

**THE IMPACTS OF SUSTAINABLE PROCUREMENT ON ORGANISATIONAL  
PERFORMANCE: A case study on the Ministry of Works and Transport**

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**A DISSERTATION SUBMITTED TO THE DEPARTMENT OF  
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THE REQUIREMENTS FOR THE BACHELOR OF PROCUREMENT AND  
LOGISTICS MANAGEMENT IN UGANDA CHRISTIAN UNIVERSITY**

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


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**DECLARATION**

I Adiao Priscilla of J21B12/061 hereby declare that this research report has never been published by any other person and so is purely done by myself and the help of other related articles with the guidance of my academic supervisor.

Signature..........

ADIAO PRISCILLA

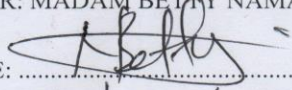
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### APPROVAL

This is to approve that this research report done by Adiao Priscilla on the topic of "Impacts of Sustainable Procurement on Organizational Performance at Ministry of Works and Transport" was done under my supervision and is hereby approved for submission for the award of a Bachelor's Degree in Procurement and Logistics Management at Uganda Christian University.

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SIGNATURE: .....



DATE: .....

5<sup>th</sup> / September / 2023.

## **DEDICATION**

I dedicate this report research to my family especially my Mother Mrs. Lydia Akulo Erabu and my Dad Mr. Jude Emwodu.

## ACKNOWLEDGEMENT

My sincere gratitude to my supervisor Ms Betty Namakula for not giving up on me through this journey and all my lectures for the continuous encouragement and support in the course of my studies and completion of this research project alongside my friends towards a success.

## **ABSTRACT**

This dissertation consists of five chapters, chapter one consists of introduction of the variables their scopes and statement of the problem, general objectives, specific objectives, research questions and the scope of the study. Chapter two draws down the literature review, chapter three narrates the methods of data collection, population size, study population while chapter four and five crown up with data analysis, discussing research findings, conclusion, recommendations and spot areas for further research.

The scope of this study is restricted to the effect of sustainable procurement on organizational performance with specific objectives such as benefits of sustainable procurement, factors affecting sustainable procurement and relationship between sustainable procurement and organizational performance. Some of the benefits of sustainable procurement include; the control of cost through whole life costing, compliance with environmental legislations, management of risks and securing future sustainable suppliers. the factors affecting which are supplier collaboration, customer pressure, competitive advantage, top management support not forgetting the relationship of sustainable procurement and organizational performance that talks about customer expectations being influenced, influence of total costs of ownership of products and services, communication and transparency in fostering, customer preferences for sustainable products and services.

The research however was exploratory in nature that is to say it adopted both qualitative and quantitative methods of data collection. In qualitative, the researcher was able to analyze findings on the ground through interactions with the participants at the field in order to make the research more meaningful while in quantitative method the researcher presented the findings statistically in table form, graphs and pie charts.

A sample size of 30 respondents was studied of which only 20 responded to the questionnaires. A number of the respondents stated the benefits of sustainable procurement such as control of costs through whole life costing, a good number also agreed that supplier collaboration greatly affects sustainable procurement. it was also discovered that adhering to

sustainable certifications and standards based on the respondents as one of the aspects on the relationship of sustainable procurement and organizational performance.

The results of the findings with respect to the general and specific objectives of the study; relations were made between the field findings and the literature review to get a good coloration between the two sets of data. She recommended these findings to the students and all procurement practitioners, the organization and finally the government, areas of further research were spotted.

## Table Contents

|  |     |
|--|-----|
| DECLARATION.....                             | i   |
| APPROVAL.....                                | ii  |
| DEDICATION .....                             | iii |
| ACKNOWLEDGEMENT .....                        | iv  |
| ABSTRACT .....                               | v   |
| Table Contents.....                          | vii |
| CHAPTER ONE.....                             | 1   |
| 1.0 Introduction.....                        | 1   |
| 1.1 Background of the study .....            | 1   |
| 1.1.1 Sustainable Procurement Practices..... | 1   |
| 1.1. 2 Organizational performance.....       | 2   |
| 1.2 Statement of the problem .....           | 3   |
| 1.3 Purpose of the study.....                | 4   |
| 1.4 Objectives of the study.....             | 4   |
| 1.5 Research questions.....                  | 4   |
| 1.6 Scope of the study .....                 | 4   |
| 1.6.1 Geographical Scope .....               | 4   |
| 1.6.2 Time Scope .....                       | 4   |
| 1.7 Significance of the study.....           | 5   |
| 1.8 Conceptual Framework.....                | 6   |

|  |    |
|--|----|
| 1.9 Conclusion .....   | 6  |
| CHAPTER TWO.....   | 7  |
| LITERATURE REVIEW.....   | 7  |
| 2.0 Introduction.....  | 7  |
| 2.1 Benefits of Sustainable Procurement.....   | 7  |
| 2.1.1 The control of costs through whole life costing.....                               | 7  |
| 2.1.2 Management of Risk and Reputation.....   | 8  |
| 2.1.3 Securing future sustainable suppliers.....   | 8  |
| 2.1.4 Compliance with Environmental legislation.....                                     | 8  |
| 2.2 Factors affecting sustainable procurement.....                                       | 9  |
| 2.2.1 Supplier Collaboration.....  | 9  |
| 2.2.2 Customer Pressure.....   | 9  |
| 2.2.3 Regulatory Pressure.....   | 10 |
| 2.2.4 Competitive Advantage.....   | 10 |
| 2.2.5 Top management Support.....  | 11 |
| 2.3 The relationship between sustainable procurement and organizational performance..... | 11 |
| 2.3.1 Cooperation Social Responsibility and customer satisfaction.....                   | 11 |
| 2.3.2 In cooperation of sustainability and influence of cost.....                        | 12 |
| 2.4 Conclusion .....   | 13 |
| RESEARCH METHODOLOGY .....   | 15 |
| 3.1 Introduction.....  | 15 |

