs reduces costs and increases

market competitiveness in healthcare organizations. Thus, green practices prove beneficial both for achieving environmental goals and improving organizational performance.

In Africa, Ambe and Badenhorst-Weiss (2016) associate public sector green supply chain implementation with improved service delivery, pointing out that green procurement and resource-efficient business operation positively affect service reliability, client satisfaction,It is evident that in Uganda, green initiatives have resulted in significant benefits in terms of healthcare operations. According to Nsubuga and Kabanda (2023), the application of green warehousing, renewable energy sources, and logistics management in healthcare institutions reduced procurement cycle time by about 25% and operating expenses by about 15%. This example proves the potential for successful application of environmentally friendly activities within healthcare organizations regardless of limited financial resources.

The theory of the National Resource-Based View (NRBV) sheds light on this problem. The theory states that developing internal capabilities in relation to the environment can provide an organization with sustainable competitive advantages (Hart, 1995). Green initiatives use of renewable energy, environmental protection in waste management processes, and green logistics become key internal capabilities and reduce environmental threats while improving operational efficiency. In the context of NMS, the implementation of green technologies is manifested through the installation of solar panels to generate power, optimal routing to reduce fuel expenses, and environmentally friendly handling of medical waste (The Kampala Report, 2024).

At the same time, scholars like Lo and Sheu (2007) and Sarkis (2012) emphasize that the application of green practices improves organizational reputation and promotes stakeholders' trust.

With regard to the NMS case study, enhanced environmental management and greener practices will enhance stakeholder trust and organizational reputation. The trust in turn translates to superior organizational performance as the organization is opened up to new opportunities in terms of partnerships and funding (Ochieng & Omondi, 2021; Choge et al., 2019). This relationship is demonstrated across many cases in Kenya and Tanzania where hospitals and

medical stores adopting renewable energy and improving supply chain logistics experience stable service and reduced costs.

It would however be incorrect to assume a general cause-and-effect relationship between green practices and organizational performance. As Zhu, Sarkis, and Lai (2013) explain, while the two variables usually go hand in hand, moderating elements including staffing capacity, governance and institutional capabilities, and worker skills can have considerable influence. For the NMS, where healthcare supply chains in Uganda face constraints with regard to resources, these factors will determine whether green practices yield tangible benefits. Renewable energy and eco-efficient logistics will certainly increase operational efficiency; however, the gains will rely on qualified staff to implement these initiatives and maintain regular maintenance as necessary.

Overall, there is sufficient empirical support to the effect that adoption of green practices leads to organizational performance through cost efficiency, environmental compliance, and stakeholder trust. The integration of internal environmental capabilities, as explained by NRBV theory, further strengthens the argument that sustainable initiatives are strategic assets. Nevertheless, there remains a gap in longitudinal studies assessing the long-term effects of green practices on performance within Uganda's healthcare supply chains, highlighting the need for empirical research specific to NMS.

2.3.2 Barriers to Adoption of Green Practices

There are multiple reasons why implementation of greener practices offers considerable advantages; however, its realization is impeded by a series of barriers that emerge in both operational and financial spheres. To start with, Tumpa (2019) mentions high up-front costs, lack of access to eco-friendly technology, and reluctance to change as key impediments in achieving sustainable practices in the areas of health care and logistics. Similarly, Agyemang and Asibey (2019) note insufficient training of employees, ineffective supervision framework, and lack of integration of green policies as important reasons hindering implementation of sustainability efforts in government organizations.

Specifically for Africa, Ambe and Badenhorst-Weiss (2016) identify infrastructure limitations, lack of motivation to comply with regulations, and poor regulatory practices as significant obstacles for creating sustainable supply chains in the region. In addition, according to UNEP

(2020), the problem of inadequate access to environmentally friendly suppliers persists in public institutions in the area. Moreover, operational difficulties including unreliable transport networks and irregular electricity supply prevent continuous implementation of energy-saving technologies and environmentally friendly warehouses.

As for Uganda, certain barriers specific to health institutions such as NMS have to be addressed. First, 99% of all hospitals lack functional Moreover, the paper highlights weaknesses in institutional capacity and inadequate regulation as main impediments in waste management. According to the Kampala Report (2024), practical challenges related to delivery delays, overreliance on fossil fuel transportation and lack of sufficient technical expertise make it difficult to implement sustainability programs. This point corroborates findings by Kaggwa and Nabukenya (2022) about human resource deficiencies and inadequate staff training weakening efficacy of environmental interventions in the supply chain of healthcare organizations.

One more barrier lies in the lack of comprehensive participation of stakeholders in environmental practices. UNEP (2020) and WHO/UNICEF (2021) identify commitment of all parties (suppliers, donors and organization's employees) to sustainability as crucial for implementing green initiatives. However, in Uganda many suppliers do not have relevant certification and do not have motivation to adhere to environmental policies. Similar problems can be found in other countries such as Kenya and Rwanda where the implementation of green practices is hindered by inability of public sector institutions to ensure supplier compliance (Ochieng & Omondi, 2021; Uwizeyimana et al., 2020).

Finally, financial barriers constitute another challenge to be tackled. Initial expenses related to renewable energy sources, energy efficient transportation and waste disposal infrastructure are considerable, especially for resource-limited public institutions. Lo and Sheu (2007) note that without sufficient funding mechanisms or donor support, many green practices remain aspirational rather than operational. For NMS, while solar-powered cold chains and green warehouses have been piloted, their full deployment is limited by budgetary allocations and competing operational priorities.

Critically, these challenges demonstrate that green practice adoption is a multi-dimensional issue, encompassing financial, technical, regulatory, and behavioral aspects. Addressing these constraints requires a holistic strategy that integrates staff training, policy enforcement, stakeholder engagement, and financial planning. By identifying these barriers, this study lays the groundwork for designing interventions to facilitate sustainable practices at NMS, which aligns with the broader goals of environmental responsibility and operational efficiency.

2.3.3 Approaches to Increase Adoption and Implementation of Green Practices

There are several approaches that can be used to increase the adoption rate of green practices and their proper implementation in the field of healthcare. The role of capacity development, financial incentives, and policy support in creating conditions for the sustainable functioning of enterprises is emphasized by UNEP (2020) and WHO/UNICEF (2021). In turn, Agyemang and Asibey (2019) identify the importance of introducing monitoring and evaluation systems to ensure proper implementation and constant development of green procurement and logistics systems.

Among the world practices, the integration of renewable energy use, implementation of monitoring tools, and employee training stand out as the most promising ways to promote green practices in the healthcare industry. According to Kaggwa and Nabukenya (2022), hospitals implementing these practices managed to improve their responsiveness, budget management, and environmental performance. The same applies to such practices as lifecycle assessment, suppliers' audit, and certification in Europe and Asia (Shebeshe & Sharma, 2024; Zhu, Sarkis, & Lai, 2013).

In Africa, one of the key factors that contribute to the successful adoption and implementation of green practices is stakeholder involvement and collaboration. Thus, Ochieng and Omondi (2021) note that cooperation with Certified suppliers, donor organizations, and regulation bodies have made it easier for hospitals to incorporate energy-saving supply chains. Similarly, Uwizeyimana et al. (2020) state that when the practice of green procurement coincides with the government's policies and the organization's internal policy, the degree of compliance is increased and resistance minimized.

Some of the concrete ways through which the strategy of NMS should be implemented include:

- ★ Policy integration: It is important that senior management makes a commitment to integrate sustainability policies into the organizational strategy since this increases its accountability and viability (Hart, 1995; NRBV)
- ★ Skills development: The training of procurement officers, managers in warehouses, and logistics personnel will make green operations such as energy-efficient storage, environmentally friendly transportation, and digital resources tracking easier.
- ★ Infrastructure investments: The purchase of solar energy devices, energy-efficient cars, and waste management sites will increase the efficiency of the hospital's activities, reduce expenses, and ensure regulatory compliance.
- ★ Engagement of suppliers and donors: Establishing sustainability partnerships will motivate the suppliers to implement green operations while ensuring procurement compliance and the support of donors.

