EVALUATING THE BARRIERS TO THE IMPLEMENTATION OF GREEN PROCUREMENT IN SMES IN UGANDA'S LOGISTICS SECTOR

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DECLARATION

I confirm, Harold Seguya , authorship of the research called "Evaluating the Barriers to the Implementation of Green Procurement in SMEs in Uganda's Logistics Sector." This piece stems entirely from my own effort. It carries no overlap with submissions past or present, anywhere. When outside sources shaped parts of it, credit followed immediately after. References appear wherever needed.

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APPROVAL

This work is presented for review, following agreement by me in my role at the university. Approval comes only after careful oversight and readiness confirmed through process.

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MR. MULOOSI PASCAL (University Supervisor)

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Thankfully, strength came through faith in God - His guidance shaped every step of this work. Without that steady presence, finishing would have been impossible.

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Appreciation extends to those running small logistics firms in Kampala - each one opened doors without hesitation. Their openness shaped what follows. Time given mattered more than words can say. Among them stood UCIFA, quietly supplying background details that grounded the whole effort. Without that piece, gaps would have widened fast. Context came through their quiet support. What they shared made patterns visible where there had been noise.

Grateful nods go to those closest family, friendsfor showing up with help when it mattered most. Their steady presence made tough stretches feel lighter somehow. Money helped, yes, but so did quiet belief spoken through small gestures. Moments of prayer slipped into conversations like background music. Encouragement arrived in different shapes, always at the right time. This path would have felt lonelier without them walking nearby.

ABSTRACT

This study aimed to explore what stops green procurement from taking root in Uganda's small logistics firms, guided by the Resource-Based View. Even as sustainability gains attention worldwide, progress in Uganda stalls due to hurdles inside and outside businesses. Three goals shaped the work: understanding how tight finances hold back change, seeing whether lack of know-how slows things down, also checking if company values and leadership support make a difference. Numbers drove the method here. Information came from fixed-format surveys given to logistics SMEs based in Kampala and surrounding towns. Though designed for 226 participants, results came from just 61 usable answers. Analysis leaned on averages, correlations, then layered predictions. What stood out most? Understanding matters - deeply linked to going green (Beta = 0.72). Seeing its value also tied closely to actual use (r=0.777). On the flip, workplace roadblocks pulled hard against change - rules missing, pushback present. Resistance inside companies slows everything down. Surprisingly, when awareness and a group's ability to act were factored in, money issues stopped predicting poor outcomes. It turns out limited expertise - not just price - is what really holds things back.

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LIST OF ABBREVIATIONS AND ACRONYMS

BPLM: Bachelor of Procurement and Logistics Management e-GP: e-Government Procurement

HR: Human Resources

ISO: International Organization for Standardization (reference to ISO 14001)

LCA: Life Cycle Assessment

MSMEs: Micro, Small, and Medium Enterprises

NEMA: National Environmental Management Authority

PPDA: Public Procurement and Disposal of Public Assets Authority PRO: Public Relations Officer

RBV: Resource-Based View

SDGs: Sustainable Development Goals

SMEs: Small and Medium Enterprises

UCIFA: Uganda Clearing Industry & Forwarding Association

UCU: Uganda Christian University

CHAPTER ONE: INTRODUCTION

1.1 Study Background

What used to be paperwork is now making companies remain sharp, save. resources, and achieve environmental objectives on the global scale. Moved by changing weather, smaller supplies, and worldwide objectives such as the SDGs, purchasing decisions should be long. thinking like a term never before. Purchasing greener products - less toxic, simpler to. recycle, durable - belongs to a wider trend to responsible sourcing, study. shows (Appolloni, Sun, Jia, & Li, 2014). There are certain companies in the more affluent regions that offer greener options in selecting. suppliers or production of products. The change aids in enhancing the flow of things. across production networks. Rules When leaders support sustainability initiatives strongly. compel change, or request more green products, enterprises all over the world are inclined to. follow. However, in most African nations, development is behind. Poor oversight systems, relaxed enforcement of rules, and strict budgets hamper broader adoption. Following the implementation of changes in Uganda, such as the PPDA law and an online purchasing system, Small companies continue to be reluctant to implement the green buying concepts. Not many know what its worth is, leadership tends to ignore it, support is low. Transport, storage, packing - these sections of the transportation of goods depend heavily on the smaller Ugandan operators. Their work pumps out pollution, consumes excessive power, wastes. Despite this, small logistics companies are usually faced with tight budgets as well as shaky. internal structures - the pace towards green purchasing slows down, research indicates. There is very little practical experience of how these businesses may actually transition into. greener purchasing practices. Starting from scratch, this work looks into what slows down green buying in Ugandan logistics small businesses. Informed by the notion that resources in a company are driving. performance, it studies the way in which the shortage of skills, funds or knowledge restricts development. Gaps within firms have a tendency to determine results rather than strength. What comes out reveals not only jumps and ways over them - silent changes which open the way to change.

RESEARCH GAP

Although individuals are aware of barriers to purchasing environmentally-friendly products, there is. little actual-world data on how problems such as tight budgets, lack of understanding, work habits, and limited number of green suppliers affect small logistics companies in Uganda. A closer examination of these obstacles assists in understanding what retards sustainable. buying in these businesses, contributing to the useful information in academic thinking and day-to-day decision-making in smaller companies. 1.2 Problem Statement One of the reasons why firms prefer buying green is because it enables the firms to consume less stuff as they use less. remaining tough in the face of competitors, studies indicate. Still found missing in small Ugandan businesses? Actual moves towards environmentally-friendly approaches - despite regulations. exist to drive such changes. This gap is recently pointed out in papers, with slow. progress where progress was due. Small businesses face a number of issues in their attempts to go green. Money troubles make it tough to buy cleaner tools or sustainable supplies, research shows. Without has enough cash available, upgrades prematurely. Managers do not always have a clear overview as training on eco choices is infrequent. This loophole retards decision making of green purchasing. Awareness gaps sit silently but makes much ado backstage. It is easy to save money nowadays. more urgent than the planning of the tomorrow.

That mindset drains energy from longer term environmental goals. When leadership does not push hard, changes rarely stick. Finding trustworthy vendors who meet green standards adds another layer of difficulty. Not every market has sellers ready to deliver verified earth-friendly stock. Supply limits feed hesitation at key moments. Fewer options mean fewer chances to act differently.

Skipping eco-friendly buying hurts small business image. It slows down delivery networks too. Access to green-minded customers gets harder as a result. Looking through the lens of Resource-Based View, weak internal capabilities explain part of this struggle. These limits shape how well transport firms can shift toward sustainability. Still, research says almost nothing about such hurdles in Ugandan logistics firms. That silence leaves a hole in understanding. This work aims at filling it.

1.3 Purpose of the study

This research looks at roadblocks stopping small businesses in Uganda's transport industry from using eco-friendly buying methods, applying the Resource-Based View as a lens. What stands in the way becomes clearer when resources within firms are examined closely instead of outside pressures alone. Focusing on internal strengths reveals why change lags even when green options exist nearby. Constraints often hide in skills gaps, funding limits, or tools already owned but poorly used. The RBV helps spotlight what companies have versus what they lack. Understanding ownership patterns of key assets shifts attention to how things get done day to day. Logistics operations face unique hurdles shaped by local conditions plus long-standing routines.

1.4 Goals of the Research

General Objective:

Finding what blocks green buying in Ugandan transport small businesses through the lens of resource-based theory. Though built on strengths, these firms often lack tools to shift toward eco-friendly practices. Because resources shape actions, limited access shapes their choices. When capabilities are thin, new methods stall. Even with intent, gaps in knowledge slow change. Where funding is tight, long-term shifts feel risky. Without support, efforts fade early.

Specific Objectives:

Looking into how tight finances affect small logistics firms using greener buying choices.

Looking at how knowing more affects choices when it comes to buying greener options.

What part does workplace atmosphere play when small firms start buying eco-friendly supplies?

Manager backing shows up in how seriously these efforts move forward. Culture matters just as much as leadership choices behind the scenes. Behind every purchase decision sits shared habits within the team. Support from bosses often shapes whether new green rules stick or fade. Actions speak louder than written promises here. Small changes add up only if people truly follow through together.

1.5 Research Questions

Money shortages slow down eco-friendly buying in small shipping firms. When budgets tighten, clean options often get pushed aside. Limited funds mean tough choices about what to buy first. Cash limits shape how fast new green rules spread through delivery companies. Without steady resources, even willing businesses stall on sustainable swaps.

Knowledge shapes choices. Awareness shifts habits. How these two play out decides whether small logistics firms embrace greener buying. Learning new facts opens doors. Seeing real effects nudges change.

Exposure to examples helps ideas stick. Understanding consequences matters just as much. Clear information often leads the way forward. Pressure from outside pushes faster than expected. Talking with others spreads insight quietly. Past routines resist at first. New habits form when both knowing and seeing line up.

What role does company culture play when small businesses adopt eco-friendly buying methods? Managerial support often influences how deeply these practices take root. A workplace mindset can either slow things down or speed progress. When leaders actively back sustainability, changes tend to stick. Attitudes within the team affect follow-through on green choices. Support from above sometimes determines whether new habits last. Shared beliefs shape how rules are applied day to day. Leadership behavior quietly guides what gets prioritized.

1.6 Hypotheses Of The Study

H1: Funding limits hit small logistics firms hard when they try greener buying choices. Cash shortages slow down eco-friendly supply moves more than expected. Tight budgets make clean purchasing tough for smaller players in transport work. Money walls block fresh steps toward sustainable ordering ways often enough. Without solid funds, going green stays out of reach regularly.

H_2 : Knowledge and awareness significantly influence the adoption of green procurement in logistics SMEs.

Firm habits shape how small logistics companies buy eco-friendly supplies. When leaders pay attention, changes happen more often. What people value inside the company affects choices about greener options. Attention from managers makes a difference in daily decisions. Shared ways of doing things can slow down or speed up

green buying. How teams behave together steers whether new environmental practices stick. Leadership focus combines with workplace norms to shift purchasing patterns.

1.7 Scope of the study

Looking at small logistics firms in Kampala and surrounding towns shapes this work. Big companies aren't included - resources and buying styles differ too much. Financial backing plays a role, shaping how green purchasing takes hold. Awareness matters just as much, quietly guiding choices. What leaders value can shift habits across the team. Culture inside the company often decides what sticks. Each factor bends the outcome in its own way.

1.8 Reasons for the Research

Looking at small businesses in Uganda, this work uses resource-based theory to explore why sustainable buying practices face roadblocks. Instead of jumping straight to solutions, it digs into real-world limits firms encounter every day. Officials shaping rules like those at PPDA or NEMA gain insight into where policies miss the mark.

