

**THE EFFECT OF SUSTAINABLE PROCUREMENT ON ORGANIZATIONAL  
PERFORMANCE CASE STUDY OF KAMULI SUGAR  
CANE PLANT; KAMULI DISTRICT**

BY



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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS  
AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF BACHELOR'S  
DEGREE OF PROCUREMENT AND SUPPLY  
MANAGEMENT OF KAMPALA  
INTERNATIONAL  
UNIVERSITY**

**AUGUST-2019**

## DECLARATION

I Kayanga Samuel do hereby declare that the contents of this research are a result of my own study and findings. To the best of my knowledge, they have not been presented for a degree in any university.

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30<sup>th</sup>/08/2019

## APPROVAL

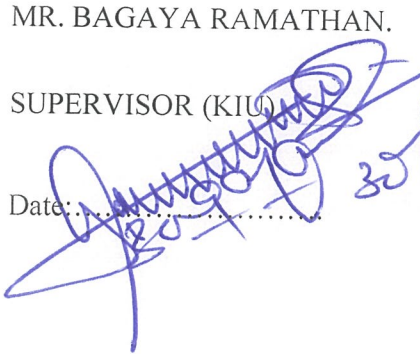
I undersigned, declare that I have supervised this work and I am justified that it is worthy the award of the Bachelor of Supply and procurement (BSI)) degree.

Signed:.....

MR. BAGAYA RAMATHAN.

SUPERVISOR (KIU)

Date:.....

 30/08/2019

## **DEDICATION**

I dedicate this report to my parents, my relative including my sisters, brothers, uncles and aunties, cousins and others. The same dedication will also go to my friends whose support and encouragement helped me to be who I am and who I will be. Without mercy of God I wouldn't have seen the light of education. Thank you very much for your support.

## ACKNOWLEDGEMENT

I want to thank God who enabled me to do this research and a number of people who unreservedly, contributed towards the accomplishment of this research work and my studies at large. I also would like to acknowledge the assistance and role played by the following personalities as they have been engines behind my success, Mawerere Jesca, Masuka Deo, Nampala Florence. I cannot say exactly how grateful I am to my supervisor. His guidance in this study is beyond measure. Thank you for also for providing me with professional advice, encouragement and your time that has spurred me to success.

I cannot forget the efforts of the staff of Kampala international university especially lecturers at faculty of Economics and Management for their input and effort that made me acquire the invaluable knowledge. Your contribution can never be quantified but will always be appreciated whenever I look through this book.

Lastly I warmly thank my parents for sacrificing the little they had, in thick and thin and invested in my education .This sacrifice that you made failed in other people's homes. Thank you for looking after me and enabling me to acquire the best among the best life investment.

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## **ABSTRACT**

The study was carried out to find out the effects of sustainable procurement on Organizational performance taking a case study of Kamuli Sugar Cane Plant in Kamuli district. The study aimed at assessing the performance of the company under Sustainable procurement in Uganda, finding out the how sustainable procurement activities affects the dimensions of the environment, social and economic aspects.

The study applied both qualitative and quantitative research designs where interviews and questionnaires were used. Data was collected from secondary sources. Data was processed and analyzed using formal, tables, narrative text and correction to find out the sustainable procurement activities, factors affecting Organizational performance and relationship between sustainable procurement and organizational performance. A total of 73 respondents were considered out of the entire population in Uganda.

The findings indicated that the organizational performance is affected by organizational culture, leadership, motivation, trackling tree plants and others.

## **CHAPTER ONE:**

### **GENERAL INTRODUCTION**

#### **1.0 Introduction.**

This chapter entails the background of the study, statement of the problem, purpose of study, objectives of the study, research questions, and scope of the study and significance of the study.

#### **1.1 Background of the Study.**

Sustainable procurement is a spending and investment process typically associated with public policy, although it is equally applicable to the private sector (Sollish & Semanik, 2012). Organizations practicing sustainable procurement meet their needs for goods, services, utilities and works not on a private cost benefit analysis, but with a view to maximizing net benefits for themselves and the wider world. In doing so they must incorporate extrinsic cost considerations into decisions alongside the conventional procurement criteria .Of price and quality, although in practice the sustainable impacts of a potential supplier's approach are often assessed as a form of quality consideration (Nzau, A. & Njeru, A, 2014).

According to Uyarra, E., Flanagan, K., (20 10), sustainable procurement is a higher degree of collaboration and engagement between all parties in a supply chain. Many businesses have adopted a broad interpretation of sustainable procurement and have developed tools and techniques to support this engagement and collaboration. These considerations are typically divided thus: environmental, economic and social. To procure in a sustainable way involves looking beyond short-term needs and considering the longer term impacts of each purchase. Sustainable procurement is used to ensure that purchasing 'reflects broader goals linked to resource efficiency, climate change, social responsibility and economic resilience, (Uyarra, E., Flanagan, 2010).

Sustainable procurement is not about "burdening" the market with extra requirements; rather it is a well-defined strategy that gradually phases in sustainable requirements in tenders and bids, promotes dialogue and open communication between the suppliers and procurers.

Ensuring the lowest environmental and most positive social impact of procurement does not only build on international commitments related to environment, social or labour issues; it also serves as a preventive mechanism, for the purchasing - organization, to mitigate and manage the reputational risk associated with environmental damages or social exploitation cases that could occur throughout its supply chain (Narasimhan, R.; Kim, S.W, 2012). For central governments, sustainable procurement is typically viewed as the application of sustainable development criteria to spending and investment decisions. Given high-profile Socioeconomic and environmental concerns such as globalization and climate change, governments are increasingly concerned that our actions meet the needs of the present without compromising the needs of the future (Hsu, C.W., & Flu, A.H, 2008).

Organizational performance evaluates how well (i.e., how effectively and efficiently) organizations are doing in achieving their goals in their mission statements. For example, when a police organization performs well in controlling crimes (e.g. high crime clearance rates), we can say that their crime control performance is at a high level.

Organizational performance is similar to productivity as the effective and efficient use of resources to achieve outcomes, performance in the public sector has broader meaning than productivity, and it is guided -and assessed by multiple, equally important standards of effectiveness, efficiency, and equity. Even when we choose to use organizational productivity that is the subset of the organizational performance, there still exists a problem of interpreting productivity as Quinn (2010) pointed out.

According to Quinn (2010), Organizational performance has to do with overall performance of an organization with specific meaning varying from situation to situation. Since we are not free from the interpretation concern in any case of using performance or productivity, the best way might be to make the term clear at the outset, regardless whether we choose productivity or performance.