Moreover, it is important to note that these approaches go beyond the mere process of adoption and create sustainable capabilities that enhance competitive advantages, which is one of the central concepts of the NRBV model (Hart, 1995). For example, hospitals in Uganda that apply such an approach show higher levels of service reliability, efficiency, and environmental performance, emphasizing their practical importance (Nsubuga & Kabanda, 2023; The Kampala Report, 2024).

In conclusion, the existing body of literature indicates that sustainable operations can positively impact organizational performance if implemented strategically. To make this happen, a combination of factors needs to be considered, including institutional commitment, capacity development, investment in renewable energy, and engagement of stakeholders. In this way, one can address the mentioned barriers and reap the benefits of going green at NMS. It aligns with NRBV since organizational environmental capabilities become an essential source of competitive advantage.

Chapter 2.4 summary

In this chapter, the authors have analyzed theoretical and empirical aspects related to green practices and their influence on organizational performance, following NRBV framework. Green practices increase efficiency and reduce operational expenses and create trust in stakeholder communities, but implementation is complicated due to financial, technical, and regulatory barriers. The suggested recommendations are aimed at formalization of green practices, capacity building, investments into renewable resources, and stakeholder participation. Such steps are critical to enhance sustainability and effectiveness of NMS's supply chain. The following chapter presents research methodology that will test such relations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

In this section, the process of finding out whether the adoption of green practices influences organizational performance in the organization under study will be explained. The methodology employed in this study will include aspects such as research design, respondents of interest, sample sizes and selection processes, sources of data and data collection tools and procedures, among others. Additionally, this section will detail how the collected data was analyzed, validated and how ethical considerations were maintained. In essence, the following discussion will give the readers an overview of the research design adopted by this study.

3.1 RESEARCH DESIGN

Research designs refer to plans which guide data collection, measurement and analysis in any study (Khanday & Khanam, 2023). The research design employed by this study was a case study involving quantitative and qualitative mixed method. As such, this section will discuss the various types of data utilized in the study in relation to NMS.

Quantitative data included measures of cost efficiency, effectiveness of operations, effectiveness of service delivery and overall organizational performance in relation to adopting green practices in the company.

Qualitative data were generated through interviews held with key stakeholders in NMS. This allowed to investigate the way people view the process of adopting green practices in NMS, the use of a mixed methodology was deemed appropriate. The reason for selecting this research methodology lies in the ability to combine both figures representing the outcomes of the green practices implementation and detailed interpretation of how those practices impact the performance of organizations.

3.2 Sampling Technique

For the purpose of conducting an analysis, purposive sampling was employed. Respondents have been selected deliberately due to their position and involvement in activities related to environmental management and sustainability. This group includes employees involved in operations, procurement, administration, finance, and environmental management, as well as senior management employees. In other words, participants were supposed to possess sufficient knowledge and practical experience in terms of green practices and organizational performance.

3.3 SAMPLE SIZE

As this is an integration of qualitative and quantitative approaches, we considered two separate methodologies for determining our sample sizes. For qualitative research, our target was about 15-20 key informants, who were managers and senior members of NMS actively involved in developing and implementing green policies. As per the qualitative research tradition, this would be adequate for achieving saturation without compromising on a thorough exploration of the participants' viewpoints.

For quantitative research, we conducted structured questionnaire surveys of NMS employees using Yamane's (1967) formula for calculating the sample size based on finite populations, where confidence level = 95% and margin of error = 5%.

$n = N / \{1 + N(e)^2\}$

Where:

n = sample size

N = total population (80 employees)

e = level of precision (0.05)

$n = 80 / \{1 + 80(0.05)^2\}$

$n = 80 / \{1 + 80(0.0025)\}$

$n = 80 / \{1 + 0.20\}$

$n = 80 / 1.20$

$n = 66.67 \approx 67$

Altogether, the target population that was sampled for the quantitative survey consisted of 67 participants, which is considered sufficient to represent the larger population and generate valid statistical findings.

3.4 DATA COLLECTION SOURCES

Both primary and secondary data sources were used in conducting the study. Primary data refer to information collected by the researcher personally from respondents. In this case, such information would be collected from employees of NMS through the use of questionnaires and semi-structured interviews to allow the researcher to get original information about the effects of green practices on organizational performance.

Secondary data include information that has already been collected, organized, and reported elsewhere. In our case, information on NMS's green practices was obtained from internal organizational reports and policies. Academic journal articles, textbooks, and peer-reviewed research papers also served as sources of secondary data.

3.5 DATA COLLECTION INSTRUMENTS

The following instruments were used to collect primary data: semi-structured interview guidelines and structured questionnaires.

Semi-structured interviews were held with certain key informants who could give an in-depth analysis of the issues in question. These interviews focused on obtaining information on what green practices exist at NMS; the reasons for adopting these practices; the challenges faced in implementing and the effects that green practices may have on organizational performance. The open-ended interview schedule allowed respondents to express their opinions freely while being connected to the research objectives.

For a comprehensive understanding, structured questionnaires were distributed to a larger number of employees. This involved using a five-point Likert Scale ranging from Strongly Disagree (1) to Strongly Agree (5) to examine the employees' perceptions of the environment-friendly practices, cost effectiveness, operational efficiency, service delivery, and organizational performance.

3.6 Data collection procedures

First, we drafted an introductory letter by the Dean of School of Business at Uganda Christian University and submitted it to NMS for approval. After obtaining approval, the researcher scheduled interview times and distributed the questionnaire to selected employees. Interviews were conducted at convenient times and locations; however, responses were obtained after securing consent from the participants. Questionnaire forms were collected within a specified period to increase the chances of obtaining more responses. Moreover, related secondary data were analyzed with the permission of the organization.

3.7 Reliability and validity

Repeatability is essential for any measuring tool used in research work. To test for reliability, we measured the level of internal consistency of the questionnaire items using Cronbach's alpha reliability coefficient. It ensured that the interviews followed a consistent pattern throughout.

The issue of validity deals with the effectiveness of the tools in measuring what they are supposed to measure. The content validity was achieved through a comprehensive review of literature related to green practices and performance within organizations. The tools were reviewed by academic supervisors and subject matter experts to confirm that they were relevant and easily understandable. Furthermore, using a combination of qualitative and quantitative techniques provided methodological triangulation.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND REPORTING OF FINDINGS