Managers in smaller companies see reflection of their own struggles with green shifts. Sustainability goals tied to global targets feel less distant when grounded in local realities. Through a closer lens on everyday constraints, clearer paths begin to emerge. Not everything hinges on money - some hurdles are about mindset, access, or trust.

1.9 Importance of the Research

The first approach includes developing capabilities within small firms to make purchases of greener. becomes easier. Money can be a constraint as individuals might not have information, team practice. may be wanting, and locating eco-certified vendors is not necessarily easy, leaders benefit. understanding of where to make improvements. Smart tech When plans develop around needs to learn. decisions, and going green with everyday purchases, the situation changes gradually. Doing this contributes to smoother processes as it assists smaller companies to do things more environmentally. care - do not hurry or make it seem like a change occurs overnight. The other angle illustrates how the findings can aid those who influence the rules such as PPDA and.d NEMA understand real-world challenges. Attention has been focused

on poor oversight, low. skills, and system-level obstacles preventing the going green of small businesses, real-life measures are made more evident. Support can now exist in forms instead of the broad fixes. as customized educational support, specialty classes, or more motivational instruments based on. actual needs. In this manner, development does not occur automatically, but is constructed. One more thing - this work contributes to the amount of information that scholars have about green buying in small. Ugandan transport firms. Since it demonstrates the impact of own strengths of a company. whether they become green, with RBV theory in the immediate vicinity of the real ground. Missing bits in the past. researches are filled in here, laying out the next steps to explore environmentally-friendly activities. in countries where the economies are yet in the process of growth.

Finally, smarter purchasing decisions can save nature. When small businesses are spotted. what's keeping them back and make practical solutions, less trash accumulates, power gets. wastedly spent, electricity shrink, And sullied fumes diminish, Pushing larger green. targets within reach. Doing so elevates the position of a company in the society as well as equating. The drive towards global progress indicators in Uganda. Better purchases spread round, and touching neighborhoods, as well as firms.

1.10 Limitations and Delimitations

One of the aspects that can be mentioned is that despite the fact that the research is going to be used to unveil the barriers to. green procurement in small logistics companies in Uganda, there is a definite boundary. Some owners may be hesitant and this may be a hindrance to the process of gathering. reliable details. Despite measures to guarantee privacy and encourage honest responses, full openness is not a given. The real possibility remains what lingers, that trust issues. might influence what passes.

A closer examination of logistics SMEs in Kampala informs the extent of this study. Due to that, what is successful here may not be successful in businesses in other regions across Uganda - various arrangements, provisions and local issues can change results.

Leaving off here, the work narrows down to large internal obstacles - constrained budgets, absent. understanding, lack of attention, plus how groups behave - leaving out extra elements that could influence the purchase of supplies in going green. Such

aspects as changing customer. demands, new laws, or the tools available may be important as well, but they are beyond this. ochre even of weight.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

A peep into what we already know on green business practices particularly their reasons why. smaller companies struggle to keep up with them. Based on the existing concepts, planning. definitions, and empirical evidence, this section describes what assists - or impedes - eco. conscious buying choices. Issues arise internally and externally to these companies: constrained budgets, unavailable information, day-today constraints, absence of instruments.

Through reviewing past work, unseen holes in research come forward, placing this project in the transport and delivery sector in Uganda. Basing on previous scholarly work, but going into corners not frequented before.

2.2 The Resource-Based View

The question of what makes a company have an advantage is all about what it possesses and how it utilizes it. A a closer look reveals that outstanding performance is frequently connected with distinctive strengths within. the organization. Consider cash hoards, wisdom accumulated, how things are done day-to-day. to date, as well as the mentality in which decisions are made at the highest. When all these factors are in place, small firms will be able to embrace greener ways more readily. Issues that emerge surrounding eco. friendly buying? They are not merely external influences - very frequently they are inwards. exposing deficiencies in tools or skills that are already available. This angle changes to emphasis on fixing. what is accessible and not market forces. Limits perceived so are opened. ways to smarter cleaner operations based on real capacity.

2.3 Drivers of Sustainable Procurement.

2.3.1 Money Limits and Buying Green

Money influences decisions more than practically anything when it comes to small and. small and medium businesses going green. Leaping into green purchasing could be synonymous with. upfront cost of superior technology, supplier scrutiny,

developing employee expertise, and more. obtaining formal approvals - too expensive to undertake by smaller players. Appollomi, In 2014, Sun, Jia and Li discovered that empty pockets block companies. making greener choices or moving towards renewable choices. Agyemang, Zhu, Adzanyo, Antarciuc, and Zhao reported three years later that despite the concern of small shops. regarding the planet, tight budgets dictate survival mode instead. The freight world of Uganda, meager incomes and sluggish payments make it difficult to borrow or save to clean upgrades, say Chari and Ngugi in 2022. A way to look at it - financial strength allows companies to put their other assets to work.

When it is important, it is unique, hard to duplicate, easy to replace, it gives sustainable advantage, asserts 1991 Barney. To be prepared means to have. money on the street - it is fueling ambitious action, support of plans to endure. Think of Aboelmaged 2018, or earlier by Zhu and his team - theirs? Money defines the extent to which a. business is able to seize on big chances. Small players will be chasing without sufficient. misfortunes rather than making way forward. It is that scramble which frequently implies green options receive. sidelined in the purchasing process.

However, financial prowess is not always regarded as the determining factor. Still some experts think, it is equally important that the managers think the way they do and groups are in support of them. much . Take strong leadership - it often opens doors through creative deals instead of big budgets. One example shows bosses building eco-friendly buying networks to ease money pressures. Another study highlights learning together with vendors helps spread risk across partners.

Working closely with supply teams also cuts expenses in quiet but meaningful ways. Nevertheless, according to 2020, say folks such as Chen, Olhager and Tang.

when no money will be coming the assisting hands are not sufficient. Because without low poor areas continue to languish in attempt to take a step, cost credit or solid help by organizations. Forward. In Africa, issues are piled up in a hurry. Assets to secure, bite hard, high loan costs. Loans are hard to come by, documents tend to get lost - Rais, Anuar, Khalil and Bohari discovered and all this in 2018 as I was researching stores in Malaysia and African countries. Big companies are driving green purchasing, but red tape slows it down, employees remain oblivious - it keeps companies behind

the curve. There are some places where green money exists; such as Uganda; Turamye displayed that unadorned last year alone. But so many enterprises falter at the gate: undo, trust not, doors closed. It suits what Kihoro and Ngugi found back in 2020 - fast cash programs usually fall short when it comes to investing in long-term things, particularly those that are to endure years. Because of this, little stores are likely to become bogged down in issues with finances at the moment, demonstrating how real sustainability requires follow through, sufficient funds, and long-term thinking beyond next quarter. Some experts say that it may not necessarily be money that keeps money holding companies at bay. Though budgets are important, and those that view green buying as an opportunity to get ahead have many times figured out ways to circumvent high costs, discovered Blome, Hollos, and Paulraj in 2014.

When sustainability is integrated into the fundamental planning, savings are found where they are least anticipated reduced energy consumption, reduced waste generation, improved reputation. A change commences with a whisper: companies. Within years new markets began to experience profit bumps as a result of leading the change, as in the work by Seuring and Muller of 2008. Productivity increased, regulations burdened less upon them. What appears a wall of cost occasionally turns on a side approached differently.

The beliefs that influence the results through cash limitations are not necessarily supported by what is going on in practice. Nevertheless, individuals who claim that money is not a large concern acknowledge startup costs maintain most small businesses away. The only difference is the perception that each company has on it. Big companies or smaller ones with good contacts may consider these expenditures as long-term bet, but small freight operators who live on a paycheck to paycheck view them as survival risks (Namagembe, Ryan, & Sridharan, 2019). Because of this, although there are signs that smart teams make budgets bend, the world numbers of poorer countries indicate shortage of funds continues to hinder green buying more than any other thing (Agyemang et al., 2020; Rais et al., 2018; Turamye, 2023).

Finally, the biggest but intricate obstacle of green buying in is limited money. Small Businesses in Ugandan logistics. Studies indicate a consensus in addition to controversy although there are numerous stressors who are short of funds, which decelerates progress, there are even those who propose good leaders, even stronger

policies, or collaboration among firms may alleviate the pressure. In this respect, the resource-based theory analysis considers the combination of cash on hand with skills, networks, and tools within businesses to create what could be when going green.

2.3.2 Knowledge Awareness Green Procurement.

Making the initial move to green buying tends to falter since those in authority fail to. Understanding how goods affect nature involves looking closely at their full journey, who makes them, and what rules apply - skills missing in plenty of small transport firms across poorer nations.

When leaders miss these details, they tend to play down the upsides of eco-friendly choices while blowing the expenses out of proportion, making them stick to old methods just to stay safe. In Uganda, structured learning around earth-smart operations barely exists, so smaller businesses turn to word-of-mouth tips that sometimes arrive patchy or half-baked.

Looking at things differently, knowledge stands out as a key invisible asset under the RBV framework. According to Barney from 1991, thinking skills matter greatly when staying ahead in commerce. When buying with nature in mind, smart analysis helps firms check if vendors follow green methods. Over time, businesses weigh costs while shaping plans aimed at lasting environmental targets, as noted by Rai, Bansal, and Sharma in 2019. Without this knowledge, smaller businesses can't turn eco-friendly ideas into profit. In much the same way, Aboelmaged (2018) suggests that true insight means using environmental data well - whether in daily tasks or big-picture planning.

Studies show roadblocks to understanding come in many shapes. Not every shipper in Uganda sees green actions as smart choices - some view them as red tape instead. Chari and Ngugi (2022) argue that safety regulations become confused with the treatment of. nature. What can be improved usually seems to be additional paperwork. Even when tools as ISO 14001, life cycle assessments or green certifications are the norm. they are not to be found in those parts. Appolloni and others carried out research. in 2014 sheds light on the impact of this gap on global efforts. We wait, small businesses, we wait - evidence of actual advantage is wanting. There are lurking

rules, which nourish reluctance in. those who would attempt. Yet some scholars argue awareness alone rarely sparks change unless consequences feel close.

Take Testa, Annunziata, and Iraldo in 2016 - they point out that leaders who understand sustainability might still hold back because of pricing issues, limited suppliers, or lack of backing from top-level bosses. Another angle comes from Blome, Hollos, and Paulraj two years earlier: insight works better when it lives inside company values and real dedication from those in charge. Put differently, having facts helps - but won't force progress if the workplace design blocks movement forward.