In Uganda, procurement has seen a lot of growth leading to the formation of procurement related bodies such as the Uganda Institute of Supplies Management and the Chattered Institute of Purchasing and Supply. There has been increased pressure for the merging of procurement procedures and objectives with the organization's goals. The supply chain has been directly linked to the overall company performance and this has therefore made procurement practices vital to company success. Procurement practices positively impact an organization's financial performance, the success of a new product depends on procurement and supplier involvement. Most organizations use substantial amount of their income in

procurement and therefore recognize the importance of strategic procurement' practices Carr and Pearson (2002). Directors and heads of procurement department greatly influence supplier evaluations and the drafting of specifications to ensure the organization gets the best value for its money. Massive changes are occurring in the operating models and marketing strategies of public sector organizations. Procurement greatly impacts how an organization achieves its objectives.

Kamuli Sugar Cane Plant one of the Ugandan companies that covers procurement department, procurement managers are best positioned as they can positively or negatively impact social performance and the environment through performance evaluation and supplier selection Kamuli Sugar Cane Plant plays a vital role in Uganda's economy by creating employment for a large number of citizens. The government of Uganda should therefore provide incentives for them to have better and profitable working environments (Kamuli Sugar Cane Plant, Annual Report, 2018). These may include advancement of long term working capital at subsidized interest rates and provision of cheap raw materials for their manufacturing sector (Uyarra, E. , Flanagan, K. , 2016). Shifting away from traditional purchasing and moving into modern and sustainable procurement practices will lead Kamuli Sugar Cane Plant to continuous improvement and benchmarking. This is where an organization measures itself against the leading organizations in its class (Wikipedia, 2018). Sustainable Procurement is no longer a process but a strategic function in the organization, it reduces cost and achieves maximum savings for the organization. Organizations should always benchmark against the 'best in class' and implement continuous improvement in its processes (Guth, 2016).

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

Sustainable procurement is the process whereby organizations meet their needs for goods and services works and utilities in a way that achieve value for money on a whole life basis in terms of generating benefits. Not only to the organization but also to the society and the economy while minimizing damages to the environmental according to (Patrick 2001) sustainable procurement has helped in eliminating emission to air through purchasing products and services which lowers environmental footprint during their life cycle which improved air quality by reducing emission to air such as green house gas ( Sansay 2010) sustainable procurement helps in creating market for recycled products by using technology

to develop and market sustainable products that will initially attract customers who are early adopters and command premium price in the market place (Bailey et al 2008). Sustainable procurement helps in reducing whole of life cost to achieve value for money which includes cost savings through focusing organizations on following whole of life costing methodology when saving goods and services. It includes reusing and recycling and ultimately reducing amount of waste going to land fill (Herlode 2013). Kamuli sugar cane plant has implemented sustainable procurement through green technology, electronic procurement and the V<sup>3</sup>/4 employment of professionals as they focus on achieving competitive advantage. However, they have not fully embraced all the benefits of sustainable procurement due to employee resistance to change and lack of suppliers of sustainable assets which affected the performance of the organization. Therefore, it is upon this background that the researcher assesses the effects of sustainable procurement on organizational performance using Kamuli sugar plants as a case study.

### **1.3 Objectives of the study**

#### **1.3.1 General objective.**

The main objective of the study was to establish the effects of procurement practices on organizational performance of Kamuli Sugar Cane Plant, Kamuli District.

#### **1.3 Specific Objectives.**

The specific objectives of the study will be:

- i. To find out sustainable procurement activities in Kamuli Sugar Cane Plant, Uganda.
- ii. To examine factors affecting organization performance Kamuli Sugar Cane Plant, Uganda.
- iii. To establish the relationship, between sustainable procurement and organizational performance Kamuli Sugar Cane Plant, Uganda.

#### **1.4 Research Questions.**

This research aimed at giving solutions to the following questions:

- i. What are these activities of sustainable procurement in Kamuli Sugar Cane Plant, Uganda?
- ii. What are the factors affecting organization performance Kamuli Sugar Cane Plant, Uganda?
- iii. Examine the relationship between sustainable procurement and organizational performance Kamuli Sugar Cane Plant, Uganda?

#### **1.6 Scope of the Study.**

##### **1.6.1 Geographical scope.**

The study was carried out in Kamuli District whereby Kamuli Sugar Cane Plant is found. This district is bordered by Buyende District to the north, Luuka District to the east, Jinja District to the south, and Kayunga District to the west. The district headquarters at Kamuli are approximately 74 kilometres (46 mi), by road, north of Jinja, the largest city in the Busoga sub region. Kamuli Sugar Cane Plant; Kamuli District, this area is selected for this study because Procurement practices positively impact an organization's financial performance of this area and the success of a new product depends on procurement and supplier involvement.

##### **1.6.2 Theoretical Scope.**

More investment in training and skills enhancement should be provided by the organization to members of staff so as to fully achieve the benefits brought about by the adoption of this technology. Mabert et al. (2003) noted that many challenges facing the development of skills and knowledge of the procurement team manifest itself clearly under cultural factors externally and internally especially when the employees exhibit resistance towards using an electronic system that takes away some of the negotiation powers in dealing with regular suppliers and fear of losing their job as a result of the process automation.

### **1.6.3 Time Scope.**

The study was done within a period of 8 months, this from January to August 2019. This period is selected to enable the researcher come up with coherent information from the respondents as it will enable the respondents to give responses that are typical of their opinion from the observations that will be made over this period.

### **1.7 Significance of the Study.**

The research examined the effects of procurement practices on organizational performance, and how management formulated strategies that enhanced efficient procurement practices.

The government as a shareholder benefits in terms of increased organizational performance. The results and proposals of the research will create value in the organization's products and services and the procurement departments will gain insight on how to identify hindrances and loop holes to the achievement of their objectives. .

End users benefited from the variety of products and services offered that satisfy their needs and also from the enhanced consistency. It will also be easy to detect procurement malpractices.

The study findings were used to introduce positive reforms in procurement within the public sector and also assisted in rationalizing the acquisition of raw materials. This study also assisted academic researchers do further studies on how to enhance organizational performance by improving procurement efficiency and effectiveness.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction.**

This section provides information on sustainable procurement activities and factors affecting organizational performance as well as the relationship between sustainable procurement and organizational performance.

#### **2.1 Activities of Sustainable procurement.**

Activities of sustainable procurement comprises three dimensions social environmental and economic sustainability and aims to reduce the adverse environmental social and economic impacts of purchase products and services throughout their life like pollution produced from the manufacturer use and disposal of goods, inputs of natural resources, energy and water in the manufacturers and others.