4.0 Introduction

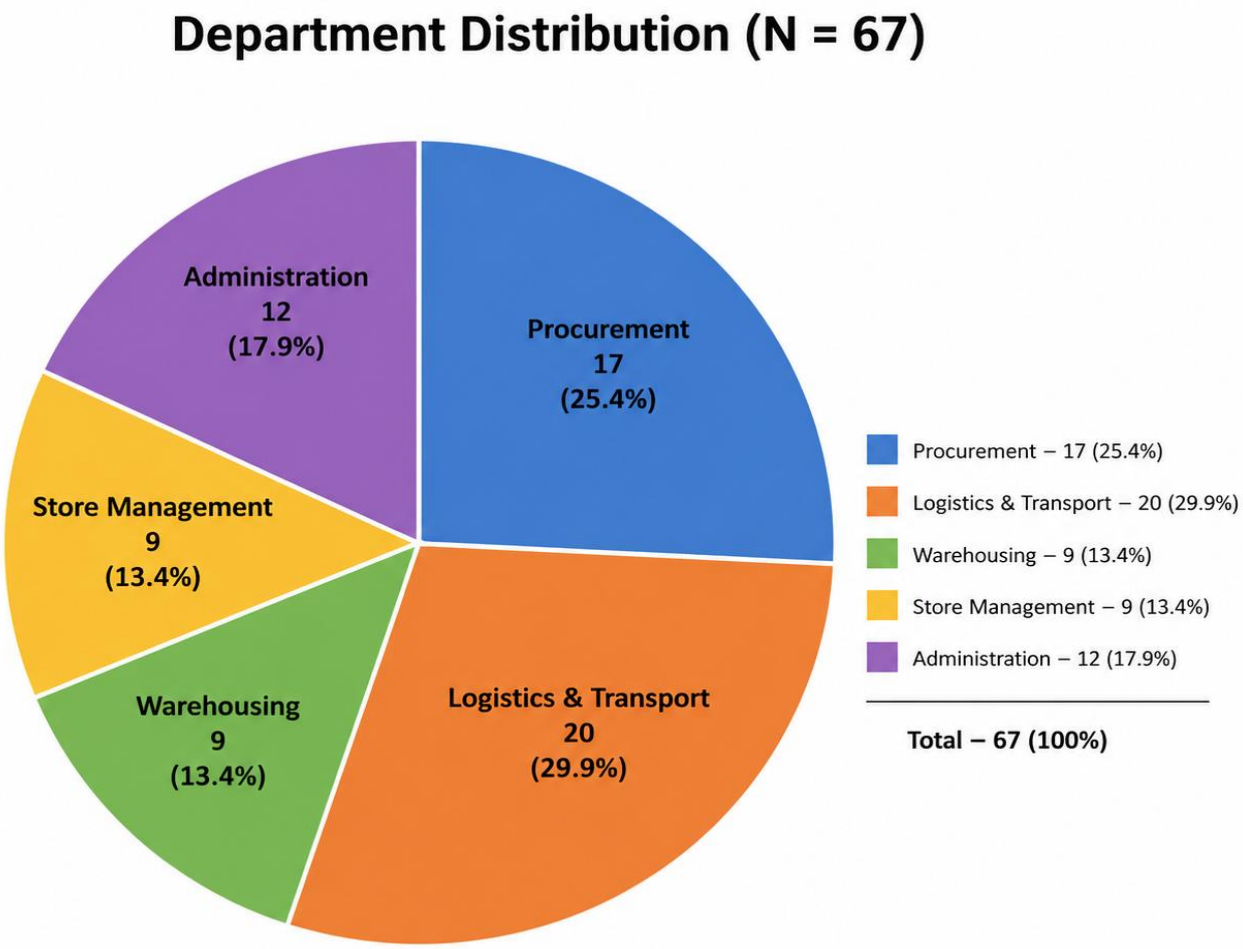
In this chapter, findings arising from responses gathered from National Medical Stores (NMS) are presented. The analysis and interpretation of the findings is in line with the objectives of the study, which include investigating the existing green practices at NMS, examining the impact of these practices on organizational performance, analyzing the constraints to the adoption of green practices, and proposing ways to improve their implementation.

4.1 Presentation on Demographic Characteristics of Respondents

4.1.1 Departments of Respondents

Department	Frequency	Percentage (%)
Procurement	17	25.4
Logistics & Transport	20	29.9
Warehousing	9	13.4
Store Management	9	13.4
Administration	12	17.9
Total	67	100

Figure 1: Percentage distribution of respondents according to departments

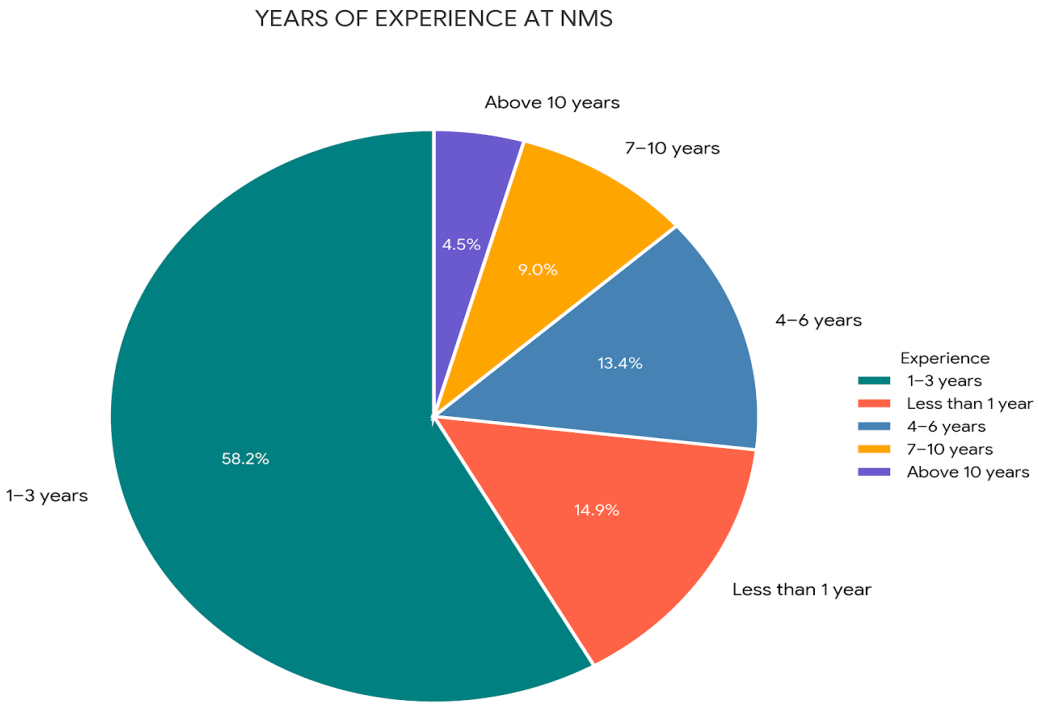


From the analysis, it is clear that the largest number of participants was from Logistics and Transport, comprising 29.9% of the total participants. The second largest were from Procurement, forming 25.4% of the entire group. The third largest were from Administration, forming 17.9% of the total participants. Finally, the last two groups, namely Warehouses and Store Managers, comprised 13.4% of the total participants.

4.1.2 Years of Experience at NMS

Experience	Frequency	Percentage (%)
Less than 1 year	10	14.9
1–3 years	39	58.2
4–6 years	9	13.4
7–10 years	6	9.0
Above 10 years	3	4.5
Total	67	100