Together, people in teams often see things one person might miss. Small companies sharing ideas - through meetings, networks, or state-supported programs - gain knowledge from each other, Rai et al. found in 2019. In different parts of Africa, organizations such as the East African bloc combined with training tied to work have shaped more eco-friendly purchasing habits, based on Rai's research from 2018. Spotty involvement remains an issue, Turamye noted three years later. Running a business that barely keeps going leaves almost no space for picking up fresh ideas, so gaps grow without notice. Thinking differently pops up in odd ways, exposing how quick brain fixes twist awareness and lessons taken in. Past stumbles weigh heavy - Chen, Olhager, and Tang showed this blinds decision makers to opportunities tied to sustainable purchases. Tight budgets push smaller businesses toward fast savings, according to Namagembe, Ryan, and Sridharan, skipping long-term environmental wins despite knowing alternatives sit nearby. Step by step, shifting thinking needs fresh routines sitting beside it, otherwise change stays shallow. A major roadblock? Small Ugandan freight companies often miss what eco-purchases really mean.

Agreement on knowledge value exists - yet data whispers loud: awareness rarely pulls behavior along. Beliefs held by managers, ways crews coordinate, joint efforts with allies - all twist what sticks in practice. Through a Resource-Based View window, learning appears linked - not free-floating - with funds available, staff talent, tools at hand, nudging environmental decisions made daily.

2.3.3 How Companies Act and Leaders Show Up

One thing clear: how a business runs day to day, along with the mindset of those at the top, shapes choices about eco-friendly buying. Financial resources matter less when culture within the firm - its shared beliefs, habits, people look up to - affects green outcomes in supply chains. Small freight firms in places like Uganda often stick to older ways because leaders chase quick profits instead of long-term environmental gains.

Looking from different angles, emotions have a hidden strength in leadership. These emotions allow leaders to find ways to spend money more wisely and to think more cleverly about tasks for the teams. According to research from 1991, there are assets for teams that are difficult to replicate but essential for the functioning of the organizations they belong to. These unique assets allow leaders to maintain their advantageous position in the market. Leaders who care about the impact that they will have on their organizations can create environments in which the employees feel compelled to take certain eco-friendly actions to benefit the organization (Aboelmaged, 2018).

Furthermore, if there are no leaders stepping up to take the reins of these organizations, even the most skilled team will fall behind. The workers will see these green initiatives as odd tasks to perform for the organization rather than beneficial tasks that they are required to undertake as part of their jobs (Zhu, Sarkis, & Geng, 2013). Studies have demonstrated how the leadership of a company impacts the purchasing choices that its employees make for green products. If the team leaders take the initiative to implement eco-friendly methods into their organizations, their teams will choose to use these methods more often, regardless of any limitations to spending or purchasing such green products. Aside from Testa and others who investigated the topic, it also becomes easier for team members to feel supported in their efforts to make eco-friendly purchases if their managers advocate for the planet. These workers feel supported in their purchases because of their managers advocating for the planet. In contrast, teams that are led by managers who are indifferent to the planet will view the sustainability requirements as tasks that they must complete for the organization but which they will barely complete themselves. Turamye pointed out such cases recently.

Still, stories about routine actions and promises show mixed views. Leadership backing helps - yet fails when systems clash. Blome and others said shared habits, perks, and messages need to match green aims so buying choices turn truly eco-friendly. A nudge here: rewards spotlighting lower costs or clever suppliers who follow planet rules boost buy-in within teams. When things do not fit together, bosses with good plans might still face pushback, slowdowns, people doubting their effort, Namagembe noted alongside Ryan and Sridharan later on.

Leadership pledges in poorer nations get tangled in messy rules. In Uganda, small firms run with one boss calling all shots - so care for nature drops out of sight when daily tasks pile up. Because survival comes first, trees and trash take second place. When outside pressure fades, inside habits follow suit. Where officials ignore pollution, business heads see eco-friendly buying as extra weight. Green steps feel pointless without push from courts or cops. A shift happens only when drive meets clear laws, learning chances, peer talks. Hopes alone won’t bend systems - tools must line up too.

Still, a few believe ways of thinking can shift, especially in small companies facing money limits. Some tiny teams started eco-friendly habits after opening up conversations, turning green tasks into fun activities, while pushing those actions consistently. Sharing their care for nature helped spark workers to choose greener buying choices on their own. In much the same way, Seuring along with Müller note that leaders who back sustainability move faster forward compared to having just know-how or funds alone.

So much depends on how people inside companies actually behave, not just what they say. When bosses talk big but act differently, green goals often get ignored in transport and shop industries across Uganda. What leaders truly care about shapes daily routines more than any written rule ever could. Systems already in place can lock out change, even when money and knowledge exist. Feelings run deep in workplaces, quietly guiding choices around eco-friendly efforts. Hidden strengths like trust or shared habits mix with budgets and skills to speed up progress - or block it completely. Real shifts start by noticing unspoken tensions between team members at every level. How power moves behind closed doors tells you more than public promises do.

2.3.4 Using Greener Buying Methods

Remaining interested in green buying collapses at the wall when companies promise to be eco-friendly makes it feel. hollow. Small companies are usually quick witted, well skilled, better leaders - yet, integrating environmentally-friendly practices in everyday work may appear dissonant, which can create uneasy situations. rotations and unreliable schedules (Testa, Annunziata, & Iraldo, 2016; Agyemang et al., 2020). Being sustainable is to select suppliers that are conscious of nature, balancing the impact of goods on environment, adhering to regulations, and constructing activities. that support ecosystems to prosper. To do this is a team effort, good thinking in advance, constant. watch by those in charge (Zhu, Sarkis, & Geng, 2013). Nowhere is this harder than in Uganda, where markets shift fast, traders act unpredictably, making green shopping tough for small shop owners (Chari & Ngugi, 2022).

Looking at how stores operate, some tools explain why going green becomes part of daily work. Success often comes not from what you do, but what you own , things hard to buy, copy, or find elsewhere. Think money skills, drive in leadership, shared effort toward lasting goals - all pulled together on purpose. Without smooth coordination, small shops might only fake progress, dabbling here and there without real change taking hold. Efforts fizzle when pieces fail to connect.

Getting data from real-world cases shows how tough it can be to shift toward greener ways of doing business. In Uganda, shop owners struggle because there aren't many Earth-friendly items available - on top of that, trustworthy green suppliers are few and far between. Weak rules about environmental protection add pressure too. Running things smoothly becomes harder when buying habits go unchecked and staff lack proper training - these gaps make it difficult to bring sustainability into regular ordering routines. Over time, actions stay patchy: some stores might buy a handful of eco-conscious goods now and then, yet never truly let those choices shape how they purchase across the board.

What shapes how companies move toward sustainability? It depends. Outside forces like rules or buyer habits often push businesses to act - especially small ones. Rules tighten, shoppers care more, expectations rise: those things pull firms into greener choices. Yet in poorer economies, such pressure fades. Laws stay loose, buyers

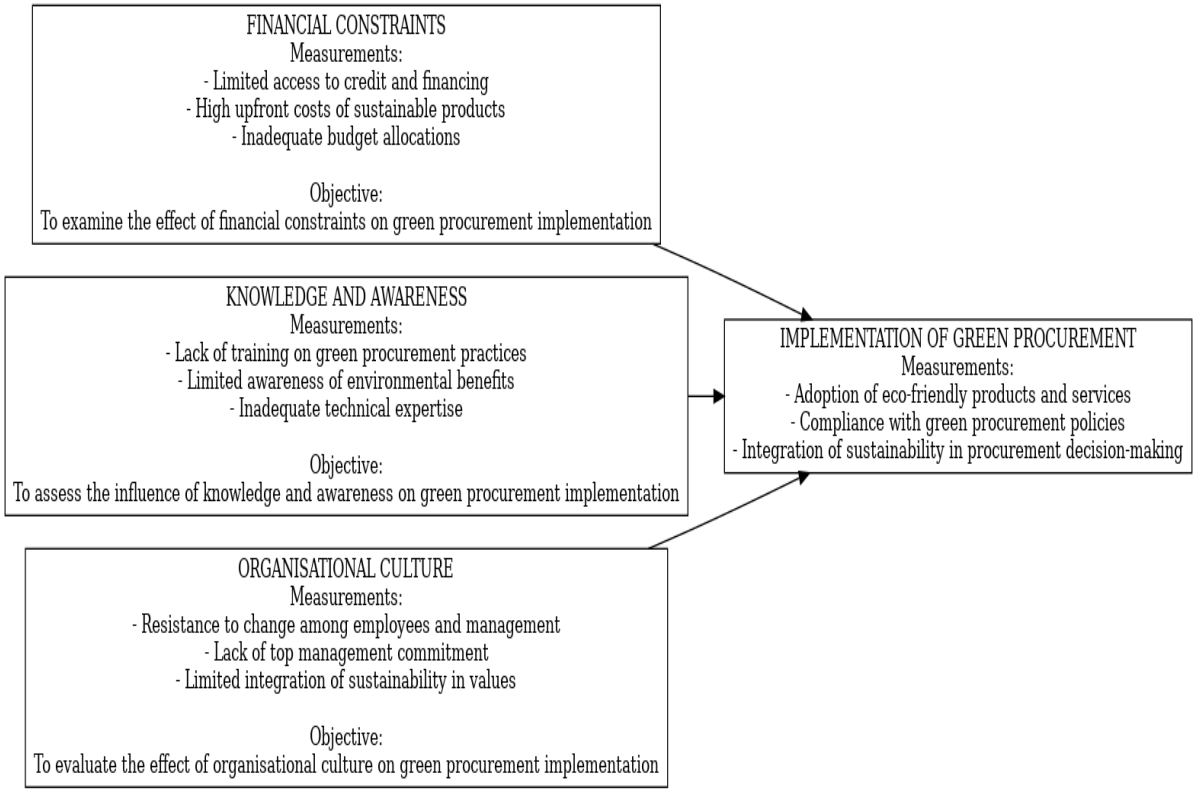
remain unaware, products blend together - all weakening motivation. Action then leans almost entirely on each company's own drive. Some owners try hard, knowing what works and wanting change. Still, stumbling blocks appear. Unclear steps confuse them. Tools feel out of reach. Doubts creep in about real results. Progress slows, even with good intentions.

Starting off slow might actually lead somewhere meaningful when it comes to green changes. Research shows tiny steps count, especially if they come from unusual directions. Instead of big leaps, some firms begin by buying just one eco-friendly supply item - or teaming up with vendors to shape better habits together.