3.2 Research design.....15

3.3 Study Population. ....15

3.4. Sampling techniques. ....15

3.5 Data sources .....16

    3.5.1 Primary data. ....16

    3.5.2 Secondary data. ....16

3.6 Data collection methods.....16

    3.6.1 Observation. ....16

    3.6.2 Interviews.....16

    3.6.3 Questionnaire. ....16

3.7 Data collection procedures.....17

3.8 Data analysis, interpretations and presentations. ....17

3.9 Limitations of the study. ....17

    3.9.4 Conclusion .....17

CHAPTER FOUR .....18

4.0 Introduction.....18

4.1 Findings on the gender of respondents. ....18

**Findings on the marital status of respondents. ....19**

**Findings on the Level of Education.....19**

**SECTIONB .....21**

**Finding on the benefits of Sustainable Procurement to MoWT. ....21**

|  |    |
|--|----|
| <b>Section C</b> .....   | 21 |
| <b>: Findings on factors affecting sustainable procurement at MoWT</b> .....   | 22 |
| <b>Section D</b> .....   | 24 |
| <b>Finding on the relationship of sustainable procurement and organizational Performance.</b> .....  | 24 |
| 4.2 conclusion .....   | 25 |
| CHAPTER FIVE.....  | 26 |
| <b>SUMMARY, CONCLUSION AND RECOMMENDATIONS.</b> .....  | 26 |
| 5.0 Introduction.....  | 26 |
| 5.1 Discussions of findings in relation to the specific objectives of the study.....   | 26 |
| 5.2 Summary of major findings.....   | 26 |
| 5.2.1 The benefits of sustainable procurement at MoWT .....  | 26 |
| 5.2.2 The factors affecting sustainable procurement.....   | 27 |
| 5.2.3 The relationship of sustainable procurement and organizational performance. ....   | 27 |
| 5.3 Conclusions.....   | 27 |
| Sustainable procurement decisions consider environmental and social impacts both positive and negative from products and services alongside costs. Given all the mentioned benefits there are those that consider it costly and time consuming due to the process of implementing, monitoring and maintenance. But that never changes the fact that to a great extent embracing sustainable procurement is very vital and a great advantage..... | 27 |
| 5.4 Recommendations.....   | 27 |
| 5.5 Areas of further research .....  | 28 |
| REFERENCES.....  | 40 |

# CHAPTER ONE

## 1.0 Introduction

This chapter constitutes of the background, problem statement, objectives of the study, research questions, scope of the study, significance of the study and conceptual framework.

## 1.1 Background of the study

Ministry of Works and Transport is located at the corner of Jinja Road and Old Port Bell Road, P.O BOX 7174 plot No 57-59 Kila Industrial Area. It plans, develops and maintains effective transport infrastructures, transport services managing public Works and also promoting good standards in the construction industry in Uganda. In today's globalization and competitive environment, there is need to embrace sustainability especially while carrying out operations of different forms. Sustainable procurement promotes positive outcomes for the economy, environment and society.

### 1.1.1 Sustainable Procurement Practices

Sustainability is the fulfilling of the needs of current generations without comprising the needs of the future generations while ensuring a balance between economic growth, environmental care and social well-being. Procurement as defined by the PPDA (2015) entails acquiring any types of works, resources, services or products by buying, leasing, tenancy, renting, hire purchase, license, franchising or other contractual means and entails planning advising and dispensation in the supply chain system. World Bank (2020) defines procurement of the public as the acquirement of Works, products and services by use of funds acquired from the public services. As a result, sustainable procurement is described as the sustainable development concepts in the activities of procuring sustainable procurement practices are diverse and can be categorized into three main aspects that's the triple pillars of social, economic and environmental.

Etse Mc Murray and Muenjohn (2021) explains that social sustainable procurement practices entail practices that aims at having the needs and welfare of people in mind and giving back to the society. These may include offering bursaries to the bright but needy students, having sections for the preference and reservations, sourcing locally, offering better working conditions for the employees and many more. Sonnichsen and Clement (2020) view ecological sustainable procurement practices as strategies put in place to ensure that there is environmental conservation and prevent further degradation of scarce natural resources. They may include seeing to it that the firm is ISO 140001 certified, eco design and packaging of products, minimize use of paper and engaging in E-procurement, earlier supplier involvement and proper disposal of waste. Economic sustainable procurement practices on the other hand entails practices that put emphasis on financial and revenues of the firm ensuring its financially stable. This include carrying out audits, competitive buying, complying with the set regulations investing in resources and being innovative (Grandia and Kruyen 2020)

### **1.1. 2 Organizational performance**

Organization is a collection of people who are working towards a common goal and objective. In other words, an organization is a place where people assemble together and perform different sets of duties and responsibilities towards fulfilling the organizational goals. Performance is simply act of executing or accomplishing Works, acts, feats in other words it's a concept that determines the point reached in line with plans made for a specific purpose. Organizational performance is the ability of an organization to reach its goals and optimize results.

According to Yasmin (1999) Organizational performance is defined as how well a company or entity meets its financial and market oriented objectives one of the most significant benefits of pursuing an organization performance which is a superior performance. Some of the metric used to measure organizational performance include quality services, goods, cost reduction, on time deliveries, lead times and

productivity. According to Venkatraman and Ramanujam (1986) performance indicators should be measured in terms of financial elements such as increased profits due to increased sales, return on investments and service delivery. According to Ho, an entity's Efficiency and effectiveness can also be used as a measure of organizational performance (2005). According to Delaney and Huselid 2006 a company's performance should be measured by its quality service and product, satisfied customers and innovativeness.

### ***1.2 Statement of the problem***

Sustainable procurement is one of the areas identified by researchers which has a massive potential to boost organizational performance and reduce costs of most organizations both in public and private firms. There is a growing interest from the public entities to embrace the adoption of Sustainable Procurement practices. Sustainable procurement has been used as a medium to achieve various social objectives for example reducing unemployment, providing employment to disabled individual, promoting gender and ethnic equality. I would say embracing Sustainable procurement enhances efficient service delivery and reduced costs of procurement.

So many changes have occurred as a result of the growth in the level of misuse of public finances and corruption. The PPDA (2015) was created to combat some of these issues aiming at streamlining and giving guidance of the procurement process and as well achieve service delivery. Locally service delivery in the government to its citizens has been grouped or characterized by inefficiency and ineffectiveness as a result of bureaucracy and un-timeliness brought by unsustainable procurement. In other words, the challenges of graft allegations and misappropriating of public funds due to procurement practices which are not sustainable and thus the need to embrace sustainable procurement practices to enhance organizational performance.

### ***1.3 Purpose of the study***

The purpose of the study was to establish the impacts of Sustainable Procurement on organizational Performance.

### ***1.4 Objectives of the study***

- i. To examine benefits of sustainable procurement to the organization.
- ii. To establish the factors affecting sustainable procurement.
- iii. To investigate the relationship of sustainable procurement and organizational performance.