Communication to satisfy customer expectations. Procurement will have a particular important role in consulting with supplier. It will be helpful to know what kind of treatment, communication and relationship supplier define as ethical and sustainable through determine whether sustainable commitments will be feasible and using available supplier, whether the organization expectations at suppliers are perceived as equitable, reasonable and feasible by supplier and whether key suppliers will be willing to continue to supply the organization under those policy requirements. (cunther E schribarih. 2002)

Procuring goods and services that are more efficient to operate and thereby reduce operating costs including consumable, energy, water and time. Capital procurement that achieve reduced through life costs like reduced earning sustainable procurement policy aligns and support the organization commitment to procure all goods services and works in a sustainable manner. This aims to integrate sustainability into all procurement activities to ensure system are in place to support and develop the policy and to develop mechanism for measuring and reporting performance (Patrick 2001).

Avoid procurement in excessive needs, reducing end life disposal costs and impacts and driving of supply chain efficiency and developing market competitiveness, innovation and capacity through inviting only those supplier that marked research has show a meet

mandatory sustainability requirements like a limited market adhere to only few supplier offers a particular recycling product or services. This will be considered where the procurement value does not exceed the public tender thresholds including requirement that encourage respondent to offer items that meets or exceed request sustainability specification or special conditions contract( Bailey et al 2008)

Time of performance sustainable evolution criteria is key to undertaking through and consistent assessment on sustainability performance of suppliers, organizations have determined environmental evaluation criteria to suit their own needs some recommended environmental criteria to consider a tender through climate change measures taken to monitor and reduce green house as emission waste to include measures to reduce reuse and recycle waste these are detected during the time of performance(I-lerId 2013)

Reduce wastes and byproducts like recycling and waste prevention. There are many grades of recycling materials where possible seek material that have been used once and are being reused to perform a repeat or new function sustainable procurement emphasizes the purchase of products and services that can be recycled or reused to reduce on the amount of waste and byproducts through recycling and waste prevention according to ( Patrick 2001)

Dependability of products or services in quality control degree to which an item is capable of performing its required function of any randomly chosen time during its specified operational period. Sustainable procurement policy put emphasis on procuring goods and services which has lower impact on the environment through recycling and reusing of material which reduces the demand of raw materials (Comb et al)

Energy use and type of energy utilized sustainable learning cost are often over looked when . procuring products ship equipment that is energy efficient such as energy star rated products also check that products does not have a knock on effect of using more resources for example specifying paper towels over hand drier may increase the volume of paper disposal of also has a cost (cadwaadeces and Busch 2008)

Operating and maintenance costs are examining requirements where appropriate challenging demand at source through focusing on organization on following a whole life cost methodology when sourcing goods and services. This will include reducing use, reusing and recycling and ultimately reducing the amount of wastes going to landfill (faith- el 2006).

## 2.2 Factors affecting organizational performance.

According to Jones and Schilling (2000), organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Combs et al., (2005) noted that, organizational performance combines all financial and non-financial outcomes of organizations. On this basis, performance is defined in four dimensions: profitability, liquidity, growth, and stock market performance.

Organizational culture. Has been widely accepted to understand human system. It is a valuable analytical tool in its own right. Organizational culture is the totality of belief, customs, traditions and value shared by the members of the organization of the organization. According to Caldwell, et al (2004). Each aspect of organization culture can be seen as an important environment coordination effecting the system and its subsystems. The culture of a group can be defined as a pattern of shared basic assumption that the group learned as it solved its problem of external adaption and internal integration,- that has worked enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems. (Ongori 2007). 0784760437

Knowledge management. Is a concept in which an organization deliberately gathers; organizes, shares and analyses its knowledge in terms of resource, documents the way we access and embodies information has changed (Byars and rule, E, 2006). In the current scenario many organizations have knowledge management frameworks in place. Knowledge management has become a treasurable business tool. Its complexity is for a long time to come knowledge management will be integrated into the basket of effective management tools and the objective of knowledge management it to build and exploit intellectual capital in an effective and profitable manner. (De Croom, et al, 2004).

Leadership. Is the prime factor affecting the success or failure of organizations. It is the process in which one individual exerts influence over others. Leadership is a process that enables a person to influence other to achieve a goal and directs an organization to become rational and consistent. In organization where there is' faith in the leaders, employees will look towards the leader for almost every. According to Jones and Shilling (2000). During drastic change in times, employees will perceive leadership state that leadership skill .can be mastered by people who wish to become leaders. Combs et al (2005).

Motivation. Is a catalyst to move individuals toward goals. Motivation is the processes that account for an individual's intensity, directions and persistence of effort towards attaining a goal. Motivation may be defined more formally as a psychological r internal. process. Initiated by some need, which lead to the activity which will satisfy that need. Motivation factors differ from person to person. According to Herzberg (1987). Motivation factor that are affective and effective in one employee or in a group of employees may not be affective or effective in others, In order to have consistent organizational performance it is important to have education and training-policy in place. Due to the organization-structure being interactive in nature at star bucks the employees get ingrained into their jobs to motivate themselves and achieve a new level of performance Cadwallader and Busch (2008).

Change management. Cadwallader and Busch (2008) argue that, how change is taken by the individual worker is an important thing to understand. Despite the fact that implementing change is an important part to remain in the market, its acceptability differs from one organization to another organization. Employees are the one who affected by the change first, so it is necessary that employee accept the change with full zeal. In either way, once change occur organizational performance will be affected positively in terms of increase in output and quality of work or negatively. Meanwhile, Caldwell, et al., (2004) pointed out that, when employees' way of doing things changes at workplace without consultation, they often resist to change because it alter the routine or usual way to perform task that assign to them or they fear to lose existing position (Ongori, 2007). The increasing incidence and complication in the implementation of change at workplace need workers to confess alterations without disruption and resistance towards change is the more general response that worker shows towards chanoe If staffs fail to accept change for instance cultural change, their responsiveness to work and job satisfaction levels will be negatively affected and once employees are dissatisfied with working climate, consequently productivity will be affected. On the other hand, if cultural change is accommodative and employee oriented there will be high levels of job satisfaction which will result into effective performance. (Cadwallader and Busch, 2008).