Purchasing can have a smaller carbon footprint than you think. It frequently falters concerning know-how, who thinks what and who leads them. Each shapes real results in its own way. Although leaders promote it, and budgets permit it, evidence from Uganda suggests roadblocks do pop up. When suppliers falter, things can go awry. regulations are compromised, or pressures work against. Seeing things in terms of strength of the resource perspective, it is better to play with what you have smart, not merely about equipments but attitudes as well.

Yes, desiring it is well - so long as ability is balanced with effort, which makes desiring a decision. The analysis of the less-known firms demonstrates how this type of thing carries on without crushing anyone. Over many months or years, early-starters generally have the work run more smoothly, costs drop and names become believable. Progress devours its fruits, and opens doors serenely to bigger changes later. It appears to be a mere yes-no question. But a Yes No situation ends up being more like testing learning, tweaking over and over again.

2.6 Conceptual Framework



CHAPTER THREE: METHODOLOGY

3.0 Introduction

Here a glance at the way the study sets itself in forms. The manner in which individuals are selected demonstrates. up next. Following that comes where information comes from. The extent of resultant trust. built appears after. Later on methods of numbers becoming meaning. What keeps things fair is close at hand. One preceding piece goes before another.

3.1 Research Design

This work can be viewed in numbers in one way. Since the aim lies with measuring connections - such as how money constrains, cognition, work practices connect to. In small shipping companies, a green buying strategy, which is a numerical approach, is suitable. Data comes combining with definite surveys, dragging off numbers to crunch. From there, tools similar to averages, link patterns, and line models are used to make things make sense. Findings built here might not be limited to the following few companies. What appears may reverberate through. similar businesses. One of the ways in which it is possible to see it: numbers assist in demonstrating how company structures, money issues, and so on. regulations influence decisions on the purchase of environmentally friendly materials. What stands out here is that data collected all at once gives a snapshot linking hurdles to actual purchasing behavior. This moment-focused method fits well when checking how common problems are, what impact they have, and how small businesses deal with them. Main idea? Measuring things lines up neatly with digging into how much inner-company traits shape green-buying habits

3.2 Study Population

Starting off, the study looks at small logistics businesses across Uganda - firms in the transportation of goods, their protection, distribution of supplies, and so on. supporting broader operations. Managers, frontline workers, customers - they are part. of it as well, as their decisions determine purchasing habits as well as green practices. within companies.

Such individuals were selected merely because they are aware of how things operate behind the scenes. scenes, face day to day challenges, choose what to use or leave. Numbers from the Ministry of Trade, Industry, and Cooperatives exhibit about 1.1 million micro, small, and intermediate companies pervaded all the sectors of the economy of the country.

UCIFA is the representative of out there among cargo trucks and warehouse doors. 520 companies that process clearances, freights and hauls, as well as storage throughout Uganda. Such figures put our understanding of the number of small and mid-sized players in place. in practice work in this sphere. Things are divided in three ways simultaneously - country by country by Central, Eastern, and Western zones, and then by company. scale in miniature outfits, larger ones, and lastly by type of work, the moving. goods, stock, or sea-linked.

That stratified schism reflects actual disparities on the ground, such as habits affixed. to place-based green buying decisions. Tearing it asunder as this makes it sharper. learn. Proof shows the outcomes fit neatly onto most smaller logistics operations nationwide without stretching facts.

3.3 Sample Size Determination

3.3.1 Quantitative Sample

Sample Size Determination Using Yamane's Formula

The sample size for this study was determined using **Yamane's (1967) formula**, which is appropriate for large finite populations and widely used in SME research. The formula is expressed as:

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

where n = s sample size
N = population size
e = margin of error

Based on a population of 520 logistics SMEs, as reported by the Uganda Clearing Industry & Forwarding Association (UCIFA), and a 5% margin of error, the calculation is as follows:

$$520 = 1 + 520(.03 = 226$$

In calculating the sample size of the study, approximately 226 respondents will be surveyed to ensure that the statistical analysis adequately represents the data. The feasibility of this number is shown through existing research in Uganda. For instance, Tukamuhabwa et al. (2021) conducted a survey of over 200 SMEs in Kampala, while Mayanja and Perks (2019) conducted a national survey of 698 SMEs in Uganda. Thus, this sample size is both realistic and sufficient to gather reliable and robust data from the SMEs in Uganda.

3.4 Sampling Technique and Regional Allocation

A stratified random sampling will be used to guarantee that the survey incorporates diversity of region. The different regions in Uganda have been given proportional representation. The three regions Central, Eastern, and Western have been given proportional representation based on the relative degree of concentration of logistics SMEs. The table below reflects that proportional allocation of respondent's by region.

Region	**Proportion (%)**	**Respondents (n)**
Central	45%	102
Eastern	25%	57
Western	30%	67
Total	100%	226

Selection of SMEs for each region will be done randomly using URSB as well as the PPDA registers. Further classification will take place, based on size of firm (micro, small, medium), and sub-sector transport, warehousing and freight forwarding to ensure proportional representation in all relevant strata. Given this stratified method, our quantitative survey will generate statistically strong quantitative data that will be used for descriptive, correlation and regression analyses.

3.5 Data Gathering Techniques.

Numerical Information

A structured questionnaire consisting of an organisational, financial and regulatory barriers to green procurement; green procurement adoption practices; firm characteristics will be used to collect quantitative data. A five-point Likert scale that ranges from “strongly disagree” to “strongly agree” will be used to measure each question. The administration of the questionnaire will be done online and physically when necessary. A pilot study with 20 selected SMEs will evaluate the questions on clarity, relevance, appropriateness and. Reliability. If any issues are found changes will occur.

Variable	Dimension	Indicators	Measurement Scale
Financial Capital Constraints	Access to finance	Ability to purchase green products; high cost	5-point Likert

Variable	Dimension	Indicators	Measurement Scale
		perception; cash flow challenges	
	Investment capability	Funds for technology upgrades; budget allocation for sustainability	5-point Likert
Knowledge & Awareness	Environmental literacy	Understanding of green procurement; awareness of standards (ISO 14001)	5-point Likert
	Information access	Exposure to training; access to sustainability information	5-point Likert
Organizational Culture & Managerial Commitment	Leadership attitude	Management support for green procurement; sustainability prioritization	5-point Likert
	Organizational norms	Integration of environmental values; reward systems	5-point Likert
Green Procurement Adoption (Dependent Variable)	Adoption level	Use of eco-friendly suppliers; environmental criteria in procurement decisions	5-point Likert
	Implementation depth	Existence of sustainability policies; supplier compliance	5-point Likert

3.6 Data Analysis

Statistical analysis will be employed to analyze the quantitative information. The first piece of analysis would look at the characteristics of the respondents and the frequency of each barrier.

In order to assess the relationship, a hypothesis will be tested using the identified barriers counteracting the adoption of green procurement. The means and standard deviation and frequency distribution of the quantitative data will be carried out in descriptive analysis.

Pearson correlation and multiple regression analysis will be used for inferential statistical analysis. Theoretical justification will allow the moderating or mediating analyses using their identified variables.

Qualitative analysis. A thematic analysis approach will be used. It will.

Validity, Reliability, and Ethics 3.7

To ensure that the instrument properly captures the intended measurement and is consistent with study objectives, the specialist evaluation of the instrument and pilot study will be completed.

The Cronbach's alpha will assess the reliability. For scales of more than one item, a Cronbach’s alpha of at least 0.70 will be acceptable.

Informed consent and voluntary participation were emphasized during data collection. Respondents ensured confidentiality, could have their identity anonymized, and that the institution and firms approved of the ethics from Uganda Christian University. This makes sure the study will meet the ethical standards and protect the participants’ rights.

Although efforts were made to create a representative sample of SMEs from all over the country, some SMEs may not participate. Thus, the effective sample size is reduced and generalizability may be limited.Due to constraints in resources, some areas would be left out of coverage, especially Western/Northern Uganda despite careful monitoring and stratification of micro and macro.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

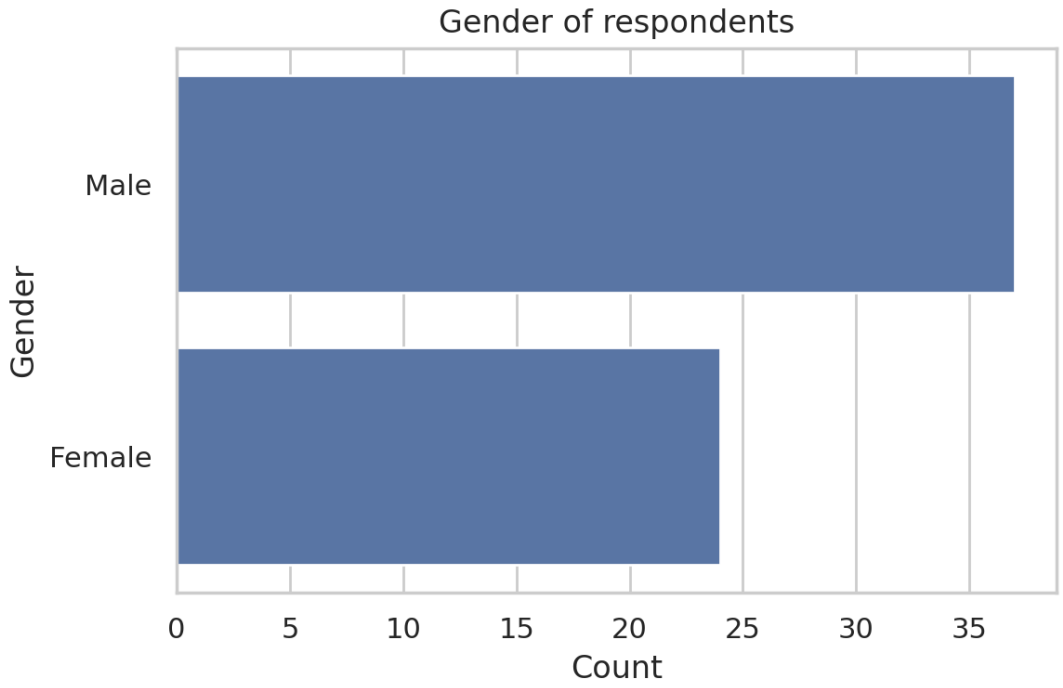
4.1 Introduction

In this chapter the empirical findings for barriers to green procurement for logistics by SMEs in Uganda will be presented, analysed and interpreted. Difficulties faced by logistics while implementing green processes in procurement are known as barriers. The data gathered from 61 valid respondents using the structured questionnaire are subjected to the analysis based on descriptive and inferential statistics techniques. In this chapter, four categories of barriers namely knowledge barriers, financial barriers, organizational barriers, external barriers of the suppliers are studied in relation to the objectives of the study. The qualitative results from the open-ended questions are combined with quantitative findings to give a clear idea of the real situation in the sector under consideration.