### ***1.5 Research questions***

- i. What are the benefits of sustainable procurement to the organization?
- ii. What are the factors affecting sustainable procurement?
- iii. What is the relationship of sustainable procurement and organizational performance?

### ***1.6 Scope of the study***

#### **1.6.1 Geographical Scope**

The study was conducted at Ministry of Works and Transport located at the corner of Jinja Road and Old Port Bell Road P.O BOX 7174 KLa (U) Plot 57-59.

#### **1.6.2 Time Scope**

The study took a period of four months from May to August. The time period was long enough to allow the researcher collect data, analyze and present the findings of the study.

### ***1.7 Significance of the study***

The performance of Ministry of Works and Transport focused on financial and non-financial performance which includes profit making, presence of supplies and finished goods, customers' satisfaction and quality etc.

It was hoped to provide information to MoWT and other firms that may face similar problems and find remedies.

It was hoped to help promote government regulatory compliance by public entities.

Other than public entities, the outcome may be replicated by different organizations in improving organizational performance i.e. inform decision making by managers in other organizations and help them in implementing Sustainable procurement practices hence improving organizational performance.

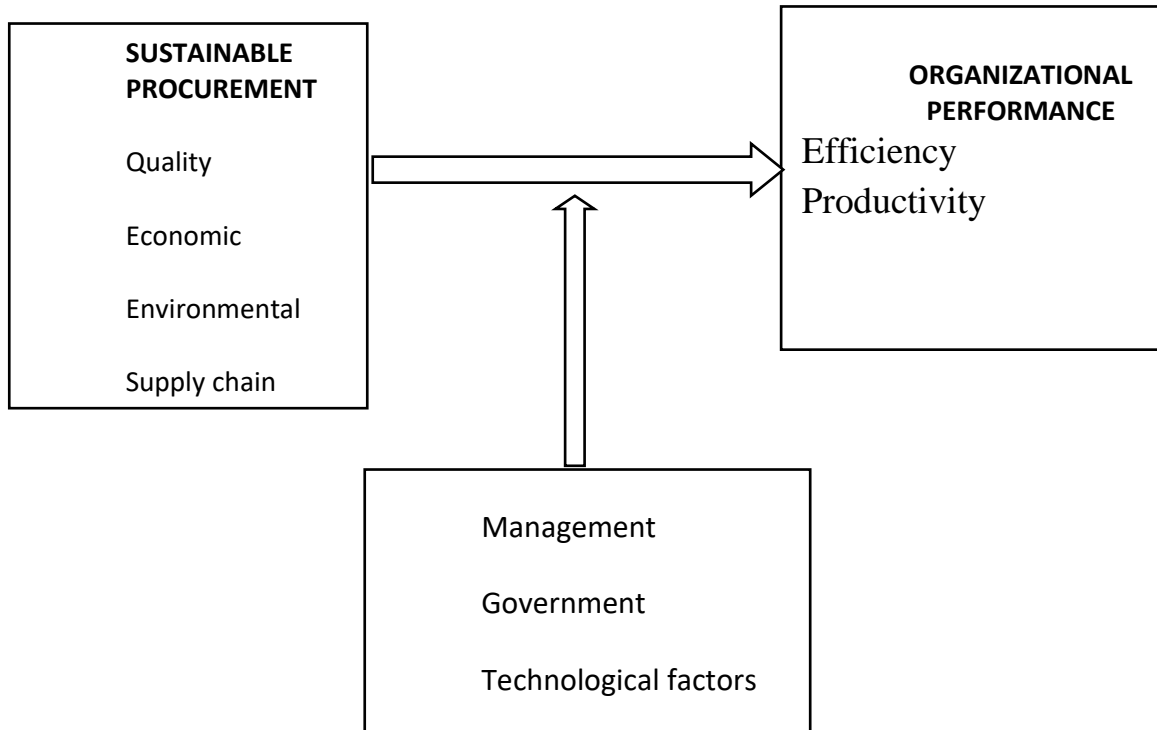
The study was hoped to provide data to other researchers on the effects of sustainable procurement on organizational Performance.

### ***1.8 Conceptual Framework***

The dependent variable was organizational performance of MoWT while the independent was sustainable procurement.

INDEPENDENT VARIABLE  
VARIABLE

DEPENDENT



### ***1.9 Conclusion***

Chapter On introduced the dissertation's focus on "The Impacts of Sustainable Procurement on Organizational Performance. This chapter has emphasized the importance of sustainable procurement in today's business environment and its direct influence on organizational success. By outlining the study's objectives, scope, and methodology, the groundwork has been laid for deeper exploration in the subsequent chapters. These initial insights will guide the investigation into the relationship between sustainable procurement strategies and their effects on various aspects of organizational performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### ***2.0 Introduction.***

A literature review is a text that summaries critically analyzed and evaluates previous research available on the subject. This chapter represents literature review on the benefits of sustainable procurement, factors affecting sustainable procurement and finally the relationship between sustainable procurement and organizational performance.

#### ***2.1 Benefits of Sustainable Procurement.***

Governments have immense buying power and must a lead in sustainable procurement in a manner that some areas of the private sector are already doing through enlightened leadership and shareholder pressure [Kennard 2006]. The UK Government set up a Sustainable Procurement Task Force which identified a need to help both the public and private sectors towards establishing process levels and methods of improving procurement practices to make a sustainable procurement possible. The Task Force comprises of five themes: people, policy, strategy, communication, procurement process and engaging suppliers and measurement results as a key behavioral and operational change programs to be addressed to deliver sustainable procurement [Costanza 2009]

##### **2.1.1 The control of costs through whole life costing.**

Whole life costing is a key tool in obtaining best value for example we see that the energy efficient products often have an increased capital cost that is more than offset by reduced operating costs. The procurement process starts with the definition of what is needed and in doing so evaluating the options. In other wards it is setting to business plan for the product [Kennard 2006]. Sustainable procurement targets securing best value for money by generating financial savings through greater energy efficiency, reduced waste disposal, reusing of materials and products not forgetting reduced water use. This lowers the cost of a

product over its lifecycle and achieving a more efficient use of public resources, achieving positive publicity associated with the purchase and use of products, services and suppliers with good environmental and social responsibility through purchase of sustainable products and services [Eco- buy 2013]. Suppliers are chosen for their ability to provide the product by obtaining resources through an ethically and environmentally sound agenda. Post contract management ensures that suppliers that perform well be developed and remain in the supply chain.