Figure 2: Age/ Years worked of respondents

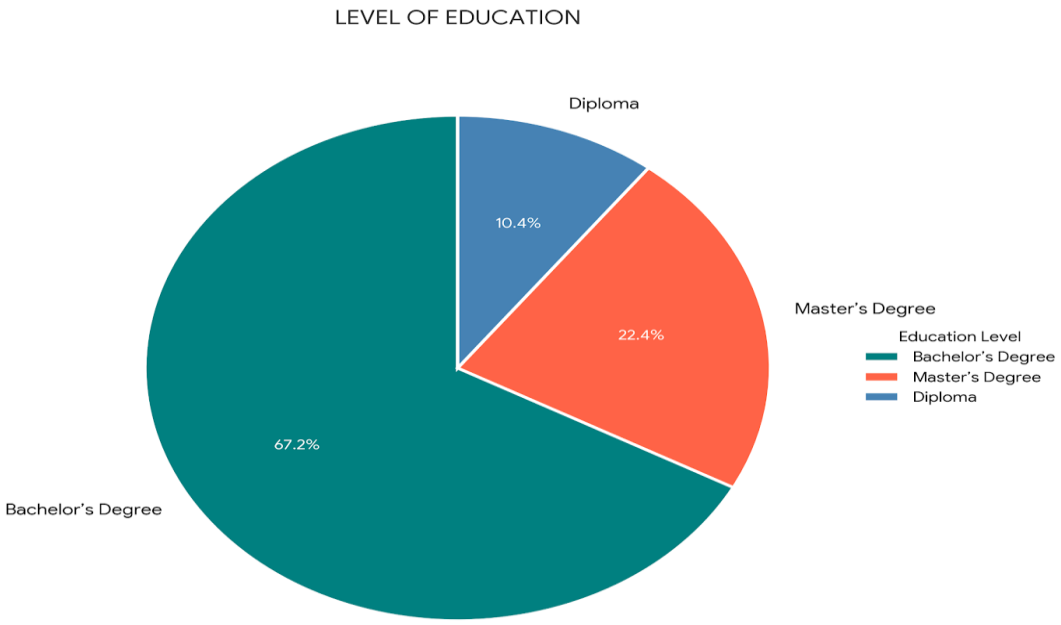


It was found that the majority of the respondents have been employed in National Medical Stores for 1-3 years, forming 58.2% of all the respondents. The respondents who have served for less than a year constituted 14.9%, while 13.4% have worked for 4-6 years. Additionally, 9% of the respondents have worked for 7-10 years, while 4.5% have worked for more than 10 years. It can be observed from the above-mentioned figures that there is a preponderance of newer staff members, along with some veteran ones.

4.1.3 Level of Education

Education Level	Frequency	Percentage (%)
Bachelor's Degree	45	67.2
Master's Degree	15	22.4
Diploma	7	10.4
Total	67	100

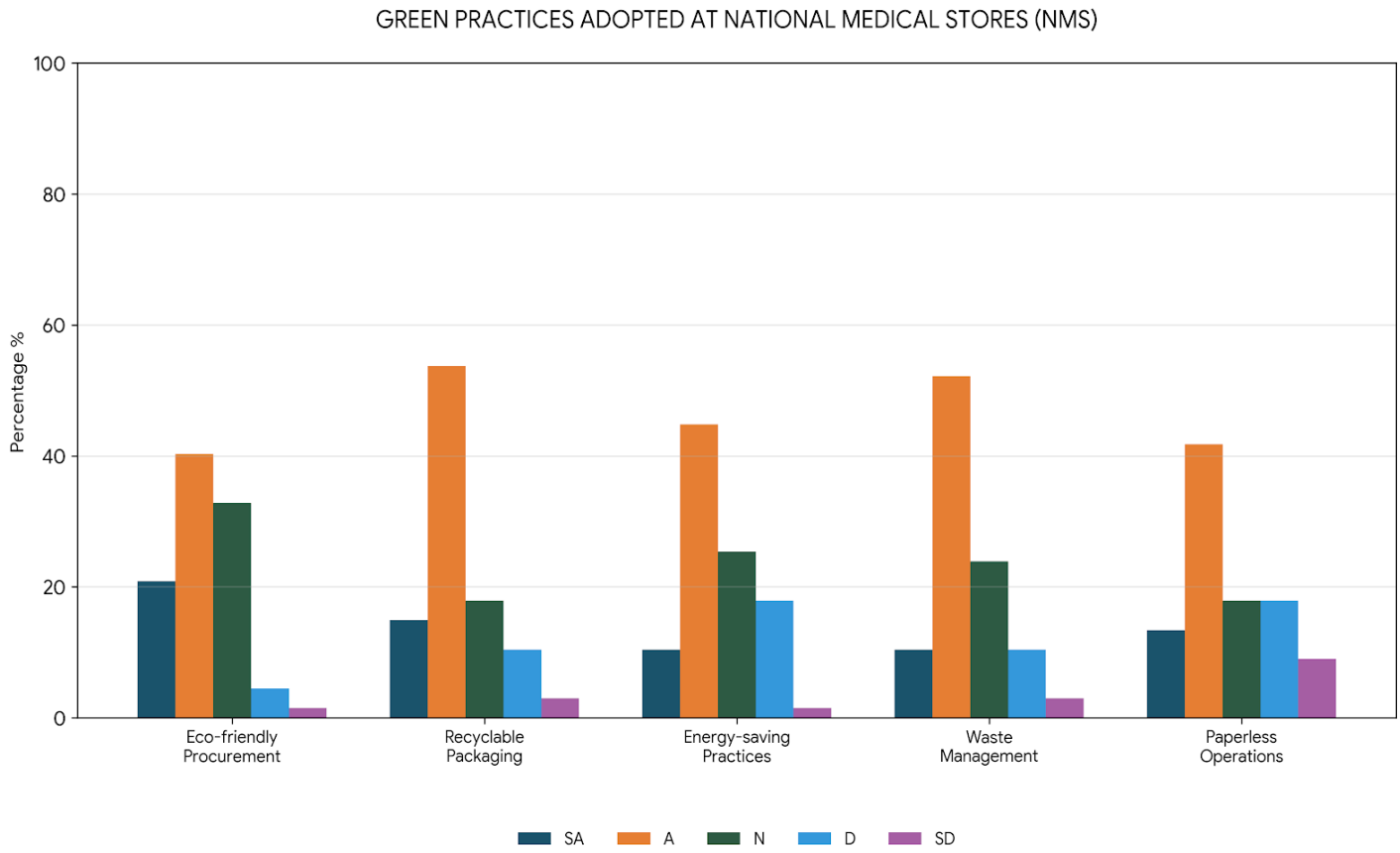
Figure 3:Level of Education



It is worth noting that the majority of the participants, 67.2%, held a bachelor's degree. The next highest percentage, 22.4%, had obtained a master's degree, while only 10.4% of them had diplomas. Generally, the participants were highly educated, which made their responses more credible.

4.2 Findings on Green Practices Adopted at National Medical Stores (NMS)

S/N	Green Practices	SA		A		N		D		SD	
		F	(%)	F	(%)	F	(%)	F	(%)	F	(%)
a	NMS promotes environmentally friendly procurement practices when selecting suppliers	14	20.9	27	40.3	22	32.8	3	4.5	1	1.5
b	The organization encourages the use of recyclable or biodegradable packaging materials	10	14.9	36	53.7	12	17.9	7	10.4	2	3.0
c	Energy-saving practices are promoted at NMS	7	10.4	30	44.8	17	25.4	12	17.9	1	1.5
d	NMS practices proper waste management and disposal systems	7	10.4	35	52.2	16	23.9	7	10.4	2	3.0
e	The organization promotes paperless operations through digital systems	9	13.4	28	41.8	12	17.9	12	17.9	6	9.0



According to the data, National Medical Stores has relatively good environmentally friendly procurement practices. As can be seen from the table below, 20.9% of respondents strongly agree and 40.3% agree that the company is committed to green procurement when selecting suppliers. On the other hand, 32.8% of participants are neutral; however, 4.5% disagree, and 1.5% strongly disagree. Hence, a vast majority (61.2%) approves of this initiative, but at the same time, many people do not seem to be aware of its existence.

Concerning packaging, it can be said that recyclable or biodegradable materials are appreciated by 14.9% of respondents who strongly agree and 53.7% who agree. Nevertheless, 17.9% are neutral, 10.4% disagree, and even 3% strongly disagree with the practice in question. Therefore, almost 68.6% of the total sample supports green packaging, but it seems that there are certain gaps.

In respect of energy saving, the picture does not change much since 10.4% strongly agree and 44.8% agree about the importance of these measures. Meanwhile, 25.4% are neutral, 17.9% disagree, and 1.5% strongly disagree. Altogether, 55.2% of all respondents approve of energy-saving procedures within the organization.