Tackling tress issues in the organization. In light of some sort of stress at work place especially job stress, which complicate the life of individual; either job stress arises under working environment or by worker themselves (Byars, A. & Rue, E., 2006), Workplace stress is considered as an important indicator which forces employees to make absence from work that ultimately decrease the performance of employee at work and increases turnover

(de Croon, et al., 2004). Thus, when employees take stress at work place it will give negative outcomes to both individuals and corporations (Nigam, et al., 2003). Structural changes also induce job stress and it consider the environment under which employee do their work like rules and regulation at workplace, Role of employee is not clearly defined by the management, lack of compensation and bonuses. All these sorts of uncertainties and unfriendly working environments may either lead to staff instability which disrupts work output or demoralize employees thus; affecting concentration and creativity hence lower employee performance (Chreim, S., 2006).

### **2.3 Relationship between sustainable procurement and organizational performance.**

The literature review revealed the benefits or significance of SP practices as a key competitive factor. Sustainable procurement comprise there dimension social, environment and economic sustainability benefits and aims to reduce the adverse environment, social and economics impacts of purchase products and service throughout their life. (Roos 2012)

A large number of studies have reported that there is a strong and positive relationship between sustainable procurement practice and-organization image, innovation, competitiveness, foreign direct investment and strategic goals and targets (Herold 2013) Provide cost savings, through focusing organization on following a whole life costing methodology when saving goods and services. This would include reducing use, reusing and recycling and ultimately reducing amount of waste going to land till. According to (Herold 2015) suggest that, when undertaking procurement, economic sustainability relates not only to obtaining value for money from our contract, across the whole life of the product or service but also ensuring as far as possible under relevant procurement law, that local businesses, particularly small and medium size enterprise (SME's) can benefits from our procurements processors. (walker, H 2011).

Create market for new products and services by using technology to develop and market sustainable products that will initially attract consumer who are early adopter and command a premium price in the market place. When enhance corporate image in the market place, by demonstrating purchasing and supply managements value to the organization.

According to baily et al (2008) sustainable procurement help in creating market for recycled products, use of local suppliers SP involves application of sustainable development principle

to procurement and is a key activity in helping to ensure that the world remains habitable and that people have a decent quality of life (Faith et al 2006)

**Risk reduction.** Risk resulting from poorly managed supply chain practices is reduced as a result of heightened due diligence and communication with suppliers and subcontractors identifying exploitative, unethical and environmentally harmful behaviors will reduce exposure to reputational, legal and supply risk. Gunther, E and Schreiber, L (2006) avoid procurement in excess, reducing end of life disposal cost and impact and driving supply chain efficiency and developing market competitiveness, innovation and capacity. Baily et al (2008) introduced the concept of total cost of ownership (TCO) in the economic sustainability dimension, they suggest that, the cost of ownership should include all the cost associated with the product from need specification through acquisition, usage, operation and maintenance up to it and of life safe disposal.

**Emission of greenhouse gases.** House gases through purchasing products and services which lower environmental footprint during their life cycle which improved air quality by reducing or eliminating emissions to air such as greenhouse gas, such as carbon dioxide and other pollutants.

According to Patrick (2001). Environmentally preferable goods and services are destined as those that have a lower impact on the environment over the life cycle of the goods and service when compared with competing goods and services servicing the same purpose. There are significant variations in the sustainability impacts associated with different commodities. In order to ensure that damage to the environment is minimized, it is necessary to determine the impacts that are most significant for particular commodities.

**Reduced energy emitted through procuring products based on eco-design.** Organization must consider various elements when deciding to facility location and their transportation needs. Design should be made in a way that minimize energy use, reduce noise; heat, vibration, and pollution and make it more efficient to produce the product needed according to Patrick. (2008). A sustainable procurement policy align toward support the organization's commitment to procure all goods service and works in a sustainable manner that aims at integrate sustainability into all procurement activities to ensure system are in place to support and develop policy and develop mechanisms may also be used, Dlab et-al (2015).

**Reduced waste and by-product through re-cycling and waste Site prevention,** whenever possible the use of recycled or re-used materials should be encouraged as these generally

have a much lower impact on the environment for example include computer processor cases or grade aggregates. According to (Bobis, V Staniszewski 2009). There are many grade of recycled materials, where possible seek materials that have been used once and are being re-used to perform a repeat or new function. This is done by encouraging materials that can be recycled reused which help in reducing the demand for raw materials and natural resource for example sustainable forestry biodiversity (Patrick 2001).

Financial betterment Analysis of existing purchasing and operational practice can highlight inefficiencies and waste, so savings on operational costs can be identified. whole life costing can show how higher initial investment could reduce the need for maintenance and lower operational and disposal costs, benefiting the contractor in the short term and client in long term Pils Isurv (2016) which reduce whole if costs to achieve value for money... economic sustainability relates to the obtaining value for money from our contracts, across the whole life of the product or service Herold (2013).

Innovation and improvement. In striving to achieve sustainable target, organizations demonstrate proactively and achieve efficiency, clear, measurable goal for both procure and suppliers provide a sustainable bench mark, driving innovation and progress and resulting in safer grievances output. According to (kim and chi 2017). A large number of studies have reported that there is a strong and positive relationship between sustainable procurement practices and organizations performance, innovation, competitiveness, foreign direct investment and strategic goals and target (ROOS, 2012).

Job creation, hence green technology, use of local suppliers, creating markets for recycled products, back to work schemes, sustainable procurement practices integrate requirement specification and criteria that are compatible and in favor of the protection of the environment of social progress and in support of economic development, namely by seeking resource efficiency, improving in quality of products and service and ultimately optimizing cost according (Herold 2013). Through encouraging the use re-used or recycled materials, which have reduced the demand for raw material sin order to ensure efficiency and effectiveness of sustainable procurements policy (combs et al (2005).

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction.

This chapter presents the methodology that was employed in the study. This includes research design, area of study and target population, and selection of respondents, data collection methods, data quality control, and ethical issues and data analysis.

#### 3.2 Research Design.

The study will adopt a descriptive survey method. This is preferred because it is efficient in collecting large amounts of information within a short time. Kerlinger (1978) argues for the use of surveys in social economic fact finding because they provide a great deal of information which is accurate. Furthermore Cohen and Manion (1980) state that the intention of survey research is to gather data at a particular point in time and use it to describe the nature of existing conditions. Since the aim of this study -will be to investigate effect of mobile money transfer services on small and medium enterprises financial performance in Kampala central division, a survey design will be most suitable for the study.

#### 3.5 Study population.

The company employees 90. The table below shows the employees as they are deployed in different departments

Table 3.1: showing study population.