### **2.1.2 Management of Risk and Reputation**

An ethical policy implementing sustainable procurement means changing policies and procedures. To be successful it is essential that management throughout the business fully support such a policy. This will lead to an evaluation of present purchasing policies and practices together with a clarification of what is purchased and in what quantities. The evaluation provides a baseline that measures future success and focuses on the development of sustainable procurement goals. This process helps re-evaluate the stability of the supply chain and ensure that you build a reputation for conducting an ethical sustainable procurement regime amongst your peer groups [Kennard ,2006]

### **2.1.3 Securing future sustainable suppliers**

When it comes to building a supply chain based on sustainable procurement from the bottom up will also assist in the development of these suppliers in producing a sustainable product that will be followed by their competition so broadening the availability base and future suppliers [ Kennard ,2006] responsible

### **2.1.4 Compliance with Environmental legislation**

I would say this appeals to any project. The project turns out to be the subject of legislation in the country and also governing the project. For instance, where a country legislation is lacking, a contractor or supplier needs to step in and apply an operation that is ethical [Kennard 2006]. Sustainable [ Eco-buy 2013] results into reduction of adverse

environmental and social impacts arising from procurement decisions such as waste to landfill, saving water, reducing consumption of both natural and processed resources, green house safety and equality and diversity, increasing employment and skills, developing local communities and their physical infrastructures thus improving on the social inclusion and cohesion through creating employment and business opportunities for the marginalized groups.

## ***2.2 Factors affecting sustainable procurement***

Sustainable supply chain management encourages to consider environmental factors into ongoing process of supply chain management from the initial stage of acquiring raw materials to the end of product useful life. [Zsidism and Siferd, 2001]. It has also been discussed that the sustainable supply chain practices consist of sustainable procurement; design of the environment and reverse logistics [Hsu et al.,2013]. The world motivators can be represented as drivers which tells and sells the business entities to implement sustainable procurement practices [EITayeb et al., 2010]. The common motivators are: supplier collaboration, customer pressure, regulatory pressure, competitive advantage and top management support.

### **2.2.1 Supplier Collaboration**

Collaboration with suppliers is receiving attention in environmental issues by screening and evaluating suppliers in the Sustainable procurement implementation. [Handfield et al.2002; Rao &Holt, 2005]. Supplier selection and collaboration is one of the procedures that promotes sustainability and environmental performance of an organization. This procedure makes certain that toxic or unsustainable materials are not being purchased and directly parallel with the organization environmental status [Zsidisin and Siferd, 2001].

### **2.2.2 Customer Pressure**

Customer pressure is considered as the most salient determinant that enhance the tendency of a firm to implement sustainable procurement practices [Buyse & Verbeke, 2003;

Gonzalez-Benito, 2006]. As a significant stakeholder, customers are the one who demands for a particular or specialized product. Thus, the organization has to take customer's consideration and makes changes for their satisfaction [EITayeb et al.2009]. This circumstances show that the customers demonstrate market pressures onto their suppliers that promotes the implementation of sustainable procurement practices [Hall, 2000].

### **2.2.3 Regulatory Pressure**

Regulatory pressures also play an important role in influencing the implementation of sustainable procurement practices [Holt & Ghobadian, 2003]. An organization would of course implement sustainable procurement practices if it being encouraged by the government bodies on environmental rules and regulations [EITayeb et al. 2009]. The role of government by enforcing strict regulations to be complied by firms encourage sustainable procurement practices in resolving environmental issues is becoming more and more important, which is widely recognized by academics [Simpson, et al. 2007]. Environmental regulation results in improved environmental procedures and green practices (Williamson et al. 2006). This is also the study done by Palmer [2000], where government regulations are seen as the 'main driving force for firms to adopt sustainable procurement to enhance towards environmental improvement'.

### **2.2.4 Competitive Advantage**

This is known to be the main objective of an organization to maximize the profit and return on investments. Some organization hesitate to implement sustainable procurement practices due to the involvement of a high cost and risk [Min & Galle,2001; Rao, 2006].Whereas some organization who forecast the involvement in cost and profit in a long run only are keen to implement sustainable procurement activities. These shows the reason that an organization would be choosing to implement sustainable procurement only if there are high expectation of return on investment [Hussain, 1999]. Competitive advantage has a significant effect on sustainable procurement implementation among business organization.

### **2.2.5 Top management Support**

One of an important determinant towards implementation of sustainable procurement is top management support (Lin & Ho, 2011). Top management here consist of senior managers and Chief Executive Officers (CEOs)in an organization (Holt & Ghobadian, 2009; Hsu & Hu, 2008) They provide guidance and act as a leader which holds an important position to influence the subordinates in application of sustainable procurement and environmental practices [Griffin et al. 2004; Rojsek, 2001). A successful support from top management ensures the success in environmental management practices [Rice,2003; Zsidisin and Siferd, 2001]. Commitment from top management has a significant positive impacts of the environmental collaboration with suppliers and demonstrates that top management support influences firm towards sustainable procurement implementation [Yen & Yen, 2012]. Therefore, this research hypothesizes that.

### ***2.3 The relationship between sustainable procurement and organizational performance***

The significance of carrying out research on sustainable procurement practices is due to the fact that it enhances the organizational performance together by creating an environmental friendly world [Surajit,2012]. The most recent work by Al-Ghwayeen and Abdallah [2018] on 221 manufacturing firms reported that SSCM positively and significantly affects environmental and export performance. On a similar note, another recent study mentioned that implementation of environmental management practices leads to superior operational and environmental performances [Famiyeh et al., 2018]

#### ***2.3.1 Cooperation Social Responsibility and customer satisfaction.***

Cooperation social responsibility could be defined as a conjoint set of obligations and legal ethical commitments national and international to stakeholders, which stem from the impact that organizations generate through their activity and social labour etc.