It was discovered that both waste management and disposal received support as 10.4% of the surveyees strongly agreed with this measure and 52.2% agreed. But it was observed that 23.9% respondents were neutral in their views, while 10.4% respondents disagreed and 3% strongly disagreed on this issue. It can be concluded that there is majority of 62.6% who agree with the green practice related to waste management.

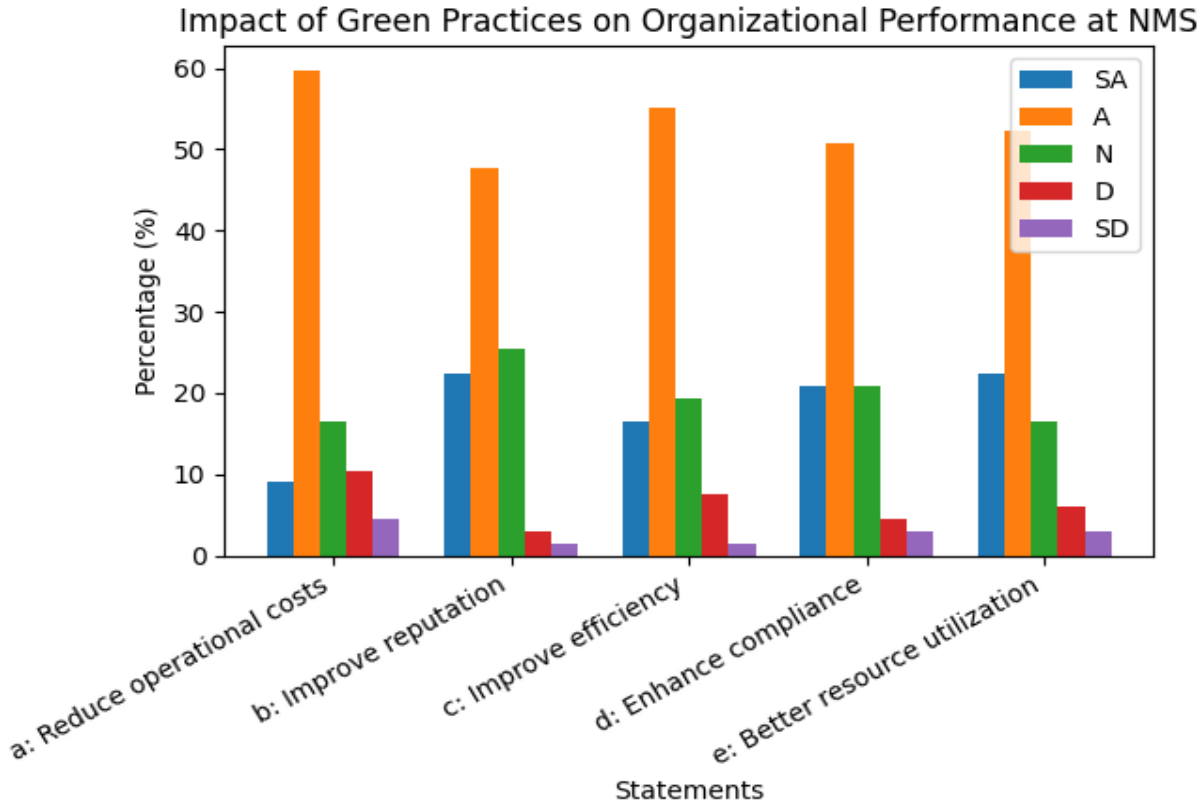
The attempt made to go paperless via digitalization got 13.4% respondents to strongly agree, while 41.8% agreed. But again it was found that 17.6% respondents remained neutral, while 17.9% disagreed and 9% strongly disagreed. It can be seen that although 55.2% respondents agree with the digitalization process, there are many respondents that are not satisfied with it.

Overall, it can be concluded that National Medical Stores is moderately implementing the green practices of procurement, packaging, energy conservation and waste management.

4.3 Findings on the Impact of Green Practices on Organizational Performance

S/N	Impact of Green Practices on Performance	SA		A		N		D		SD	
		F	(%)	F	(%)	F	(%)	F	(%)	F	(%)
a	Green procurement practices help reduce operational costs at NMS	6	9.0	40	59.7	11	16.4	7	10.4	3	4.5
b	Environmental sustainability practices improve the reputation of NMS	15	22.4	32	47.8	17	25.4	2	3.0	1	1.5
c	Green practices improve efficiency in procurement	11	16.4	37	55.2	13	19.4	5	7.5	1	1.5

	and logistics operations										
d	Adoption of green practices enhances compliance with government regulations	14	20.9	24	50.7	14	20.9	3	4.5	2	3.9
e	Environmental sustainability contributes to better resource utilization	15	22.4	35	52.2	11	16.4	4	6.0	2	3.0



It is found out that green procurement leads to reductions in operating costs of 9% and 59.7% of respondents agree and strongly agree respectively. There were neutral answers of 16.4% with

10.4% disagreement and 4.5% of those who strongly disagreed. In general, there are 68.7% who recognize cost savings due to green practices.

Moreover, the reputation of the organization appears to be positively impacted by the implementation of environmental sustainability with 22.4% strongly agreeing and 47.8% answering "agree". There were also neutral answers which account for 25.4%. The answers about disagreement are 3% and those who strongly disagreed were 1.5%. It means that there are 70.2% who recognize the reputational advantage of green practices.

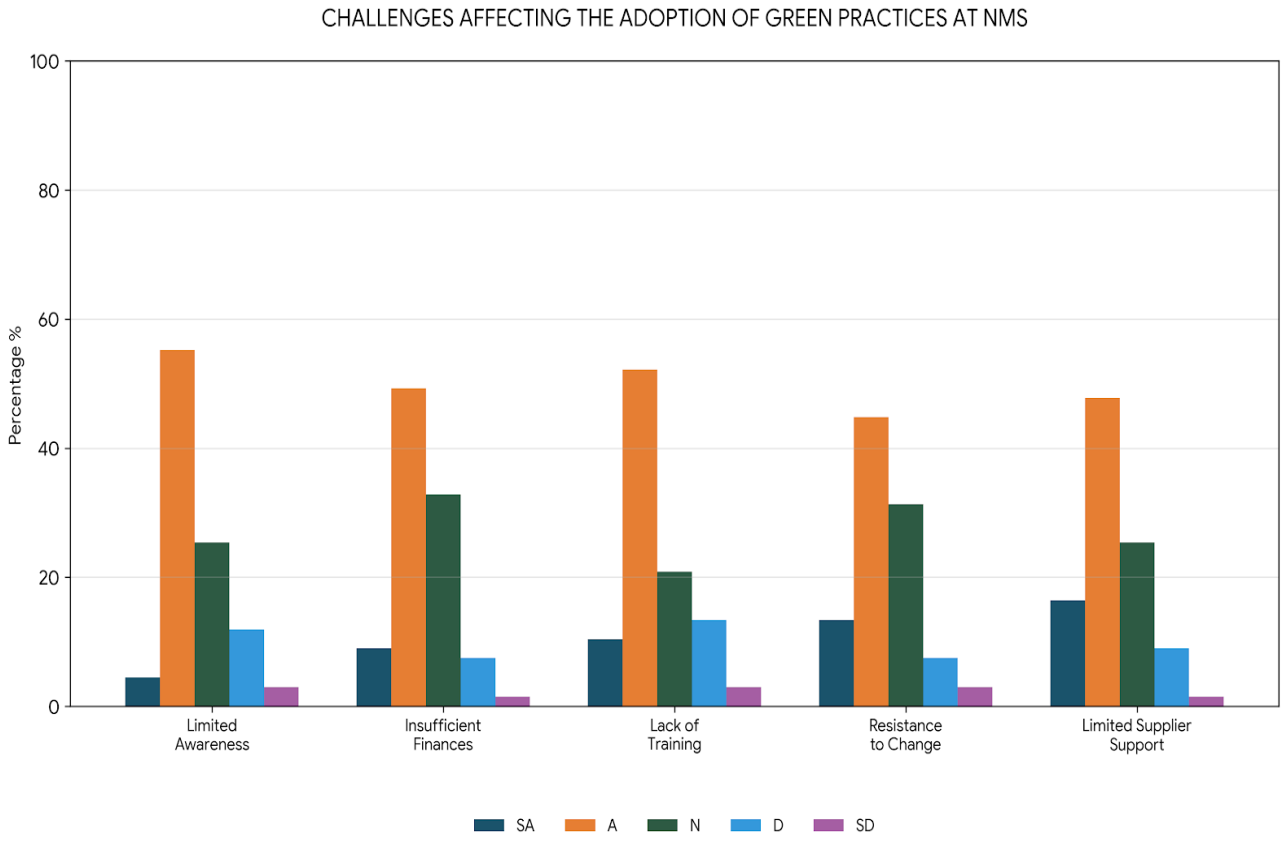
There was an increase in procurement and logistic efficiency due to green practices since 16.4% strongly agree and 55.2% of respondents answer "agree". There were neutral responses accounting for 19.4% of all answers with 7.5% of disagreement and only 1.5% who strongly disagreed. It makes a total percentage of 71.6%.