Department	populations
Human resource management	36
Procurement	21
Accounting	18
Accounting and finance	9
Store	6
Environment, monitoring, evaluation	5
Total	90

Source: HR Report.



### 3.6 sample size.

The researcher investigated the research using 73 respondents that represented the whole population and table drafted below to determine the sample size. This sample size was determined using formula of karejice and morgan (1970)

Table 3.2: showing the estimated sample size.

Department	Population	Sample size
Human resource management	36	29
Procurement	21	17
Accounting and finance	18	15
Store	9	7
Environment, monitoring and evaluation	6	5
Total	90	73

Source: krejice and morgan (1970), HRM report.

### 3.5 Study Area.

The study was conducted at Kamuli Sugar Cane Plant; a public limited liability company with head offices located in Kamuli district town council.

### 3.7 Sampling techniques.

The researcher employed a combination of sampling designs as presented here below;

Purposive Sampling Technique: Given the limited time scope and busy schedules of the traders, the researcher dictated a give category of participants presumed by the researcher to have had vast knowledge about the study variables.

Simple Random Technique: This technique is chosen for this study due to the large population in the selected area of study and because of time constraints and other factors, the researcher will opt to employ this technique that will enable the researcher to give equal opportunity to all eligible respondents since it is impossible to serve all of them, it is in this way that any form of biasness will be avoided.

### **3.8 Data Collection.**

The study used secondary data. Secondary form of data is that information that has ever been published in previous articles, journals, newspapers or electronic channels. The reason for this is to come up with meaningful interpretations to strengthen the findings that were got from the secondary data.

### **3.9 Sources of Data.**

The researcher used Secondary Data. The main sources of secondary data will include the following: reports, Internet surfing, reviewing of magazines, newspapers, reports and publications, public records and statistics. Secondary data is used to increase the sampling size of research studies and also is chosen for the efficiency and speed that comes with using an already existing resource, (Margaret2019).

### **3.10 Reliability and Validity.**

#### **3.10.1 Reliability of Data.**

Reliability is the extent to which the measuring instruments produce consistent scores when the same groups of individuals are repeatedly measured under the same conditions (Amin, 2005). The researcher administered one type of questionnaire to all participants. .

#### **3.10.2 Validity of Data.**

Validity is the extent to which the instruments will use during the study measure the issues they are intended to measure (Amin, 2005). To ensure validity of instruments, the instruments were developed under close guidance of the supervisor. After the questions will be designed, the researcher conducted a pre-tested. This helped to identify ambiguous questions in the instruments and be able to re-align them to the objectives.

### **3.12 Data Presentation and analysis.**

The frequency and percentage distribution and use of relevant charts used to determine the demographic characteristics of the respondents. The data was processed and analysed using tables. During this process of data analysis, the researcher will use Descriptive statistics

including; frequencies, percentage distribution and Pearson correlation will be applied to measure the relationship between sustainable procurement and organizational performance Kamuli Sugar Cane Plant, Uganda.

### **3.13 Ethical Considerations.**

At the onset of data collection, the researcher sought permission from the head of the department to obtain an introductory letter which will be used to seek permission in the study area. In addition, each questionnaire contains an opening introductory letter requesting for the respondents' cooperation in providing the required information for the study. The respondents were further assured of confidentiality of the information provided and that the study findings will be used for academic purposes only. Respondents were further assured of their personal protection and that they have authority to refuse or accept to be interviewed.

### **3.14 Limitations to the study.**

The problems are both methodological and theoretical. First and foremost, research is known to a number of research fellows as a costly venture, in terms of time, human resources, financial and other logistics. This study will also prone to such problems..

Secondly, the study was conducted only in Kamuli District. This' implies that the study has geographical limitations. The study was conducted on a countrywide geographical scope, in the whole of Uganda.

However, time and other logical issues may be abundantly available to me. Nonetheless, I used the resources available effectively and efficiently with in the period scheduled to conduct the study.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.

#### 4.0. Introduction.

This chapter consists of data presentation, analysis and interpretation of findings on the effects of sustainable procurement on organization performance; a case study of Kamuli sugar cane plant.

The findings are presented according to a specific objective using tables and graphs. However, the first section of this chapter presents the background information of the respondent.

#### 4.1. Bio data of the respondents.

The demographic characteristic considered in this study included gender, marital status, education, position and years in services.

##### 4.1.1. Respondents by gender.

**Table 4.1; Showing respondents by gender.**

Sex of respondent	Frequency	Percentage
Male	50	68
Female	23	32
<b>Totals</b>	<b>73</b>	<b>100</b>

Source: primary data 2019

From the figure one above, response indicated that the majority of respondents were male who accounted for 50(68%) and female respondents accounted for 23(32%). This gives an implication that male respondents dominated the study and this is due to the organization policy to employ more than females because males perform better on average contain tasks than females in organization. This could be so because of the fact that Kamuli sugar cane plant have preferably taken on more male than female counterparts. However, this gender difference did not have negative implication on the quality of the study findings.

#### 4.1.2. Level of Education.

Respondents were asked their level of education and the findings are presented in the table below:

Table 4.2: showing the level of education of the respondents.

Level of education	Frequency	Percentage (%)
Certificate	40	55
Diploma	27	37
Bachelor's degree	6	8
<b>Totals</b>	<b>73</b>	<b>100</b>

Source: primary data 2019.

From the figure above, most respondents were certificate holders 40(55%), 27(37%) of the respondents were diploma holders and bachelor's degree were 6(8%). These statistics indicate that Kamuli sugar cane plant employs more of certificate holders to occupy casual positions and also salary wise it's worth employing them.

Also the figure above indicates that the organization has qualified staff and these would adequately have comprehended the questions in the questionnaire used in the survey and answer the questions appropriately. Hence the valid and reliable information was got as most of the respondents were well versed about the topic of the study.

#### 4.1.3. Position of the Respondents.

Table 4.3: shows the position of the respondents.

Position	Frequency	Percentage	Cumulative percentage
Human resource management	29	40	40
Procurement	17	23	63
Accounting and finance	15	20	83
Store	7	10	93
Environment, monitor and evaluation	5	7	100
<b>Total</b>	<b>73</b>	<b>100</b>	

Source: primary data 2019

Information in table 3 reveals that 29(40%) of the respondents were from the human resource management or department, 17(23%) were procurement department, 15(21%) were

from accounting and finance department, 7(10%) were from store department and 5(7%) were from environment, monitor and evaluation staffs respectively.

These statistics indicate that the most of the respondents were from the human resource or department as they had relevant knowledge about the effects of sustainable procurement on organizational performance.