CSR implies companies' recognition and the integration of social and environmental concerns in their operation leading to entrepreneur practices that satisfy their concerns and

configure their relationships with their interlocutors [ Valor & De la Cuesta 2003]. A strong record of CSR creates a favorable context that positively boosts consumer's positive evaluations and attitude towards the firm [Bhattacharya & Sen 2003]. I would say a perceived value is a key antecedent that promotes customer satisfaction [Fornell, Johnson 1996]. Luo and Bhattacharya [2006] suggested that all else being equal, customers are likely to derive satisfaction from a product that is made by a socially responsible company. Cooperation social responsibility is a demonstration of equity and fairness and it may increase customer satisfaction levels through ethical treatment of customers, employee training, product improvements [ Aguilera 2007]

### **2.3.2 In cooperation of sustainability and influence of cost**

#### **2.3.2.1 Effluents & waste reduction.**

GRI 306 specifically sets out reporting necessities on the area of effluents and waste. One of the focal points of cost reduction is seen as a relentless vigorous and ground breaking effort to minimize operational costs all as a result from the effort on searching and implementing such measures to reduce costs. It helps firms maintain material usage within premediated quantity in reference on waste reduction portraying how suitably consumables are being put to use in firms daily operations. Admittedly it takes an enviable combination of natural assets, funds and energy in the production and ultimately arriving at firm's end products talk less of transporting the finished goods to desired goods to desired locations. besides being watchful and attentive to materials consumption is deemed as a crucial recipe that could propel firm's sustainability.

#### **2.3.2.2 Energy consumption & alternative energy**

The interconnection of incessant demand in energy and ceaseless economic activities has brought a huge increase in energy consumption. This results to global warming and climate change bringing about pursuit of renewable energy measures with the purpose to reduce greenhouse emissions and minimizing its impact on environment [ Moreau & Vuille 2018]. No one can take away the fact that processing and installing renewable energy generation

systems require high initial cost outlay giving a reason while investors often lack interest in the purchase and installation of EG systems. However, these systems are much less than running and maintain the same using traditional systems [ Hussain et al; 2017, kumar, Haleem 2015]

### **2.3.2.3 Renewable materials and recycling**

Materials are used from resources that can be replenished with relative ease by natural ecological cycles. It would be fantastic if firms could use resources in such a way that will not endanger of extinction and continue to be available for the next generations. Using recycled materials is advantages to the environment and cost cutting initiatives [Cucchiella et al 2016] identified the presence of profitability within the recovery process of waste printed circuit. Recycling these materials could help reduce environmental impacts leading to economic gains [ de Oliveira Neto, de Jesus Cardoso Correia & Schroeder, 2017].

### **2.3.2.4 Water & Effluents**

We all know how water is so vital to life. It is being detected that in the next decade the global demand for water will surpass its availability by as much as 40 per. This is as a result of how its consumed.it has also made it incumbent on the world to develop, preserve and most importantly ensure that the water resources are sustainably use [ Connor 2015]. According to Rexhauser and Rammer 2014 firms that engage in innovations that are environmental friendly reduces their costs and ultimately increases profitability costs environmentally and economically would be hugely unbearable if actions and innovations are not taken now.

## **2.4 Conclusion**

To summarize, Chapter Two provided a comprehensive analysis of existing research, theories, and models related to sustainable procurement and its correlation with organizational performance. By exploring a range of perspectives, this chapter establishes a solid conceptual framework for the study. The synthesis of diverse viewpoints contributes to

a deeper understanding of the subject matter and underscores the significance of further investigation. The insights gleaned from this chapter set the stage for empirical exploration, guiding the subsequent chapters toward a more holistic comprehension of the intricate dynamics between sustainable procurement strategies and organizational outcomes.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### ***3.1 Introduction***

This chapter presents research design, study population, sample size and sampling techniques, Data source, Data collection methods and procedure, data analysis and presentation, and limitations of the study.

#### ***3.2 Research design.***

Research design is a general plan or roadmap of how the research is going to be done. The researcher used a quantitative approach whereby numerical data was collected and analyzed using statistical methods. The researcher also adopted a qualitative research approach as the study also focused on findings which cannot be expressed numerically such as perceptions.

#### ***3.3 Study Population.***

The study population was a total of 30 employees in the procurement department, external and internal auditors, engineering department, stores department and legal department in the organization.

#### ***3.4. Sampling techniques.***

The researcher used Simple Random sampling technique. This technique allowed every element of the population to have a chance of inclusion in the study. Judgmental sampling was also used by the researcher in the study as given the researcher the freedom of judging who possess the required and relevant information in relation to the problem under study.

### ***3.5 Data sources***

#### **3.5.1 Primary data.**

Primary data refers to the first hand data gathered by the researcher himself. Primary data was obtained through the use of questionnaires which were sent to the selected respondents within the procurement department.

#### **3.5.2 Secondary data.**

This refers to data that has already been collected by other researchers and scholar. The study also used secondary data and which was obtained from the Ministry of Works and Transport ICT department.

### ***3.6 Data collection methods.***

#### **3.6.1 Observation.**

Observation is a way of collecting data through observing. Advantages of observation data collection method include direct access to research phenomena and generating a permanent record of phenomena to be referred to later.

#### **3.6.2 Interviews.**

This is a data collection method whereby there is a face to face interaction between the researcher and the respondents. The advantage with this is that, the researcher will be able to gain rich and detailed data from the participant's own words and expressions, which can reveal their feelings, motivation and meanings.

#### **3.6.3 Questionnaire.**

A questionnaire is research instrument consisting of a series of questions for the purpose of gathering information from respondents. The advantages of this data collection method is that they are very practical and offer a quick way to get results

### ***3.7 Data collection procedures.***

A letter of introduction was obtained by the researcher from Uganda Christian university- Mukono school of business through the research department. This will aid the researcher during data collection when at the field of study.

### ***3.8 Data analysis, interpretations and presentations.***

Data was analyzed, interpreted and presented using tables, pie-charts, graphs and figures generated from Microsoft excel and Statistical Program for Social Science (SPSS)

### ***3.9 Limitations of the study.***

Inadequate timeframe. This was caused by the fact that the researcher had to finish the study within the specified period offered by the university.

Financial limitation. Data collection required the researcher to move to the field and this involved incurring costs. This involved printing of study tool, transport costs among others.

Noncompliance from the respondents which slowed down the collection process.

#### **3.9.4 Conclusion**

Chapter three outlined the methodology employed in this study investigating "The Impacts of Sustainable Procurement on Organizational Performance." The chapter's comprehensive presentation of the research design, data collection methods, and analytical approaches lays a robust groundwork for the subsequent analysis. By adhering to a well-structured methodology, this study aims to ensure the reliability and validity of its findings, ultimately contributing to a more nuanced understanding of the complex relationship between sustainable procurement practices and organizational success. The methods chosen offer a strategic framework for extracting valuable insights and drawing meaningful conclusions in the forthcoming chapters.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRESTATION OF THE FINDINGS

#### *4.0 Introduction*

This chapter consists of the presentation, analysis and interpretation of findings obtained from Ministry of Works and Transport- Kampala. The main objective was to examine the impacts of sustainable procurement on organizational performance. Tables, charts, frequencies and percentages have been used to describe and analyze the findings.