Section **4.2** contains the demographic characteristics of the respondents. It puts light on the fact that their background is important to understanding the findings. Since no two individuals are the same, their behaviour also varies. Thus, their demographic nature determines the kind of data you get.

The researcher aimed to determine the respondents' gender distribution.

Category	Frequency	Percent
Male	37	60.7
Female	24	39.3

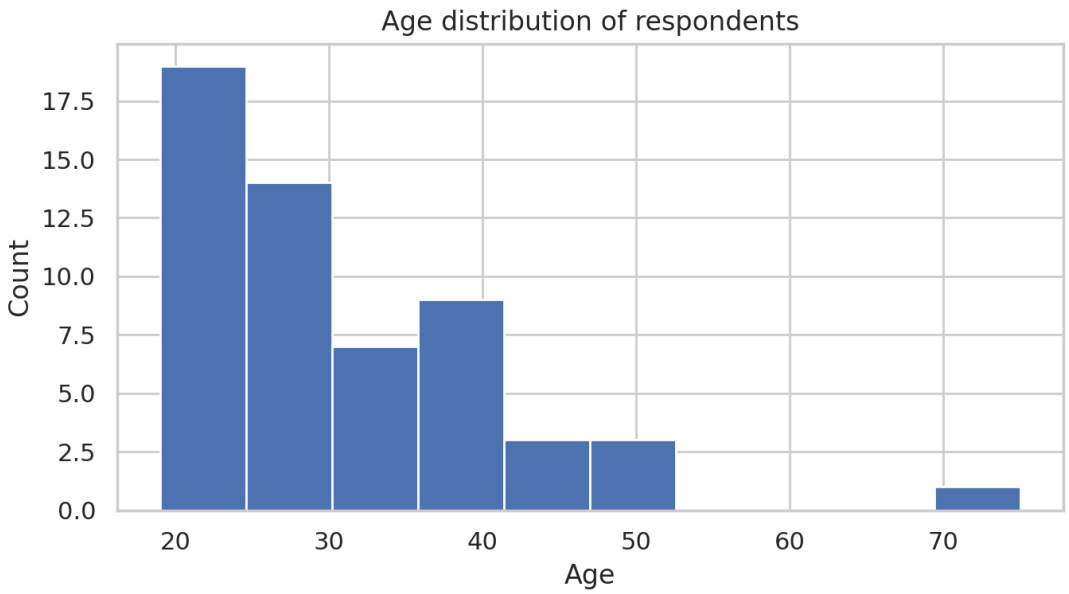


The results suggest that majority of the respondents were male forming 60.7 per cent whereas a sizeable 39.3 per cent were female. It is interesting to note that even at this level, females have involvement yet, Uganda's logistics sector as seen above is still male-dominated especially at the operational and technical level. The figures given above indicate a gradual but steady change in this status quo. All related to Gender Diversity, Social Ethics and Environmental Sensitivity.

4.2.2 Age Distribution

Respondents were asked to indicate their ages. The aim of this was to determine the experience level and generational composition of workforce.

count	mean	std	min	25%	50%	75%	max
56.0	30.857	10.039	19.0	23.0	28.0	36.0	75.0

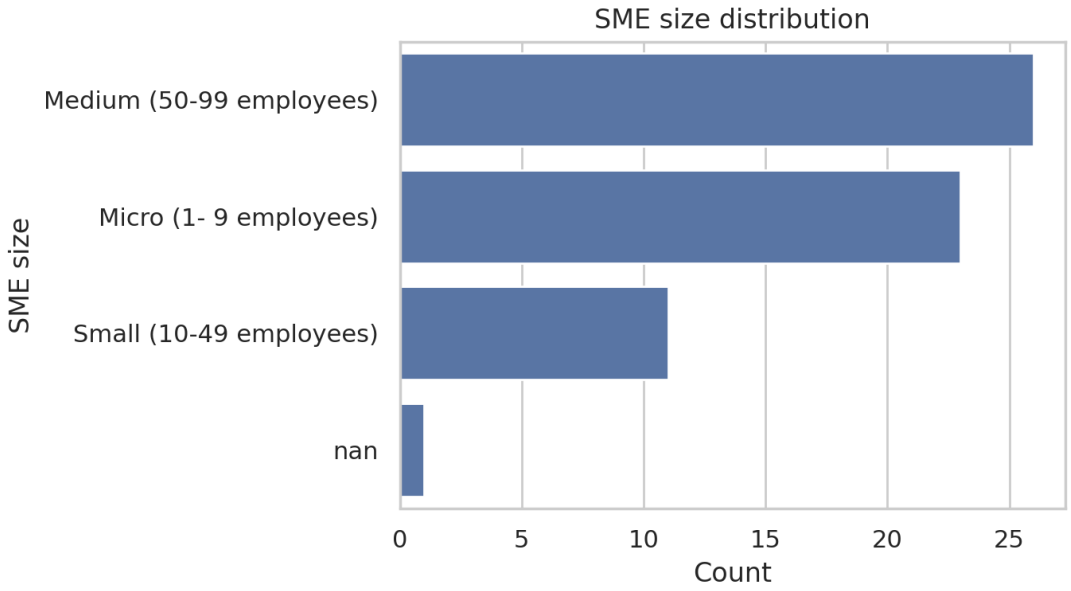


Most workers fall between 25 and 40 years old, making up a core group that keeps the logistics field moving. The mean age of 31 indicates vigor and rapid learning.
ching as new tools come in. Employees who are younger are likely to embrace eco. ingenious thoughts with little opposition. Although new thinking is promising, the number of people is lower.
45 people in this case implies less deep industry knowledge. Devoid of expert advice, implementing is a roll out.
permanent environmental regimes might decelerate.

4.2.3 SME Size and Structure

The study categorized respondents based on the size of their enterprises to assess how operational scale impacts green procurement.

Category	Frequency	Percent
Medium (50-99 employees)	26	42.6
Micro (1- 9 employees)	23	37.7
Small (10-49 employees)	11	18.0



Worse still, with one to nine staff, there is an uptake of 37.7 percent. The combination of these two groups determines a lot. landscape. Smaller operations find it difficult to make green moves with tight budgets. practices. In the meantime, medium-sized ones may be able to afford changes but be caught in between. retarded by their bulk.

The greater the form, the weaker becomes the form. So many lean arrangements made, assistive work ought to be shaped. The solutions in one size will fail to recognize the mark. These workplaces are characterized by limited finances and lax organization. Changing the need to design strategies that would suit such conditions arises not due to experts but. it is proved by reality.

4.2.4 Position in the Company

Respondents held various positions, ensuring that the data captures diverse organizational perspectives.

Position	Frequency	Percent
Manager	6	9.8
Owner	4	6.6
Director	3	4.9
Procurement employee	3	4.9
CEO	3	4.9
Supervisor	2	3.3
Logistics Manager	2	3.3
Operations Manager	2	3.3
Communications	1	1.6
Procurement Assistant	1	1.6
Cashier	1	1.6
Warehouse Officer	1	1.6
Business Development Officer	1	1.6
Procurement Manager	1	1.6
Supervisor (Cargo)	1	1.6
Fleet Manager	1	1.6
Managing DIrector	1	1.6
Director (Procurement)	1	1.6
Procurement Officer	1	1.6
Warehouse Manager	1	1.6
Logistics Officer	1	1.6
Stores Officer	1	1.6
Supply Chain Coordinator	1	1.6
Stores Manager	1	1.6
Executive Secretary	1	1.6
Chief Engineer	1	1.6
Assistant store clerk	1	1.6
Officer (General)	1	1.6
Customer Relations	1	1.6
Administrative Officer	1	1.6
Procurement Consultant	1	1.6
Procurement (General)	1	1.6
Distribution (Assistant)	1	1.6
Manager (Section)	1	1.6
Procurement Officer (Assistant)	1	1.6
Procurment intern	1	1.6
Administration (Assistant)	1	1.6
Coordinator	1	1.6
HR	1	1.6
Sales	1	1.6
Team Leader Logistics	1	1.6

Warehouse Manager (Assistant)	1	1.6
Managing Director	1	1.6

The respondents that responded were predominantly Managers (9.8%), and Directors, Owners, and. employees who take care of buying activities. This is because there had numerous individuals who could make purchases decisions. or had influence on company regulations, their responses are more important.

As they deal with real global determinations about sustainable buying, what they say is in line with how green practices literally become in practice. But above all opinion experience is founded on daily challenges.

4.2.5 Sub-sector and Region of Operation

To understand the operational context, respondents were categorized by sub-sector and region.

Category	Frequency	Percent
Distribution	27	44.3
Warehousing	14	23.0
Transport	7	11.5
Courier	5	8.2
Freight	3	4.9
Forwarding	2	3.3

Category	**Frequency**	**Percent**
Central	42	68.9
Eastern	8	13.1
Northern	5	8.2
Western	5	8.2

Most Ugandan logistics companies handle moving goods - nearly half at that - followed by storing them, which takes up about two out of every ten operations. Nearly seven in ten businesses set up shop in the country's middle area, clustering activity tightly. Because so much happens there, citybased delivery routes face tougher strains on resources, especially with stricter oversight from authorities and

customer demands piling up. Yet this concentration means ecofriendly buying choices in that zone might spread quietly, reaching far beyond just one place.

4.3 Descriptive Analysis of Study Variables

The study analyzed the four key barriers using constructed Likert scales. The descriptive statistics for these variables are summarized below.

Scale	count	mean	std	min	25%	median	75%	max
Awareness	61.0	3.735	0.976	1.0	3.25	4.0	4.25	5.0
Financial Barriers	61.0	3.137	0.868	1.0	2.667	3.333	4.0	4.667
Organizational Barriers	61.0	2.832	0.795	1.0	2.0	3.0	3.5	4.5
Supplier Barriers	61.0	3.328	0.84	1.0	3.0	3.333	4.0	5.0
Institutional Barriers	61.0	3.486	0.804	1.667	3.333	3.667	4.0	5.0
Adoption Proxy	61.0	3.328	1.165	1.0	2.0	4.0	4.0	5.0

4.3.1 Knowledge and Awareness Gaps

Most people rated their understanding of green buying fairly high, averaging 3.74 out of 5, with little variation across answers. Yet when looking closely at what they wrote in detail, knowing terms didn't always match actual skill. Awareness seemed strong on paper - real ability less so.