#### **4.2. Sustainable Procurement Activities.**

The objective one sought to find out the sustainable procurement activities carried out at Kamuli sugar cane plant as different statements indicated in the table were scaled each like on liker scale ranging from strongly agree, disagree and strongly disagree. The table below shows the corresponding descriptive statistics showing the frequency, mean and standard deviation of participant's responses.

**Table 4.4: Showing responses on sustainable procurement activities at Kamuli sugar cane plant.**

Activities	Responses					
	SA	A	NS	D	SD	Total
Communication to satisfy customer expectation	40	20	5	5	5	73
Procuring goods and services that are more efficient to operate	30	20	15	5	3	73
Avoid procurement in excess of need	50	10	3	10	0	73
Time of performance	35	25	0	3	10	73
Reduce waste and by products	30	30	5	5	3	73
Dependability of products and services	0	23	40	10	0	73
Energy use and type of energy	15	20	20	15	3	73
Operating and maintenance lost	10	10	13	20	20	73
Valid N(list wise)	73					

Source: primary data 2019

Communication to satisfy customer expectation findings revealed that 40(55%) strongly agreed that communication to satisfy customer expectation is one of the most carried out activity that take place in sugar cane factory, 20(27%) agreed, 3(4%) were not sure, 5(7%) disagreed and 5(7%) strongly disagreed respectively.

Majority agreed due to the fact that sugarcane factory activity, communication are comprehensively done by all departments of which most respondents had knowledge about the activity which few disagreed and strongly disagreed and these were from store department. Sustainable procurement activities enable the factory to define and describe all ways of communication skills in sugarcane plant and also ensure smooth running activities. It's therefore state the sustainable procurement activities are carried out at Kamuli sugarcane plant.

Procuring goods and services that are more efficient to operate. Also findings revealed that 30(41%) strongly agreed that procuring goods and services that are more efficient to operate is one of the prominent activities that are carried in the sugarcane factory, 20(27%) agreed, 15(21%) were not sure, 5(7%) disagreed and 3(4%) strongly disagreed. Most of them strongly agreed due to the fact sustainable procurement activities are preferably done by procurement departments of which most of the respondents had knowledge about the activity while few strongly disagreed and they were from environment and evaluation

department. As the activity enable organization to determine and draft the procurement planning according to statement of requirement in sugarcane plant. It's therefore applicable that sustainable procurement activities are carried out at Kamuli sugar cane plant.

Avoid procurement in excess of needs. Participation of analyzing activity in the organization and none were strongly disagreed, 50(68%) strongly agreed, 10(14%) agreed, 3(4%) were not sure and 10(14%) disagreed. It can therefore be concluded that the organization carries out sustainable activity to limit congestion of product and service in the inventory hence drafting a budget for procurement plan which help in avoiding procurement in excess of needs in purchasing function.

Time of performance the contribution to the findings of performing task in the organization none were not sure, 35(48%) strongly agreed, 25(34%) agreed, 3(4%) disagreed while 10(14%) strongly disagreed. It is therefore considered that the organization carries out sustainable activity to ensure the efficient and effectiveness of organizational productivity.

Reduce wastes and byproducts are one of the most vital activities according to most respondents. For example 30(41%) strongly agreed and 30(41%) agreed respectively, this is because it enables the organization to recycle and re-used the already used product as raw materials so this had to be taken into account, 5(7%) were not sure, 5(7%) disagreed and 3(4%) strongly disagreed indicating that they had no knowledge about how to recycle and re-use the wasted raw materials to ensure sustainable procurement activity. It's therefore indicating that reduces wastes and by products is relevant activity due to the number of respondents who strongly agreed and agreed in that it enables the organization to meet their goods, services and works.

Dependability of products and services: This was one of the unvalued activity in the organization and none strongly agreed neither strongly disagreed, 23(32%) agreed, 40(55%) were not sure, while 10(14%) disagreed. This therefore indicates that the factory carries out sustainable procurement to help in material discovery and recycling of products. Majority were not sure due to the fact that sustainable procurement emphasizes the re-use and recycling of products.

Energy use and type of energy is another important activity in operating sustainable procurement where findings revealed that 15(21%) strongly agreed that energy use and type of energy had to be taken into account, 20(27%) agreed, 20(27%) were not sure, 15(21%) disagreed and 3(4%) strongly disagreed. Majority agreed due to the fact that sustainable activities are carried out by most departments like procurement, Environment, monitor and



evaluation, Human resource and therefore it is important to evaluate the type of energy while operating in an organization.

Operating and maintenance costs; most of the respondents had no knowledge about this activity in that the findings revealed that 10(14%) strongly agreed and 10(14%) agreed respectively, 13(18%) were not sure, 20(27%) disagreed and 20(27%) strongly disagreed respectively. Therefore the entity had to be in line with operating and maintenance costs.

**Table 4.5: Showing factors affecting organizational performance.**

Factors affecting organizational performance	Responses					
	SA	A	NS	D	SD	Total
Organizational culture	20	30	3	10	10	73
Knowledge management	20	23	20	5	5	73
Leadership	40	10	10	10	3	73
Motivation	20	25	15	0	13	73
Change management	0	0	50	13	10	73
Tackling free issue in the organization	10	20	3	5	35	73

Source: primary data 2019

Organizational culture provides reflected response and a great quality solution to their customers demand and its behavior by 20(27%) respondents who strongly agreed to involve in the production of goods and services, 30(41%) agreed, 3(4%) were not sure, 10(14%) disagreed and 10(14%) strongly disagreed respectively. This was because most respondents had belief about their organizational culture which made more respondents to involve in the organization just because they knowledge about its performance. Therefore it was stated that its one of the most impact to consider in operating and maintenance cost in sustainable procurement.

Knowledge management contributes to sustainable procurement on organizational performance and this was investigated when some of the respondents like 20(27%) strongly agreed, 23(32%) agreed, 20(27%) were not sure, 5(7%) disagreed and 5(7%) strongly disagreed respectively. This is because operating an entity requires knowledge to ensure efficient control and effective production, it is recommended that every department is accountable for being accurate in the process, it is knowledge that drives to the proper

quality of the product which enable organization to operate efficiently hence factor had been recommended.

Leadership: the quality of a leader determines the quality and the level of performance in the organization of which 40(55%) of respondents strongly agreed just because a state without a leader is like a vessel without a compass, 10(14%) agreed, 10(14%) were not sure, 10(14%) also disagreed respectively while 3(4%) strongly disagreed. Majority of the respondents supported this factor of which effective leadership contributes the high degree of production. This implies that indeed leadership in an organization improves the performance of an organization and this had to be accountable.