#### *4.1 Findings on the gender of respondents.*

Table1: Gender of respondents.

| <b>Response</b> | <b>Frequency</b> | <b>Valid response(%)</b> |
|-----------------|------------------|--------------------------|
| <b>Male</b>     | 6                | 20                       |
| <b>Female</b>   | 14               | 80                       |
| <b>Total</b>    | 20               | 100                      |

*Source: Primary data.*

Basing on the results as shown from table 1 above, 20% (6) of the respondents are male while 80% (14) of the respondents are female. This shows that the organization employees more of females than males because of the pinned as women seek out opportunities to learn and improve throughout their career.

### **Findings on the marital status of respondents.**

Table2: Marital status of respondents.

| <b>Response</b> | <b>Frequency</b> | <b>Valid percent(%)</b> |
|-----------------|------------------|-------------------------|
| Married         | 15               | 75                      |
| Single          | 5                | 25                      |
| Divorced        | 0                | 0                       |
| <b>Total</b>    | 20               | 100                     |

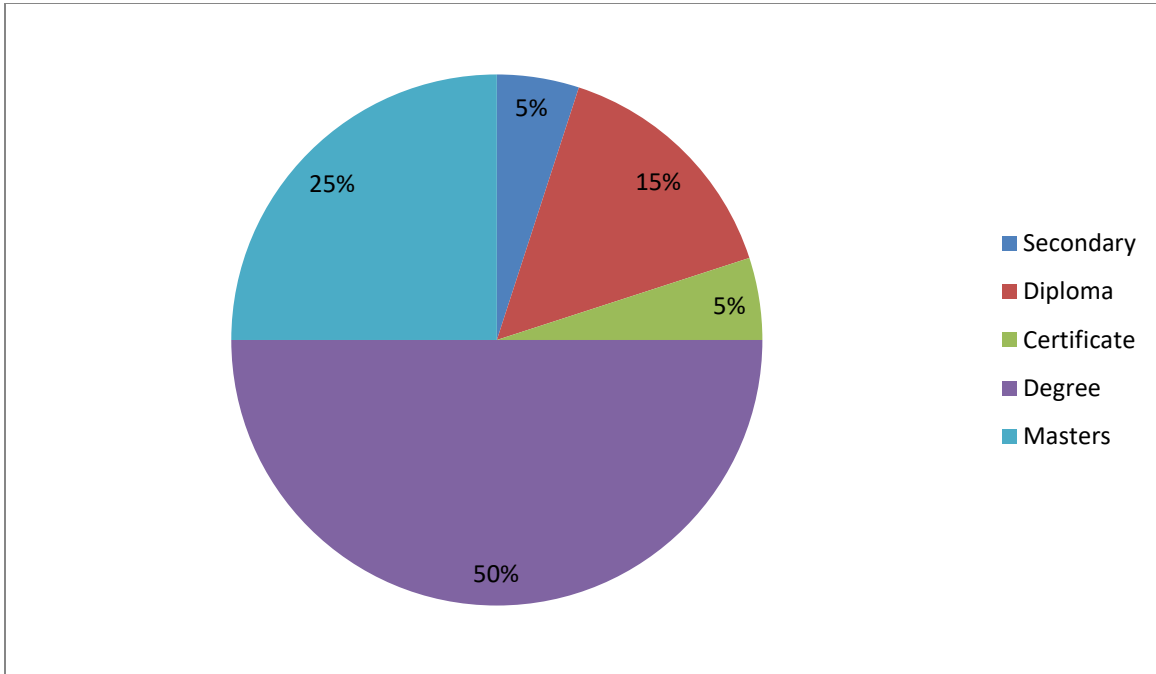
*Source: Primary data*

From the table above, 75% are married, 25% single, 0% are divorced. This illustrates that the organization employs more married people than singles.

### **Findings on the Level of Education.**

Table3: Level of Education

*Source: Primary data*



From the results in table 3 and the pie chart, it is observed that 50% (10) respondents obtained Degree, 25% obtained masters, 15% obtained diploma, 5% Certificate, 5% Secondary and 0% PHD holders. This shows that the industry employees more people of higher education level and this shows that the results were obtained from some competent employees who were at least in good position to assess the impact of sustainable procurement on organizational performance at MoWT

### Findings on the years one has worked at the ministry

Table4: Responses on years one has worked at the organization

| Response         | Frequency | Valid Percent(%) |
|------------------|-----------|------------------|
| 1–5              | 2         | 10               |
| 6–10             | 15        | 75               |
| 10yearsand above | 3         | 15               |
| Total            | 20        | 100              |

Source: Primary data

From the table above, 75% of the respondents have been working for a period of 6 and 10 years, 15% for a period of 10 years and above, and 10% for a period between 1 to 5 years.

## SECTION B

### Finding on the benefits of Sustainable Procurement to MoWT.

Table 5: Showing the benefits of sustainable procurement at MoWT

| Serial Number | Statement                                   | Strongly agree | Agree   | Not sure | Strongly disagree | Disagree FP |
|---------------|---|----------------|---------|----------|-------------------|-------------|
| <b>A</b>      | Control of costs through whole life costing |                | 18(90)  | 2(10)    |                   |             |
| <b>B</b>      | Management of Risks and Reputation          |                | 15(75)  | 3(15)    |                   | 2(10)       |
| <b>C</b>      | Compliance with Environmental legislation   |                | 20(100) |          |                   | 7(35)       |
| <b>D</b>      | Securing future sustainable suppliers       |                | 10(50)  | 3(15)    |                   |             |

*Source: Primary data*

According to Table 5 above, 90%(18) agreed that SP helps in the control of costs through whole life costing, having none disagreeing and 10% (2) of the respondents not being sure. 75% (15) agreed that there was management of risk and reputation, 10%(2) disagreed and 15%(3) were not sure 100%(20) agreed that there is compliance with Environmental legislation having 0% (0) both disagreeing and not sure. 50%(10) say there was securing future sustainable suppliers, 35%(7) disagreeing and 15%(3) not sure.