In addition, compliance with government regulation is supported by environmental sustainability because 20.9% strongly agree and 50.7% of respondents agree. Neutral answers represent 20.9% with disagreement at 4.5% and strongly disagree representing 3%. Thus, it was observed that the majority, 71.6%, believed that efforts toward sustainability assist in ensuring compliance with regulations.

In the environmental domain, the correlation between sustainability and resource utilization was observed, where 22.4% strongly agreed with the statement while 52.2% agreed. The remaining neutral percentage comprised 16.4% with 6% disagreeing and 3% strongly disagreeing with the statement. Thus, 74.6% were supportive of better resource utilization within the organization. Overall, the findings suggest that sustainable processes have significant impacts on organizational performance, especially in reducing costs, increasing efficiency, improving reputation, achieving compliance, and optimizing resource utilization.

4.4 Findings on Challenges Affecting Adoption of Green Practices

S/N	Challenges	SA		A		N		D		SD	
		F	(%)	F	(%)	F	(%)	F	(%)	F	(%)
a	Limited awareness about environmental sustainability among staff	3	4.5	37	55.2	17	25.4	8	11.9	2	3.0
b	Insufficient financial resources to implement green technologies	6	9.0	33	49.3	22	32.8	5	7.5	1	1.5
c	Lack of training on green procurement practices	7	10.4	35	52.2	14	20.9	9	13.4	2	3.0
d	Resistance to change among employees	9	13.4	30	44.8	21	31.3	5	7.5	2	3.0
e	Limited support from suppliers in implementing green practices	11	16.4	32	47.8	17	25.4	6	9.0	1	1.5



The results prove the problem of staff awareness of environmental sustainability to be a genuine barrier. As can be seen, 4.5% of the respondents strongly agree and 55.2% agree about awareness being poor. In total, 25.4% of the respondents keep neutral position regarding this issue. At the same time, 11.9% of them disagree, and 3% strongly disagree. Overall, although most people acknowledge this barrier (59.7%), many others have doubts.

It is obvious that financial constraints constitute another barrier. As can be observed, 9% of the employees strongly agree and 43.3% of them agree about the lack of funds for implementing new changes. In addition, there are 32.8% of neutral answers. Moreover, 7.5% of the employees disagree, and 1.5% strongly disagree. Thus, the barrier of financial constraints may influence adopting sustainable technologies.

The lack of adequate training concerning the implementation of green procurement constitutes another important barrier. Indeed, 10.4% of the employees strongly agree, while 52.2% agree with it. There are also 20.9% of neutral opinions. Finally, 13.4% of the respondents disagree with it. It means that training barriers are crucial in this case.

There is quite some resistance to change amongst employees, with percentages of 13.4% strongly agreeing, 44.8% agreeing, 31.3% being neutral, 7.5% disagreeing, and 3% strongly disagreeing. The bottom line is that there is considerable resistance to green practices in the organization.

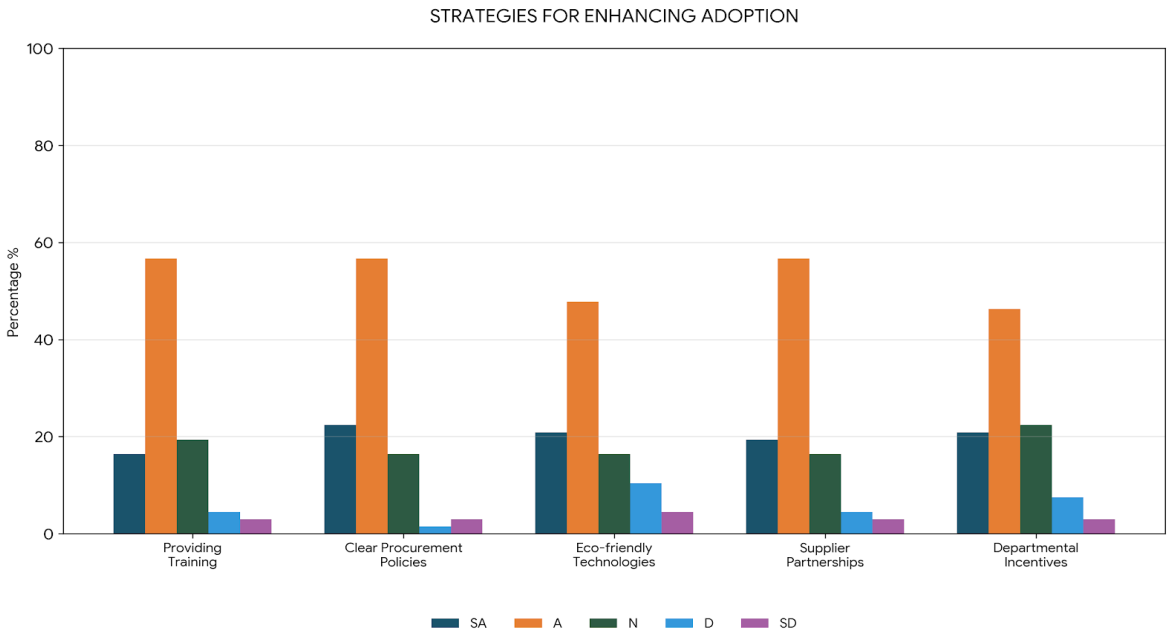
In regard to suppliers, the figures are as follows: 16.4% strongly agreeing, 47.8% agreeing, 25.4% being neutral, 9% disagreeing, and 1.5% strongly disagreeing. Therefore, we can infer that supplier-related problems significantly influence the implementation of green practices.

In conclusion, the findings above indicate that major barriers to successful implementation of green practices include lack of training, supplier-related problems, financial constraints, and resistance to change.