Although almost a half of the respondents claimed to receive green ideas at their workplace, what people wrote. it is frequently abstract, shows. One of the real challenges comes along when one acknowledges that he/she is. still gathering stuff up, referring to it as foreign land. A different individual indicates. muddiness over green purchasing and products as an obstacle. Without enough team education - not many think that workers are really learning these practices - the gap widens. wider. Realizing sustainable purchase, but properly? Skills such as verifying long-term expenses or checking suppliers are not present.

4.3.2 Financial Constraints

Cost concerns were a major concern to most small companies - scores averaged 3.14, and. little spread (SD=0.87). That figure speaks volumes: price labels influence decisions on. these businesses. Whenever people discuss reasons why they should green buy, money continues to make an appearance. Nearly four among ten, eco-friendly items are perceived to be more expensive than regular ones. Thin profits in this field incur additional expenses hard to digest. One individual made it simple: greener decisions. are more expensive, and are not easy to locate locally. In the absence of funding assistance, saving money. tends to be more successful than preserving nature.

Nevertheless, the statistics indicate that money problems cease to matter when the consciousness gets into the picture. picture. What appears as a problem with the budget may actually be ignorance. More knowledgeable firms are likely to have a different view of costs. As teams get to understand the worth, it is less risky when spending. The knowledge alters the perception of barriers. Without insight, expense seems insurmountable. Along with it priorities change. The obstacle usually is the challenge of perception, not numbers.

4.3.3 Barriers in Organization and Management

Surprisingly low marks went to Organizational Barriers, averaging just 2.83 - pointing to a conviction among players that issues within management are not as important as they can be. to financial difficulties or external troubles. Nevertheless, when one takes a closer look at the data, one will see it is otherwise. Less about refusal and more about inability. Approximately 50 percent of those interviewed indicated that leadership is in favor of green. efforts - shown by rejecting the idea that leaders do not care. Yet 40 percent admitted their teams lack sufficient proficiency to do sustainable purchasing.

What workers wrote will testify to this: many are afraid to venture into new ways, others merely do not know how. So the true issue is more profound. There may even be a lust amongst bosses, but with distinct regulations. and operating systems are lacking. In their absence action halts. What appears to us is indicative of roadblocks in organizations being influenced by context. slowing down conditions. Not that they have a direct say on whether green. a purchase becomes gripping when a number of factors intertwine. The context influences the manner in which these hurdles. 34 Page 42 of 70 - AI Writing Submission. Submission ID trn:oid:::1:3535751683 35 play out behind the scenes. They are more obstructive than coercive. outcomes. The location is equally important as the wall is. When everything compounds, affect changes in nuances. Fixed implementation has less of a stumbling block. causes, more by secret forces. These limits do not command results. They gently nudge along the edges.

4.3.4 Suppliers and Outside Challenges

The Supplier hurdles were very strong out there - average score 3.33. Institutions nearby? A bit higher at 3.49. External forces least tend to decelerate. anticipate. Thirty four point four percent meant there is not sufficient supply of items, which are eco friendly by suppliers.

What is more remarkable? More than two-thirds - fifty four point one percent - believe governments aren't. providing causes to change. The other layer that arises on the basis of interviews is changing suppliers. is hard where long term relationships prevail. Moving green equipment is time consuming, they say. The scene unfolding? Those companies that are willing to take action still have to have to fight against slow systems to change. Choices remain narrow. Regulations meant to propel lie slumbering.

4.4 Inferential Statistics

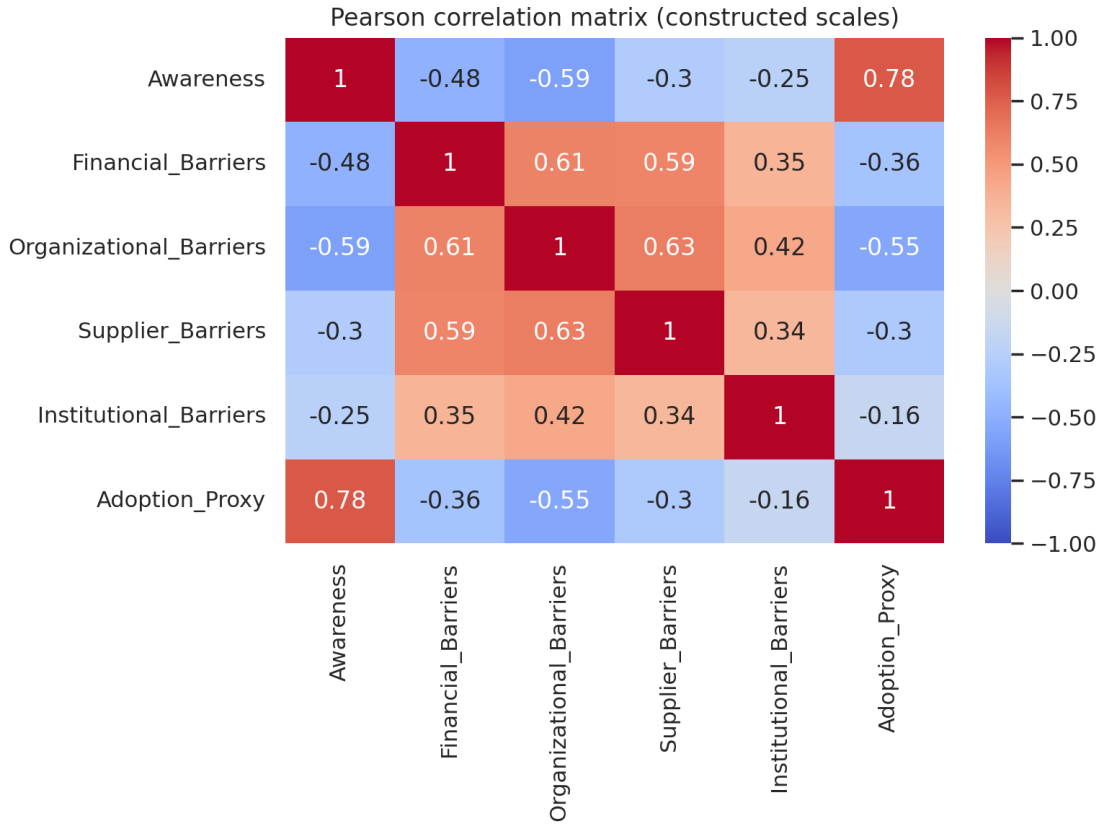
To experiment with the links among these barriers and adoption of green procurement, Correlation and regressions analyses were done.

4.4.1 Pearson Correlation Analysis

Pearson correlation was used to test the relationship between the variables. coefficients.

Variable 1	Variable 2	N	Pearson r	p-value
Awareness	Financial Barriers	61	-0.478	<0.001
Awareness	Organizational Barriers	61	-0.586	<0.001
Awareness	Supplier Barriers	61	-0.296	0.02
Awareness	Institutional Barriers	61	-0.248	0.054
Awareness	Adoption Proxy	61	0.777	<0.001
Financial Barriers	Organizational Barriers	61	0.607	<0.001
Financial Barriers	Supplier Barriers	61	0.595	<0.001
Financial Barriers	Institutional Barriers	61	0.354	0.005
Financial Barriers	Adoption Proxy	61	-0.364	0.004
Organizational Barriers	Supplier Barriers	61	0.631	<0.001
Organizational Barriers	Institutional Barriers	61	0.425	<0.001
Organizational Barriers	Adoption Proxy	61	-0.547	<0.001
Supplier Barriers	Institutional	61	0.339	0.008

	Barriers			
Supplier Barriers	Adoption Proxy	61	-0.305	0.017
Institutional Barriers	Adoption Proxy	61	-0.161	0.215



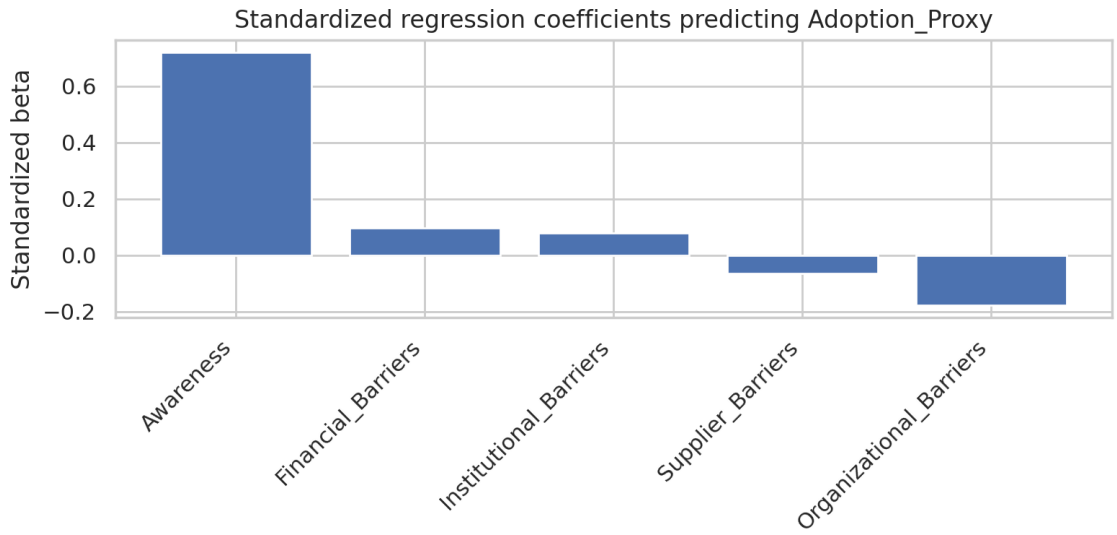
Analysis shows that awareness and adoption have a large positive association (r=0.777, p<0.001). Significance that knowledge is the spring of green. procurement; the more familiar SME is with the concept, the better. to adopt it. Organizational barriers and adoption, on the other side, are strong. negative relationship (r=-0.547). This reiterates the fact that there is resistance and deficiency of interior policy impede movement. Financial and Supplier barriers also have negative associations, and this implies that more these barriers, the less the adoption will fall.

4.4.2 Multiple Regression Analysis

The predictive power of these barriers was estimated using a regression model. on adoption.

N	R2
61.0	0.627

Predictor	Std. Beta
Awareness	0.72
Financial_Barriers	0.098
Institutional_Barriers	0.08
Supplier_Barriers	-0.065
Organizational_Barriers	-0.177



Surprisingly, even after including every barrier in the multivariate model at once, only awareness holds up as a clear influence on green procurement choices. Financial hurdles, company structures, supplier issues, and outside pressures may seem linked when looked at alone - yet they lose strength once awareness enters the picture. It turns out these factors mostly tag along instead of pushing change by themselves. Finding its mark, the model accounts for 62.7% of variation seen in Green Procurement Adoption - solid footing for forecasts. Though not perfect, that share still carries weight when anticipating outcomes.