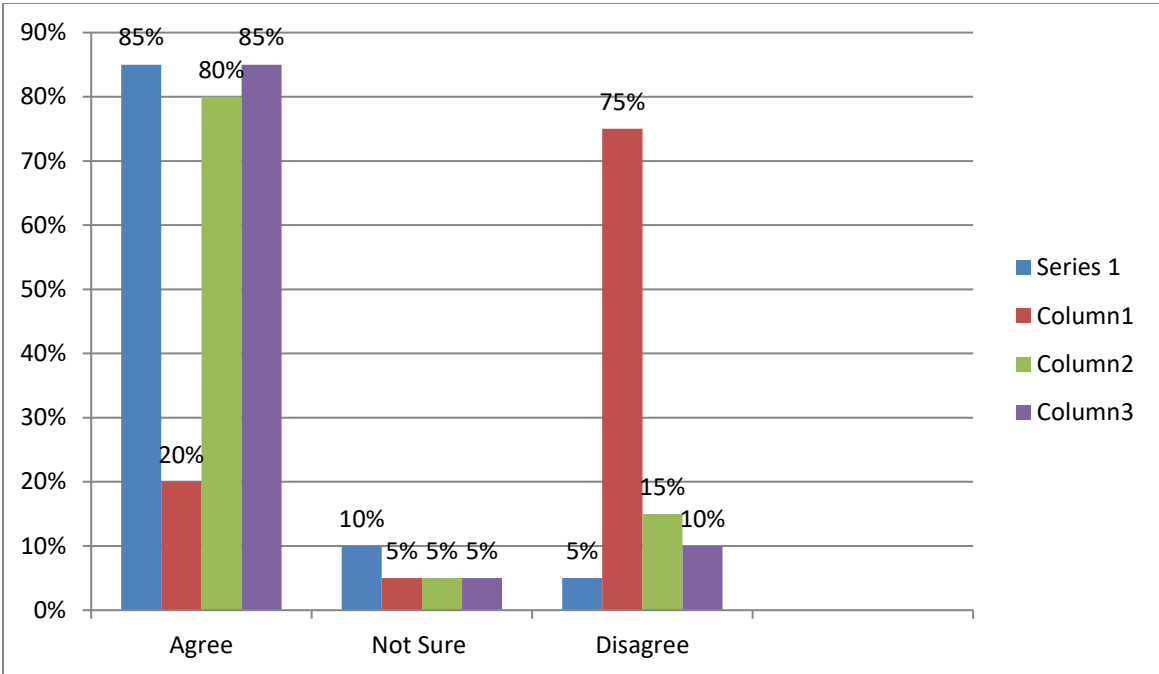
## Section C.

**: Findings on factors affecting sustainable procurement at MoWT**

Table6.Shows the factors affecting sustainable procurement at the organization

| Serial Number | Statement                       | Strongly agree | Agree   | Not sure | Strongly disagree | Disagree FP |
|---------------|---------------------------------|----------------|---------|----------|-------------------|-------------|
| <b>A</b>      | Suppliers collaboration         |                | 18(90)  | 2(10)    |                   |             |
| <b>B</b>      | Customer pressure               |                | 17(85)  | 2(10)    |                   | 1(5)        |
| C             | Regulatory pressure             |                | 20(100) |          |                   |             |
| D             | Competitive advantage           |                | 4(20)   | 1(5)     |                   | 15(75)      |
| E             | Top management support          |                | 16(80)  | 1(5)     |                   | 3(15)       |
| F             | Supplier performance evaluation |                | 17(85)  | 1(5)     |                   | 2(10)       |

*Source: Primary data*



According to the table and graph above, 90% (18) respondent agreed and 10%(2) respondents were not Sure about supplier collaboration affecting sustainable procurement. 85% (17) respondents agreed that customer pressure affects sustainable procurement, 5% (1) disagreed and 10% (2) were not sure. 20%(10) agreed that regulatory pressure affects sustainable procurement while 0%(0) both disagreed and are not sure about that. 20% (4) respondents agreed that another factor affecting SP was competitive advantage due to the competitive environment, 75% (5) disagreeing and 5% (1) were not sure. 80%(16) agreed there was need to deal with tip management support, 15%( 3) disagreed and 5%(1) were not sure. On grounds of supplier performance evaluation 85%( 17) agree, 10%(2) disagreed with statement and 5%(1) are not sure.

#### **Section D**

#### **Finding on the relationship of sustainable procurement and organizational Performance.**

Table7: Shows the relationship of sustainable procurement and organizational performance.

| Serial Number | Statement  | Strongly agree | Agree  | Not sure | Strongly disagree | Disagree FP |
|---------------|--|----------------|--------|----------|-------------------|-------------|
| <b>A</b>      | Customer preferences for sustainable products and services |                | 13(65) | 5(25)    |                   | 2(10)       |
| <b>B</b>      | Communication and transparency in fostering                |                | 12(60) | 3(15)    |                   | 5(25)       |
| <b>C</b>      | Customer expectations are being influenced                 |                | 17(85) | 1(5)     |                   | 3(15)       |
| <b>D</b>      | Adhering to sustainable certifications and standards       |                | 18(90) | 1(5)     | 1(5)              |             |

Source: Primary data

According to table7, 65% of the respondents agreed that customer preferences for sustainable products and services,25% (5) disagreed and 10%(2) were not sure.60%(12) agreed that communication and transparency in fostering, 15%(3) disagreed and 25%(5) not sure. 85%(17) agreed on customer expectations are being influenced,0%(0) both disagreed were not sure respectively. 90%(18) agree on Adhering to sustainable certifications and standards,5%(1) disagreeing and 5%(1) Not sure.

#### ***4.2 conclusion***

In conclusion, Chapter Four provided a comprehensive analysis of the data gathered during the study on "The Impacts of Sustainable Procurement on Organizational Performance." Through meticulous examination and interpretation, this chapter unveils valuable insights into the relationship between sustainable procurement practices and various dimensions of organizational performance. The findings presented in this chapter not only contribute to the existing body of knowledge but also offer practical implications for businesses seeking to enhance their sustainability initiatives. By delving into the empirical evidence, this chapter bridges the gap between theory and practice, shedding light on the potential pathways through which sustainable procurement can positively impact organizational success.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS.**

#### ***5.0 Introduction***

This chapter gives a summary of the major findings of the study and draws an appropriate conclusion, recommendations, and the purpose of the study to examine the influence of supplier relationship management on supply chain performance.

#### ***5.1 Discussions of findings in relation to the specific objectives of the study***

The researcher narrates the results of the findings with respect to the general and specific objectives of the study. The general objective was to investigate the effect of Sustainable procurement on organizational performance while the benefits were concerned with benefits, factors affecting and relationship between sustainable procurement and organization performance.