Motivation is the benefit that is given to employees and customers of which it contributes to the great response; 20(27%) strongly agreed, 25(34%) agreed. In that it stimulates and moral boosts the performance amongst employees and customer demand, 15(21%) were not sure, none disagreed and 13(18%) strongly disagreed. The majority of the respondents had knowledge about the incentives or benefits of which it increases the performance in the productivity of an organization. This implies the factor is accountable in sustainable procurement on the organizational performance.

Change management; this was not recognized by some respondents in the factory of which none strongly agreed neither agreed, 50(68%) were not sure, 13(18%) disagreed while 10(14%) also strongly disagreed. This implies that majority of the respondents had no information about this factor, just because most respondents were from human resource management. Therefore indicating that change management was not an important factor in a way that none of the respondents strongly agreed neither agreed. This gives an implication that there is uniform knowledge in contributing the organizational performance.

Tackling free issue in the organization; this was also one of the important factor in which 35(48%) strongly agreed, this was because most of the respondents were from environment, monitor and evaluation department who had knowledge about organizational performance, 20(27%) agreed, 3(4%) were not sure, 5(7%) disagreed and 10(14%) strongly disagreed. This indicates that respondents had no idea about tackling free issue in the organization which helps an entity to improve on the quality of air and provision of good working condition.

#### 4.4. Relationship between sustainable procurement and organizational performance.

**Table 4.6:** shows Relationship between sustainable procurement and organizational performance.

Relationship between sustainable procurement and organizational performance	Responses					
	SA	A	NS	D	SD	Totals
Provide cost savings	10	30	13	15	5	73
Create market for need products and services	30	20	15	5	3	73
Risk reduction	0	40	0	18	15	73
Emission of green house gases	50	15	3	5	0	73
Reduced energy emitted	5	10	35	5	18	73
Reduced waste and by-product	30	35	0	5	3	73
Financial betterment	10	20	20	10	13	73
Innovation and improvement	0	0	53	10	10	73
Job creation	30	20	10	10	3	73

Source: primary data 2019

Provide cost savings has relation with sustainable procurement on following a whole life costing methodology when saving goods and services, through ensuring relevant procurement law that is governing the local business. It was responded that 10(14%) strongly agreed, 30(41%) agreed, 13(18%) were not sure, 15(21%) disagreed while 5(7%) strongly disagreed. The respondents investigated that the sustainable procurement has an implication on providing cost savings which saves the wastage of raw materials when under taking procurement not only to the organization but also to social and economic development. That is why it was emphasized that the organization had to adopt sustainable procurement activity to recycle and re-use wasted products.

Create market for new products and services has a prominent relationship with sustainable procurement in the way that once recycled and re-used products is being processed, it provides new products and services which fetch a new market which resulted into strong relationship, 30(41%) strongly agreed, 20(27%) agreed, 15(21%) were not sure, 5(7%) disagreed and 3(4%) strongly disagreed. This implies that the majority of the respondents

critically observed that the implementation of sustainable activity provide organization with increase in the productivity due to creation of market.

Risk reduction; the respondents found out that risk reduction had a relationship with the sustainable procurement where none strongly agreed and were not sure, 40(55%) agreed, 18(24%) disagreed while 15(21%) strongly disagreed. Most of the respondents agreed to the practice of risk reduction just because its result of heightened due to diligence and communication with supplier and subcontractors identifying exploitative through reducing end life disposal cost and impact & driving supply chain efficiency and developing market competitiveness.

Emission of green house gases through purchasing products and services which lower environmental footprint during the life cycle which improved air quality by eliminating emission to air were emitted in the factory resulting into strong relationship, 50(68%) strongly agreed, 15(21%) agreed, 3(4%) were not sure, 5(7%) disagreed but none strongly disagreed. This implies that few respondents had no knowledge about this sustainable procurement activity which provides a greater relationship in the organization. It is necessary to determine the impacts that are more significant for particular commodities.

Reduced energy emitted; it has a better relationship with sustainable procurement in that the type of energy recognized in the factory resulted into strong relationship. 5(7%) strongly agreed, 10(14%) agreed, 35(48%) were not sure 5(7%) disagreed while 18(24%) strongly disagreed. It was recommended that activity increase in adoption of sustainable procurement help to insure the voltages of energy being used in the organization.

Reduced waste and byproducts has a greater relationship with sustainable procurement in organization which resulted into 30(41%) strongly agreed, 35(48%) agreed, none were not sure, 5(7%) disagreed and 3(4%) strongly disagreed. It was proved that most respondents knew the benefit of reducing waste and byproducts which enable the entity to use the recycled and re-used product as raw materials. It therefore implemented there is a relationship between sustainable procurement and organizational performance.

Financial betterment is one of the most important aspect in the organization just because no entity could stand without financial basis through this strong relationship were implemented to the most respondents, 10(14%) strongly agreed, 20(27%) agreed, 20(27%) were not sure, 10(14%) disagreed and 13(18%) strongly disagreed. This implies that the majority had no knowledge about this activity which helps to determine the financial stand of the entity. All purchasing function is based on financial investment in which the organization use to operate all activities so this have to be implemented in the sustainable procurement.

Innovation and improvement; findings found out that innovation and improvement have a relationship where no respondent strongly agreed and agreed, this provide an indication that few had knowledge about it, 53(72%) were not sure, 10(14%) disagreed and 10(14%) strongly disagreed. Probably majority had no knowledge about the activity, so this practice was implanted in the entity in striving to achieve sustainable target suppliers to provide a sustainable bench mark.

Job creation has a bigger relationship with sustainable practices in terms of using green technology, use of local suppliers, creating market for recycled products which resulted into respondents; 30(41%) strongly agreed, 20(27%) agreed, 10(14%) were not sure, 10(14%) disagreed while 3(4%) strongly disagreed. Indeed it is sustainable procurement that creates jobs for recycled and used products in favor of the environment protection of social progress and in support of economic development which had reduced demand for raw materials in order to ensure efficiency and effectiveness of sustainable procurement policy.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS.

#### 5.0. Introduction.

This chapter presents the summary of the effects of the assessed data on each variable of the study. The chapter went forward to present the discussion of research findings, conclusion of the subject study following the objectives. The chapter also presents recommendations of the study based on the identification of the assessed data. Provision of the opportunity was recommended for further research that creates a high chance for further scholars and researchers to sum up more information.