4.5 Findings on Strategies for Enhancing Green Practices

S/N	**Strategies**	**SA**		**A**		**N**		**D**		**SD**	
		F	**(%)**	**F**	**(%)**	**F**	**(%)**	**F**	**(%)**	**F**	**(%)**
a	Providing training to staff on environmental sustainability practices	11	16.4	38	56.7	13	19.4	3	4.5	2	3.0
b	Developing clear green procurement policies	15	22.4	38	56.7	11	16.4	1	1.5	2	3.0
c	Investing in environmentally friendly technologies	14	20.9	32	47.8	11	16.4	7	10.4	3	4.5

d	Strengthening partnerships with environmentally responsible suppliers	13	19.4	38	56.7	11	16.4	3	4.5	2	3.0
e	Introducing incentives for departments that implement green practices	14	20.9	31	46.3	15	22.4	5	7.5	2	3.0



There is significant support for various measures such as training, environmental policies, investments in technologies, collaboration with partners, and incentive plans from the staff at National Medical Stores. The most popular measure was training since the highest percentage (16.4%) of respondents agreed strongly while 56.7% agreed to the measure. On the other hand, 19.4% remained neutral, while only 4.5% disagreed, and 3% strongly disagreed to the measure.

Green procurement policies attracted 22.4% agreement and 56.7% agreement. Neutral responses were recorded at 16.4%, 1.5% disagreed, while 3% strongly disagreed with the measure.

Investment in environment-friendly technologies received 20.9% agreement and 47.8% agreement. There were 16.4% neutral, 10.4% disagreed, and 4.5% disagreed strongly.

Strong collaboration with environmentally responsible partners received 19.4% strong agreement, and 56.7% agreement. Neutrals were at 16.4%, 4.5% disagreed, while 3% disagreed strongly.

Introducing incentive plans to different departments received 20.9% agreement and 46.3% agreement, 22.4% were neutral, 7.5% disagreed, and 3% disagreed strongly.

In summary, the measures that have been discussed in this section attract significant support.

CHAPTER FIVE

DISCUSSION, SUMMARY, RECOMMENDATIONS AND CONCLUSION OF THE FINDINGS

5.0 Introduction

In this chapter, there will be integration of discussion, summary, recommendations, and conclusions related to the study's findings. The discussion relates the empirical evidence to the previous literature on the same, while the summary summarizes the major findings of the study, the recommendations address the gaps identified in the research, while the conclusion focuses on the major study objectives.

5.1 Discussion of the Findings

5.1.1 Green Practices at National Medical Stores (NMS)

Green procurement is moderately practiced at National Medical Stores, as evident from the findings that 61.2% of the respondents agreed that environmental considerations are taken into account when choosing the suppliers of goods. This agrees with the observations made by Sunil Chopra and Peter Meindl (2021) that green sourcing increases efficiency and minimizes the environmental impacts of the supply chain processes. Also, Lysons Kenneth and Brian Farrington (2020) emphasized that taking environmental considerations into account during the process of supplier selection increases sustainability of organizations. On the other hand, 32.8% of the respondents had a neutral stance.

The results of the research prove a significant preference in favor of the use of recyclable and natural packaging solutions, where 68.6% of the respondents agree with this practice. This finding supports the idea expressed by United Nations Environment Programme (2021) that sustainable packaging should become one of the key steps to reduce environmental pollution. However, there are some negative answers, showing that this trend is still forming depending on the suppliers' capabilities and prices.

There is a certain level of agreement concerning the adoption of energy-efficient solutions and effective waste management, with more than half (over 55%) and 62.6% respectively approving them. Such an attitude towards the issue correlates with Martin Christopher (2016) who claimed that green logistics was the way to develop sustainable supply chain processes by improving

energy efficiency and minimizing waste generation. A considerable number of neutral responses shows that these initiatives are still in the process of being implemented and developed within the organization.

As to digitalization and going paperless, there is a divided opinion among respondents: 55.2% are for the new approach whereas 26.9% are against it. These findings do not fully support Bowersox and Donald et al. (2019)'s assumption that digital tools enhance information flow. The mixed responses suggest that while NMS has initiated digitalization efforts, full adoption and integration of paperless systems remain incomplete.

5.1.2. Discussion on the Results about Influence of Green Practices on Organizational Performance

Green practices have a positive impact on the performance of NMS. A significant number of employees or about 68.7% believe that the implementation of green procurement will reduce the operational costs. This finding correlates with the idea that green initiatives are usually cost-effective since they ensure rational use of resources with fewer wastage (Hawken, 2017). Moreover, Chopra Sunil and Meindl (2021) state that sustainable supply chain management leads to increased efficiency and reduced expenses.

The findings show that 70.2% of employees consider environmental sustainability to improve corporate reputation. The correlation between environmental sustainability and improved company reputation and stakeholder confidence was also mentioned by Philip Kotler (2019). Reputation is particularly important in a public institution such as NMS.

Also, about 71.6% believe that green procurement makes organizations more efficient. This assumption is supported by the findings of Christopher Martin (2016) about sustainability initiatives improving efficiency and removing inefficiencies.

It is also found that green practices result in better governmental regulation compliance (71.6%). The same opinion about sustainability increasing compliance with governmental regulations to support the sustainability of public procurement system was expressed by the World Bank (2020).

Moreover, 74.6% of participants supported the view that sustainability improves resource management. This finding supports the assertion by the World Health Organization (2020), which emphasized that effective resource management was critical in healthcare logistics to ensure adequate supply of healthcare resources.

5.1.3 Discussion of Results: Barriers to Green Practice Adoption at NMS

Awareness is one of the prominent barriers indicated by 59.7 percent of participants. It is consistent with Lysons & Farrington (2020) who emphasize the fact that the gap between awareness and knowledge is another factor that prevents the transition to sustainable procurement.

Financial barriers have also been recognized as an impediment. This is in agreement with Bowersox et al. (2019) who state that significant funding is needed to support the transition to greener technologies, which is hardly achievable by public organizations that experience financial limitations.

Training in terms of green procurement practice is also regarded as another important barrier since more than 60 percent of participants confirmed it. It resonates with UNDP (2019) that emphasizes the significance of increasing capacity when implementing sustainable initiatives.

Furthermore, employees' resistance to changes has been detected as a barrier and corresponds to Kurt Lewin (1951) who highlights that changes in any organization are met with resistance due to low awareness.

Moreover, the absence of adequate supplier cooperation turned out to be another major barrier. It is aligned with the findings by Chopra Sunil and Meindl (2021) in the sense that cooperation with suppliers is necessary for implementing sustainable practices within the supply chain. The failure to gain the support of suppliers means that sustainability will not be attained.

5.1.4. Analysis of the Findings Related to the Approaches to Promoting Green Initiatives at NMS

The findings have revealed strong support for staff training as a key method, with 73.1% of the participants supporting it. This finding is supported by UNDP, which highlighted staff training as one of the key drivers for adopting sustainability in its report in 2019.

Green procurement policy support was also high, with 79.1% of participants agreeing with it. This finding is supported by the World Bank, which highlighted the need for having a proper policy framework to guide sustainable procurement in 2020.

Environmental-friendly technology investment got 68.7% approval from the participants. The finding was supported by Bowersox Donald et al., who highlighted the significance of technology in improving efficiency and sustainability in the operations.

Support for supplier cooperation stood at 76.1%. This finding was supported by Christopher Martin, who identified partnership and collaboration as critical pillars for achieving sustainability within a supply chain.

Finally, there was also strong support for incentives, with 67.2% approving it. This finding was supported by Frederick Herzberg, who identified incentives as key motivators for behavior change among employees.

5.2 Summary of the Findings

From the findings, it is evident that the National Medical Stores have made moderate changes in terms of greenness in their procurement process, packaging, energy conservation, and waste management. However, not all departments are equally consistent as there are variations in paperless transactions and integration of technology.

There is a direct relationship between the green practices and organization's performance. The latter is positively influenced by lower costs, greater efficiency, good reputation, compliance with regulation, and proper resource utilization. Nonetheless, the implementation of these practices has several challenges, including lack of knowledge, limited budget, inadequate training, resistance to change, and lack of supplier cooperation.