#### ***5.2 Summary of major findings.***

The summary of the major findings briefly highlights on the outcomes of the research objectives as well as answering research questions.

##### ***5.2.1 The benefits of sustainable procurement at MoWT***

Sustainable procurement according to (Kernad 2006) leads to control of costs through whole life costing. While whole life costing is the best tool in obtaining best value of a product for example, energy efficient products have an increased capital that is more than offset by reduced operations costs.

Aground of respondents observed some of the benefits of procurement and asserted that there was value for money attached to the purchased goods.

### ***5.2.2 The factors affecting sustainable procurement***

An organization would obviously implement SP practices if encouraged by the government bodies on environmental rules and regulations. The roles of government by enforcing strict regulations to be complied by firms encourage SP practices in resolving environmental issues.

In other wards factors such as customer pressure, supplier collaboration and top management in one way or another do greatly affect sustainable procurement generally. based on the information from the respondents.

### **5.2.3 The relationship of sustainable procurement and organizational performance.**

According to the research, sustainable procurement is linked to organizational performance by impacting costs, reputation, management of risks compliance, innovation employees' engagement and finally long-term viability.

### ***5.3 Conclusions***

Sustainable procurement decisions consider environmental and social impacts both positive and negative from products and services alongside costs. Given all the mentioned benefits there are those that consider it costly and time consuming due to the process of implementing, monitoring and maintenance. But that never changes the fact that to a great extent embracing sustainable procurement is very vital and a great advantage.

### ***5.4 Recommendations***

All practitioners of sustainable procurement need to educate clients and suppliers by environmental impact studies, voluntary codes or legislation onto the end product.

The researcher recommends the PDU to be committed to building effective policies to make the organization aware of the sustainable procurement Strategy.

There is need for the Ugandan government in conjunction with the public procurement and disposal unit to sign up to procurement principles.

### ***5.5 Areas of further research***

- Solution to barriers to sustainable procurement.
- Sustainable procurement and how its embraced on the supplier on the supplier's performance.
- Sustainable procurement throughout all the supply chain.

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**APPENDICES**

**RESEARCH QUESTIONNAIRE**

Dear Respondent,

My name is **Adiao Priscilla**, pursuing Bachelor’s degree in Procurement and Logistics Management Registration number J21B12/061 from Uganda Christian University. You have been selected as one of the respondents in this research entitled “THE IMPACTS OF SUSTAINABLE PROCUREMENT ON THE ORGANISATIONAL PERFORMANCE OF GOVERNMENT ORGANIZATIONS IN UGANDA” using Ministry of Works and Transport as my case study. All responses given are for educational purposes thus a reconsidered confidential.

**INSTRUCTIONS**

Tick and fill in where necessary.

**SECTIONA: BIO DATA**

1. Gender

a) Male

b) Female

2.Marital status

a) Married

b) Single

c) Any other, specify.....

3. Department in which you work

- a) Human Resource
- b) Procurement
- c) Audit
- d) Stores
- e) Engineering
- f) Finance
- g) Any other.....

4. Academic qualifications

- a) Masters
- b) Bachelors
- c) Diploma
- d) Others, specify.....

5. For how long have you worked in MoWT?

- a) Less than a year
- b) 1-3years
- c) 4-6years
- d) Above 6 years

**SECTION B: The benefits of Sustainable Procurement to MoWT.**

Respond by ticking where necessary whereby, A=Agree, S/A=Strongly Agree, D/A=Don't Agree, N/S=Not Sure.

| Benefits   | SA | A | N/S | D/A | SD/A |
|--|----|---|-----|-----|------|
| Control of costs through whole life costing      |    |   |     |     |      |
| Management of Risk and Reputation                |    |   |     |     |      |
| Securing future sustainable suppliers            |    |   |     |     |      |
| Compliance with Environmental legislation        |    |   |     |     |      |
| Provides competitive advantage in the market     |    |   |     |     |      |
| Reduced resource consumption and lower emissions |    |   |     |     |      |
| Promotes diversity and reduced dependence        |    |   |     |     |      |

**SECTIONC: The factors affecting sustainable procurement at MoWT**

Respond by ticking where necessary whereby, A=Agree, S/A=Strongly Agree, D/A=Don't Agree, N/S=Not Sure.

| CHALLENGES                      | SA | A | N/S | D/A | SD/A |
|---------------------------------|----|---|-----|-----|------|
| Supplier Collaboration          |    |   |     |     |      |
| Customer pressure               |    |   |     |     |      |
| Regulatory pressure             |    |   |     |     |      |
| Competitive advantage           |    |   |     |     |      |
| Top management support          |    |   |     |     |      |
| Supplier performance evaluation |    |   |     |     |      |
| Technological advancements      |    |   |     |     |      |
| Risk management                 |    |   |     |     |      |

**SECTIOND: What is the relationship of Sustainable procurement and Organizational performance?**

Respond by ticking where necessary whereby, A=Agree, S/A=Strongly Agree, D/A=Don't Agree, N/S=Not Sure.

|  | <b>CATEGORIES</b>  | SA | A | N/S | D/A | SD/A |
|--|--|----|---|-----|-----|------|
|  | Customer expectations are being influenced                     |    |   |     |     |      |
|  | Communication and transparency in fostering                    |    |   |     |     |      |
|  | Influence of total costs of ownership of products and services |    |   |     |     |      |
|  | Customer preferences for sustainable products and services.    |    |   |     |     |      |
|  | Sustainability related regulations and compliance.             |    |   |     |     |      |
|  | Life cycle assessment.   |    |   |     |     |      |
|  | Supply chain sustainability.                                   |    |   |     |     |      |
|  | Adhering to sustainable certifications and standards.          |    |   |     |     |      |

**MAY GOD BLESS YOU**



**UGANDA CHRISTIAN  
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**SCHOOL OF BUSINESS**

1<sup>st</sup> Aug 2023

**TO WHOM IT MAY CONCERN**

Name: ADIAO PRINCILLA Reg. No. J21B12/061

A bachelor's student who is seeking permission from your office to collect data for his/her dissertation titled

"IMPACTS OF SUSTAINABLE PROCUREMENT ON ORGANIZATIONAL PERFORMANCE"

We shall be grateful if you could render assistance to him/her in collecting the necessary data for his/her dissertation

The Uganda Christian University School of Business thanks you in advance

A handwritten signature in blue ink, appearing to read 'Mukisa Simon Peter'.

Mukisa Simon Peter  
Research coordinator