What is the most striking thing? Awareness. It eclipses all the rest.
by far element. That imbalance leads to one fact the piece that is missing is not.
it is knowledge, effort or means. The actual authority lies in what is familiar to people.
Most of the things, which hold things back, have to do with how groups are structured.

Form can impede development more than anticipated. But to thy astonishment, when thou.
factor in awareness and level of organization of a company, no financial problems. longer foretell bad things. Here what is remarkable - knowing your. how to go round. budget size is not as important as things. An understanding small business. the process is inclined to rush in funding gaps. And any price tag, without distinct knowing appears excessive, but not necessarily.

4.5 Summary of Findings

As it turns out, money and closed suppliers are not the actual hindrances to. progress. Instead, lack of knowledge and lack of team preparation are stumbling blocks. Firms that establish rules then educate employees - will need time to get familiar with environmentally friendly practices brew ahead despite budgeting constrictions. Statistics bear this trend in most. cases. Interviews indicate reluctance to innovations and inadequate understanding of green alternatives. most frequently step blocks. So development here is improved by learning programs and intelligent rule design and not cash aid only.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study findings, the research conclusions based on the analyzed data and provide suggestions or recommendations to Small and Medium Enterprises in Uganda on how to enhance adoption of green procurement practices. Key data findings are exemplified and related literature is reviewed to further ground the study findings and the related set of recommendations.

5.2 Summary of the Study Findings

The aim of this paper is to examine the factors that influence adoption of green procurement practices within Ugandan SMEs. The findings from the factors of green procurement adoption awareness, organisational readiness to adopt green procurement practices, supplier perceptions of barriers and enablers to green procurement practices and the impact of the regulatory framework on green procurement practices indicate positive trends in awareness of sustainability but a complex web of structural factors that constrain translation of theory into practice.

5.2.1 Awareness and Knowledge of Green Procurement

The research identified a lack of knowledge about green procurement principles within the SME sector. Many of the participants admitted to having very little knowledge about green procurement principles and even confessed that they had never heard of some of the terms associated with green procurement until the research was conducted. This is comparable to Walker and Brammer (2012) findings that one of the main barriers to sustainable procurement in developing economies is the lack of basic knowledge.

A third issue is that even good practice is not consistently implemented. Lack of training tools, awareness within institutions, and lack of technical expertise were cited as key reasons for this. While the National Drug Authority (NDA) can provide

professional training and development, there is currently insufficient coverage of this type. This, in turn, means that many procurement officers are not equipped to interpret and write green specifications. The paper points to the work of Testa et al. (2016) in noting that environmental knowledge and staff competence are critical factors for effective public procurement of sustainable health products.

5.2.2 Organizational and Management Challenges

Although SME managers support green procurement in principle, in practice various barriers prevent them from putting this theory into practice. Firstly, resistance to change and a host of Cost, Time and Quality constraints that SME managers feel are spun by their longer-serving staff in order to make their jobs easier. This resistance to changing procurement practices to incorporate sustainability protocols is seen as being largely attributed to long-serving staff members finding the new way of working a burden. Previous research has highlighted the organisational culture and staff attitudes to be major antecedents to sustainability performance objectives (Zhu, Sarkis & Lai, 2013).

A major barrier cited is that green alternatives are too expensive to adopt. Luthra et al. (2017) also note that whilst there are potential savings in the long term, the high initial investment required to go green can deter many SMEs, particularly those that are under-funded.

5.2.3 Supplier-Related Barriers

Supplier reliance was reported to be a vulnerability. Small and medium-sized enterprises (SMEs) reported being locked into existing supplier contracts due to the long-term nature of their relationships. They commented that their dependence on donations and/or credit constrained their ability to negotiate better terms with suppliers. However, there were limited local suppliers within the sample that met environmental criteria, constraining their choice. In general, the SMEs reported difficulty monitoring and enforcing their sustainability requirements on suppliers. This reflects on the limitations of the governance and monitoring systems in place (Govindan et al., 2015).

Consistent with Carter and Rogers (2008), supplier collaboration was viewed as important to develop a sustainable supply chain.

5.2.4 Policy and Regulatory Constraints

Although Uganda has environmental procurement policies in place, these are not being enforced. While survey respondents had positive comments regarding some of the green initiatives by SMEs under study, they noted several shortcomings, including lack of monitoring and incentives from government. As Preuss (2009) noted for "sustainable business practices in developing countries the weakness of the institutions can weaken the intentions behind environmental policies." Without adequate incentives and financial support, small enterprises lack of the necessary motivation to fully engage in and embrace environmentally and sustainably friendly business practices.

5.3 Conclusions of the Study

Unlike most studies that assert that logistics Small and Medium-Enterprises (SMEs) in Uganda face the most challenges with green and sustainable procurement in terms of resources, particularly finances, this study found that SMEs face the most challenges with green and sustainable procurement in terms of organizational capacity, particularly in terms of awareness. The focus on awareness as an intangible organizational resource from a Resource-Based View (RBV) perspective, highlights the importance of this resource and how it enables logistics SMEs to identify, interpret and exploit sustainable procurement practices and knowledge.

Awareness was the only statistically significant predictor in the multivariate model. This finding, supported by Walker and Brammer (2012) and Testa et al. (2016), suggests that knowledge and internal skills are critical resources for sustainability. Moreover, the added cost of outside expertise is further prohibited in developing economies due to lack of technical understanding and the organization's limited ability to learn.

While financial/organizational and awareness barriers appeared to have less impact once account was taken of the challenges related to knowledge/skill to utilise current resources, manage those resources, alter current procurement processes and overcome

cost barriers to purchase, SMEs with good cognitive and managerial skills are able to make better use of existing resources. As such, financial limitations will be secondary barriers to purchase that only really affect in situations of low awareness.

This can stem from both supplier and institutional factors. Supplier and institutional constraints are external environmental issues that affect the implementation of green procurement and, thus, precede the identification of firm deficiencies. Nevertheless, the RBV suggests that these basic internal green capabilities must first be developed. The findings of this study indicate that green procurement in logistics SMEs is more dependent on their organizational learning and skills than on financial resources.

5.4 Recommendations of the Study

5.4.1 Strengthening Awareness and Capacity Building

The relevant regulatory authorities (NDA, NEMA, PPDA, etc.) and professional bodies representing the Procurement practitioners (NAPO, PSPO2, etc.) need to step up the campaign on raising awareness on what being ‘green’ means. This can be reinforced through periodic organized seminars and workshops where such concepts will be discussed in details. Additionally, the green procurement concepts should be integrated into the University curricula for the new entrants into the market. It will also be key for relevant authorities to offer CPD credits to existing practitioners so that they can learn more on how to ‘go green’.

5.4.2 Enhancing Organizational Support and Change Management

This paper argues that sustainability needs to move from being a supportive function for SMEs to a function that is championed by SME leaders. This involves embedding environmental objectives into the strategic plan of the organisation and a full blown change management programme. This in turn requires employee involvement and a clear recognition of reward and accountability. Kotter (2012) suggests that leadership is key to successful change and this paper aims to explore what type of leadership is required to embed sustainability into SMEs.

5.4.3 financial support and incentive schemes

Green sourcing often struggles without help. To shift things, officials might offer money-related perks. Tax breaks could arrive for eco-friendly items. Support might come through lower costs for clean tech users. A special loan system with small interest rates may appear too. Together, banks and aid groups could move in step. Progress depends heavily on who can reach funds, as Luthra and team noted back in 2017.

5.4.4 Tracking and improving supplier performance

Out of step with today's demands, small businesses might rethink how they work with suppliers - using tools that spotlight eco-friendly results. Rather than punish misses, effort may be diverted to teaching partners, monitoring progress periodically and developing long-lasting relationships on mutual objectives. One of the models that were postulated by Carter and Rogers 2008 picks up as green terms are included in purchasing contracts. With those, responsibility is more solidly rooted in changes baked in.

5.4.5 Increasing Institutional Support and Policy Enforcement
Government organizations should reinforce the implementation of to make sure that compliance is achieved.
environmental procurement regulations. These organizations should take on a facilitative role besides supervising by giving concrete implementation.
frameworks, centralized databases of approved green vendors, and technical advice. This support and enforcement would go a long way to improve the.
implementation of green practices.

5.5 Areas for Further Research

The way ahead is to quantify the impact of green buying on the finances of small business. and day to day activities. Rather than making assumptions about results, the analysis of real results could. represent what the payoffs actually can be.
When there is a shift towards the comparison of smaller firms against larger firms, it would reveal shortcomings.

in resource or growth limitation. Instead of concentrating on just. on size, access and plasticity introduces a new aspect. Online instruments employed in buying must also be noted - especially in such instances where they contribute to green. decisions. take root. Silently, tech improvements can be made in such destinations as Uganda.

enable more environmentally friendly practices. without drastic transformations. Realizing that linking is as important as tracking. costs. Appalling of the value of simply knowing of green options when it really counts more than money does. micro shipping firms choose to be green in their purchase - this fact bridges the gap. life studies. less developed countries.