Fortunately, the analysis indicates several measures to facilitate the implementation of green practices within an organization, such as employee training, policy formulation, technology incorporation, supplier relations, and reward system.

5.3. Findings: Recommendations

There should be an increase in staff training for National Medical Stores to sensitize them on green procurement practices. Continued capacity building will enhance knowledge and facilitate the shift.

Policies should be clearly defined and enforced to guarantee consistency in all departments when dealing with green procurement practices, especially where supplier selection criteria are concerned.

More money should be allocated towards investment in environmental technologies such as energy-efficient technology and digitalization to enhance operational effectiveness.

It would also be advisable for NMS to develop a relationship with their suppliers through sustainability provisions within contracts and assessments of their suppliers.

Incentive schemes would also play a crucial role in encouraging adherence to and practicing green procurement methods.

Finally, there should be a way for evaluating and monitoring the process.

5.4. Concluding Remarks on Findings

This research demonstrates that green procurement policies have a positive influence on the overall performance of National Medical Stores. Although the company is making efforts toward sustainable development, its implementation is inconsistent and still only partially developed among various divisions.

Green policies lead to cost savings, increased efficiency, improved reputation, enhanced regulatory compliance, and proper resource management. However, certain barriers impede the complete adoption of green policies, including lack of awareness, budgetary limitations, poor training, resistance to change, and low supplier support.

Future recommendations for improving the adoption of green policies include increased training, more robust policy frameworks, technological advancement, and supplier cooperation.

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APPENDICES

Interview Guide

Title of Study:

The Influence of Green Practices on Organizational Performance at National Medical Stores (NMS)

Introduction:

Hello! My name is Oonyu Daniel, and I am a student of Uganda Christian University working towards a Bachelor's degree in Procurement and Logistics Management. Thank you for agreeing to discuss the topic with me. I would love to understand how green practices influence organizational performance in NMS.

The entire interview is expected to take between 30 and 45 minutes. All data collected will be treated in strict confidentiality and used for research purposes only. With your consent, I would like to record the discussion to ensure I capture all of your inputs.

Are there any questions you may wish to ask before we begin?

A) Background Information

1) Could you tell me about your current position and the department you belong to at NMS?

2) How long have you worked at NMS? Have you had any experience in procurement, logistics, or environmental management while here?

B) Green Practices at NMS

3) Which green practices have been established at NMS?

4) What led to the implementation of these green practices in NMS?

Section C: Effect of Green Practices on Organizational Performance

5. How have you noticed changes in the organization's operational efficiency in relation to the key performance indicators (operational costs, service delivery, and efficiency)?

6. In what ways have green practices been instrumental in:

- ★ Prompting medicine delivery times
- ★ The dependability of the cold chain
- ★ Energy consumption and savings

7. To your mind, how have green practices affected stakeholders' confidence (donors, governments, citizens)?

Section D: Barriers to Implementation of Green Practices

8. What are the major barriers that NMS faces when implementing green practices?

9. What role does financial constraints play in hindering the adoption of green practices and technology innovations?

Section E: Approaches to Enhance Implementation of Green Practices

10. What are the approaches used by NMS in promoting and sustaining green practices?

11. What is the level of involvement of the organization's management in ensuring the success of its green practices?

12. What advice would you give to enhance the implementation of green practices at NMS?

Section F: Assessment and Future Impact

13. As an aggregate, have green practices improved NMS's organizational performance? Please explain your answer.

14. Could you elaborate on whether environmental sustainability might be an enduring competitive advantage for NMS? Explain your reasoning.

15. What are some key learnings that NMS has taken from implementing green practices?

Conclusion

Thank you for sharing your views. Is there any other point that you wish to make regarding green practices and their impact on the performance of NMS?

QUESTIONNAIRE

Study Title:

The Impact of Green Practices on Organizational Performance at National Medical Stores (NMS)

Introduction to the Respondent:

Dear Respondent,

My name is Oonyu Daniel, a student at Uganda Christian University, pursuing a Bachelor's Degree in Procurement and Logistics Management. I am conducting a research study titled: "The Impact of Green Practices on Organizational Performance at National Medical Stores (NMS)."

The purpose of this questionnaire is to gather your valuable insights on how green practices such as sustainable procurement, energy efficiency, waste management, and eco-friendly logistics have influenced organizational performance at NMS.

Your participation in this study is entirely voluntary, and all the information you provide will be treated with strict confidentiality. The data collected will be used strictly for academic purposes only and will not be disclosed in any way that could identify you or your department.

I kindly request you to spare a few minutes to complete this questionnaire by ticking (✓) the most appropriate responses. Your honest and thoughtful responses will greatly contribute to the success and quality of this study.

Thank you for your time and cooperation.

Directions:

Please read each statement carefully and select the option that best reflects your opinion or experience. Indicate your response by ticking (✓) the appropriate option. All responses will remain confidential and will be used solely for academic purposes.

The items are organized into clear sections, using a 5-point Likert scale;

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Section A: Respondent Profile

1. Department:

☐ Procurement

☐ Logistics/Transport

☐ Warehouse

☐ Stores Management

☐ Administration

☐ Other _____

Job Position: _____

2. Years worked at NMS:

☐ Less than 1 year

☐ 1–3 years

☐ 4–6 years

☐ 7–10 years

☐ Above 10 years

3. Level of Education:

☐ Diploma

☐ Bachelor's Degree

☐ Master's Degree

☐ Other _____

Section B: Green Practices Adopted at NMS.

4. Please indicate the extent to which you agree with the following statements regarding green practices at NMS.

No	**Statement**	1	2	3	4	5
a	NMS promotes environmentally friendly procurement practices when selecting suppliers					
b	The organization encourages the use of recyclable or biodegradable packaging materials					
c	Energy-saving practices (such as efficient lighting and					

	equipment) are promoted at NMS					
d	NMS practices proper waste management and disposal systems					
e	The organization promotes paperless operations through digital systems					

Section C: Impact of Green Practices on Organizational Performance (Objective 1)

5. To what extent do you agree with the following statements about the impact of green practices on the performance of NMS?

No	Statement	1	2	3	4	5
a	Green procurement practices help reduce operational costs at NMS					
b	Environmental sustainability practices improve the reputation of NMS					
c	Green practices improve efficiency in procurement and logistics operations					
d	Adoption of green practices enhances compliance with government regulations					
e	Environmental sustainability contributes to better resource utilization					

Section D: Challenges Hindering Adoption of Green Practices at NMS (Objective 2)

6. Please indicate the extent to which the following factors hinder the adoption of green practices at NMS.

No	Statement	1	2	3	4	5
a	Limited awareness about environmental sustainability among staff					
b	Insufficient financial resources to implement green technologies					
c	Lack of training on green procurement practices					
d	Resistance to change among employees					
e	Limited support from suppliers in implementing green practices					

Section E: Strategies for Enhancing Adoption of Green Practices (Objective 3)

7. Please rate your agreement with the following proposed strategies for improving green practices at NMS.

No	Statement	1	2	3	4	5
a	Providing training to staff on environmental sustainability practices					
b	Developing clear green procurement policies					
c	Investing in environmentally friendly technologies					
d	Strengthening partnerships with environmentally responsible suppliers					
e	Introducing incentives for departments that implement green practices					

Section F: Suggested Improvements (Open-ended)

1. In your opinion, what is the most important green practice NMS should adopt to improve organizational performance?

_____

2. What major challenge does NMS face in implementing green practices?

_____

3.What other strategies would you recommend to improve the adoption of green practices at NMS?

_____

4. Any other comments or suggestions regarding green practices and organizational performance at NMS?

_____

THANK YOU FOR YOUR TIME!