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Appendix A Cleaned dataset

Timestamp	Gender	Age	SME_Size	Sub sector	Region of operation	Position	Awareness_1	Awareness_2	Awareness_3	Awareness_4
2025-11-27 11:17:45	Female	19	Micro (1-9 employees)	Transport	Eastern	Communication management	3	4		3
2025-11-27 11:46:59	Female	36	Medium (50-99 employees)	Distribution	Central	Manager	3	2	1	2
2025-11-27 11:55:58	Male	23	Micro (1-9 employees)	Warehousing	Northern	Manager	4	4	4	4
2025-11-27 15:03:38	Male	46	Small (10-49 employees)	Forwarding	Central	Director	1	1	1	1
2025-12-01 09:37:54	Male	22	Micro (1-9 employees)	Courier	Central	Officer	4	4	4	3
2025-12-02 10:28:19	Female	24	Small (10-49 employees)	Distribution	Central	Customer relations	4	4	4	4

2025-12-02 11:00:51	Female	22	Small (10-49 employees)	Distribution	Central	Administrative officer	4	4	3	3
2025-12-02 11:53:29	Male	33	Micro (1-9 employees)	Distribution	Western	CEO	3	3	3	4
2025-12-02 12:14:44	Female	23	Micro (1-9 employees)	Distribution	Central	Owner	3	4	4	4
2025-12-02 13:12:10	Female	21	Micro (1-9 employees)	Transport	Central	PRO	3	2	2	2
2025-12-11 09:06:31	Male	25	Medium (50-99 employees)	Distribution	Central	Procurement	4	4	4	4
2025-12-17 18:51:40	Female	22	Micro (1-9 employees)	Distribution	Central	Assistant distributor	4		4	4
2025-12-31 11:06:35	Female	27	Micro (1-9 employees)	Courier	Central	CEO	4	3	3	4
2025-12-31 11:12:06	Male	24 years old.	Micro (1-9 employees)	Distribution	Central	Supervisor	4	4	4	4
2025-12-31 11:19:54	Male	30	Medium (50-99 employees)		Central	Section Manager	5			

2025-12-31 11:26:10	Male	32	Micro (1-9 employees)	Distribution	Central	Assistant Procurement Officer	4	3	3	3
2025-12-31 11:39:00	Male	75	Micro (1-9 employees)	Distribution	Central	Owner	3	2	1	1
2025-12-31 11:52:14	Male	27			Central		4			4
2025-12-31 11:53:53	Male	24	Small (10-49 employees)	Courier	Central	Chief Executive Officer	4	4	4	4
2026-01-01 21:59:52	Female	23	Small (10-49 employees)	Transport	Northern	Assistant Administration	4		1	2
2026-01-02 11:34:11	Male	23	Micro (1-9 employees)	Distribution	Central	Owner.	3	3	3	3
2026-01-02 15:03:05	Male	28	Small (10-49 employees)	Distribution	Central	Operations manager	4	4	4	4
2026-01-02 20:53:01	Female		Micro (1-9 employees)	Warehousing	Western	Coordinator	4	4	4	4
2026-01-03 12:47:12	Female	28	Medium (50-99 employees)		Central	Hr	5	4	4	4

2026-01-04 17:40:19	Male	25	Micro (1-9 employees)	Distribution	Eastern	Salesman	3	4	3	2
2026-01-05 12:08:46	Male	29	Micro (1-9 employees)	Distribution	Central	Team leader	3	4	4	4
2026-01-09 11:41:08	Male	23	Small (10-49 employees)	Warehousing	Central	Assistant warehouse manager	5			
2026-01-09 12:10:14	Female	24	Micro (1-9 employees)	Distribution	Central	Executive Secretary	4	4	4	4
2026-01-09 17:34:00	Female	23	Medium (50-99 employees)	Warehousing	Central	assistant store clerk	4	4	3	4

2026-01-09 21:13:35	Male	25	Small (10-49 employees)	Warehousing	Central	Chief Engineer	3	3	3	2
2026-01-10 12:22:45	Female	23	Medium (50-99 employees)	Warehousing	Central	intern at opportunity bank - kalagi branch	4	4		
2026-01-12 19:06:51	Female	21	Micro (1-9 employees)	Warehousing	Northern	Stores manager	4		4	3

2026-01-13 10:52:39	Female	40	Micro (1-9 employees)	Distribution	Central	Director	4	4	4	4
2026-01-13 15:15:50	Female	22	Medium (50-99 employees)	Distribution	Central	Cashier	4		4	4
2026-01-13 15:22:30	Male		Medium (50-99 employees)	Distribution	Central	Employee	5			
2026-01-13 15:35:09	Male	23	Medium (50-99 employees)	Distribution	Central	Employee	5			4
2026-01-13 15:47:25	Male	40	Medium (50-99 employees)	Courier	Central	Supervisor	5			
2026-01-13 16:00:22	Female	25	Medium (50-99 employees)	Distribution	Central	Manager	5			
2026-01-20 09:56:00	Male	36	Medium (50-99 employees)	Warehousing	Central	Warehouse officer	4	4	4	
2026-01-20 11:17:22	Male	31	Medium (50-99 employees)	Distribution	Central	Business Development Officer	5	4	4	4
2026-01-20 11:54:53	Male	25	Small (10-49 employees)	Warehousing	Central	Employee	3	3	4	3
2026-01-22 11:15:33	Male	35	Medium (50-99 employees)	Distribution	Eastern	Manager	4	4	4	4
2026-01-22 13:25:56	Male	37	Micro (1-9 employe	Transport	Eastern	Director	2	1	1	1

			es)							
2026-01-22 14:19:27	Male	31	Medium (50-99 employees)	Warehousing	Central	Procurement Manager	4	4	4	3
2026-01-23 11:36:22	Male	34	Small (10-49 employees)	Freight	Central	Cargo supervisor	5		4	

2026-01-23 14:45:36	Male	23	Medium (50-99 employees)	Distribution	Eastern	Procurement assistant	3	3	4	3
2026-01-23 15:09:10	Female	40	Micro (1-9 employees)	Distribution	Central	MD	3	1	1	1
2026-01-25 10:58:52	Female	42	Medium (50-99 employees)	Forwarding	Western	Logistics manager	4	4	4	4
2026-01-25 11:01:05	Male	38	Medium (50-99 employees)	Warehousing	Northern	Fleet manager	4			
2026-01-25 11:03:41	Male		Micro (1-9 employees)	Distribution	Central	Manager	2	2	2	3
2026-01-25 11:06:10	Female	47	Medium (50-99 employees)	Transport	Eastern	Procurement Director	5			
2026-01-25 11:08:34	Female	29	Small (10-49 employees)	Warehousing	Eastern	Procurement officer	4	4	4	3
2026-01-25 11:11:13	Male	51	Medium (50-99 employe	Freight		Logistics manager	5			4

			es)							
2026-01-25 11:13:38	Female	36	Medium (50-99 employees)	Warehousing	Western	Warehouse manager	5			4
2026-01-25 11:16:25	Male		Micro (1-9 employees)	Courier	Central	Manager	3	3	3	3
2026-01-25 11:23:28	Male	47	Medium (50-99 employees)	Freight	Eastern	Operations manager	4	4	4	4
2026-01-25 11:25:33	Male	31	Medium (50-99 employees)	Transport	Northern	Logistics officer	4	4	4	4
2026-01-25 11:27:38	Female	30	Medium (50-99 employees)	Warehousing	Western	Stores officer	4	4	4	4
2026-01-25 11:31:55	Male	46	Medium (50-99 employees)	Distribution	Central	Supply chain coordinator	4	4	4	4
2026-01-25 11:39:20	Male	26	Micro (1-9 employees)	Distribution	Central	Owner	2	3	3	2
2026-01-25 11:41:29	Male	37	Medium (50-99 employees)	Transport	Central	Managing Director	5			

Appendix B: Variable Coding Key

Variable	Description
Timestamp	Timestamp
Gender	Gender
Age	Age
SME_Size	SME Size
Sub_Sector	Sub Sector
Region	Region
Position	Position
Awareness_1	Awareness item measuring understanding/training in green procurement
Awareness_2	Awareness item measuring understanding/training in green procurement
Awareness_3	Awareness item measuring understanding/training in green procurement
Awareness_4	Awareness item measuring understanding/training in green procurement
Financial_1	Financial barrier item measuring cost and budget constraints
Financial_2	Financial barrier item measuring cost and budget constraints
Financial_3	Financial barrier item measuring cost and budget constraints
Financial_4	Financial barrier item measuring cost and budget constraints
Organizational_1	Organizational barrier item measuring management and policy support
Organizational_2	Organizational barrier item measuring

	management and policy support
Organizational_3	Organizational barrier item measuring management and policy support
Organizational_4	Organizational barrier item measuring management and policy support
Supplier_1	Supplier-related barrier item measuring availability and reliability
Supplier_2	Supplier-related barrier item measuring availability and reliability
Supplier_3	Supplier-related barrier item measuring availability and reliability
Supplier_4	Supplier-related barrier item measuring availability and reliability
Institutional_1	Institutional barrier item measuring government and regulatory support
Institutional_2	Institutional barrier item measuring government and regulatory support
Open_Comments	Open-ended qualitative responses

Appendix C QUESTIONNAIRE

QUESTIONNAIRE: BARRIERS TO GREEN PROCUREMENT IN LOGISTICS SMEs IN UGANDA

Instructions: Please tick the option that best represents your view. Your responses are confidential and strictly for academic purposes.

SECTION A: BIODATA

1. **Gender** ☐Male ☐Female
1. **Age** ☐18–25 ☐26–35 ☐36–45 ☐46+
1. **SME Size** ☐Micro (1–9 employees) ☐Small (10–49 employees) ☐Medium (50–99 employees)
1. **Sub-sector** ☐ Transport ☐ Warehousing ☐ Freight Forwarding ☐ Distribution ☐Courier
1. **Region of Operation** ☐Central ☐Eastern ☐Western ☐Northern
1. **Position in the Company** ☐ Owner ☐ Manager ☐ Procurement Officer ☐ Other (please specify) _____

SECTION B: BARRIERS TO GREEN PROCUREMENT

Instructions: For the following statements, please indicate your level of agreement by ticking the appropriate box: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

1. **Knowledge & Awareness**

1.1 The company understands the principles of green procurement.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

1.2 Staff are trained on sustainability and environmental practices.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

1.3 There is clear awareness of the benefits of green procurement in the company.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

1.4 The company monitors updates on environmental regulations and green practices.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

2. **Financial/Resource Barriers**

2.1 The company has limited budget allocation for sustainable procurement.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

2.2 Green products/services are perceived as more expensive than conventional alternatives.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

2.3 Financial constraints prevent the company from implementing green procurement practices.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

3. **Organizational/Management Barriers**

3.1 Top management does not prioritize green procurement initiatives.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

3.2 There is a lack of formal policies or guidelines for green procurement.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

3.3 Limited internal capacity exists to plan and implement green procurement.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

3.4 Employees resist adopting new green procurement practices.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

4. **Supplier/Market Barriers**

4.1 Suppliers do not provide enough green products or services.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

4.2 Supplier knowledge on green procurement is limited.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

4.3 Supplier costs and lead times make green procurement challenging.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

5. **Regulatory/External Barriers**

5.1 Lack of government incentives discourages green procurement adoption.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

5.2 Weak enforcement of environmental regulations limits compliance.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

5.3 Industry standards and certification requirements are unclear or difficult to follow.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

6. **Green Procurement Adoption / Monitoring**

6.1 The company monitors and evaluates the effectiveness of green procurement initiatives.

☐Strongly Disagree ☐Disagree ☐Neutral ☐Agree ☐Strongly Agree

SECTION C: ADDITIONAL COMMENTS

Please provide any other challenges your company faces in adopting green procurement:

_____

_____