#### 5.1. Discussion of the findings.

##### 5.2.1. Sustainable procurement activities.

The study found that there is a positive implication which influence the sustainable procurement on organizational performance by implementing the use, re-use, recycling and ultimately reducing amount of waste going to hand fill which help to achieve value for money.

It was investigated that procuring goods and services that are more efficient to operate is to be emphasized when operating the sustainable procurement on organizational procurement on organizational performance. The aim of carrying out this activity is in position to determine the level of performance of sustainable procurement. Also to enhance corporate image in the market place by demonstrating purchasing and supply management value to the organization, this was supported by (Prof. Dr. Bail Patrick). The study also found that Kamuli sugarcane plant has undertaken sustainable procurement on organizational performance in order to reduce wastes and byproducts by re-using and recycling the already used products as a raw material hence environmental protection; this was recognized by (D.H. Herold 2013). In addition to the mentioned, the study found that sustainable procurement is carried out at Kamuli sugarcane factory to find out green technology to eliminate the emission of air which affects the environment, this encouraged the establishment of procurement policy, and this was supported by (Cadwallade and Bush 2008).

### **5.2.2. Factors affecting organizational performance.**

The findings revealed that there was a list of factors affecting organizational performance; these include organizational culture which is the totality of belief, custom, traditions and value shared by the member of the organization. (Caldwell et al 2004) probably noted that the culture of a group can be defined as a pattern of shared basic consumption that the group learned as it solved its problem of external adoption and internal integration. the study also found out that knowledge management is one of the vital factors in which organization deliberately gather, organizes, share, and analyses its knowledge in terms of resource, documents the way we access and embodies the information has changed this was supported by (Byars and Rule. E 2006).

The other factor was leadership which is revealed that is the prime factor affecting the success or failure of the organizations, where leadership is a process that enables a person to influence others to achieve a goal and directs an organization to become rational and consistent, this is implemented by (Combs et al 2005) seconded that when Kamuli sugarcane plant put these factors into consideration in sustainable procurement practices there would be increase in production.

### **5.2.3. Relationship between sustainable procurement and organizational performance.**

The findings under the relationship is revealed that sustainable procurement helps the organization to recycle and reuse the wasted or the used products as raw materials hence reduced demand for raw materials and which ensure consistent production. This is responded by (Walker, H. 2011). The study also revealed that sustainable procurement enables the factory in creating market for new products and services and services by using technology to develop and market sustainable products that initially attract consumers who are early adopter and command a premium price in the market; this was suggested by (Faith ell 2006). The study findings also revealed that sustainable procurement helps in reducing emission of green house gases through purchasing products and services which lower environment footprint during their life cycle which improved air quality; this is seconded by (Bally et al 2008).

The findings of the study also found out that sustainable procurement helps in risk reduction which results from poorly managed supply chain practice through avoiding procurement in excess of needs. This is emphasized by (Gunther, E and Schreibe 2006).

### **5.3. Conclusion.**

Sustainable procurement is a method of protecting environment in efficient way. Environment is protected in a way through procuring goods and service that are more efficient to operate in the organization; this critically enables the recycling and re-using of used products.

The study aimed to identify the effects of sustainable procurement on procurement or organizational performance. Second to that, the study found out the factors affecting organizational performance like organizational culture, leadership and others and finally the relationship between the sustainable procurement and organizational performance.

This study provided that sustainable procurement has a positive implication on organizational performance, this implies that an increase in implementing sustainable procurement leads to increased organizational performance in the entity. As a result, the study concluded that sustainable procurement activities were implemented to be carried out positively. This is in agreement with some of the existing literature; this study provides substantive support for previous findings on effects of sustainable procurement on organizational performance. The study has a position to conclude collectively that sustainable embrace the existence of Kamuli sugarcane plant.

### **5.4. Recommendations.**

Based on the study findings, the following recommendations are established; procuring goods and services that are more efficient to operate, communication to satisfy their customer, avoid procurement in excess of need were some of the issues in line with sustainable procurement which is assessed out as respectively in having a strong influence on organizational performance.

- i). the organization is advised to employ procurement professional workers to adapt sustainable procurement and facilitate their continuous training to ensure that they are well equipped with necessary technical skills, this will ensure effectiveness of the organization.
- ii). Adaption and implantation of new existing technology to ease activities for example electronic procurement through online services, green procurement, also CCTV cameras to track organizational performance in the entity to ensure positive expectation of the fast delegated to workers.



The school should confirm comment of funds before engaging service provider to avoid procurement in excess of needs.

#### **5.5. Areas of future study.**

Although conscious efforts have been made to ensure that data was valid and findings are reliable, never the less there could be some errors. These include the use of a sample of only few respondents only using Kamuli sugarcane plant as a case study. The impacts among others in design and the execution of these research work lives on the limitation of resources inform of financial constraints, time constraints and others needed for the factory work which was comber some to come up with. Sustainable procurement being a vast area, it cannot be exaggerated in this dissertation and within this short span of time. The following area can be established for the extension of this study.

1. The problems of using codes in the factory.
2. The reasons why sustainable activities are not fully embraced by some organization.
3. The remedies to sustainable procurements in the factory.

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## APPENDIX 1

### A QUESTIONNAIRE

Dear Respondent,

I am a student of Kampala International University Pursuing Bachelor's Degree in Supply and procurement management from College of Economics and Management. Am investigating "the effect of sustainable procurement on organizational Performance, a case study of Kamuli Sugar Cane Plant". I kindly request you to spare some time and participate in answering the questions below. This study is purely for academic purpose, thus it will not be disclosed in any other way for any other cause.

You are cordially requested to spare some time and fill this simple questionnaire. The information obtained through this questionnaire shall be used for the mentioned purpose and shall be taken with utmost confidentiality. For this reason, I don't seek to know the name or identity of any respondent.

Yours faithfully

---

KAYANGA SAMUEL (RESEARCHER)

**APPENDIX 11**  
**QUESTIONNAIRE**

**SECTION A: BACKGROUND CHARACTERISTICS OF RESPONDENTS**

Instructions: Please tick where appropriate on the provided space

1. Sex

i) Male ☐                      ii) Female ☐                      iii) others, specify.....☐

2. Age group

i) 18 and below ☐    ii) 19-30 ☐    iii) 31-40 ☐    iv) 41-50 ☐    50 and above ☐

3. Marital status

i) Single ☐                      ii) married ☐                      iii) others, specify.....☐

4. Education background.

i) Secondary ☐    ii) certificate ☐    iii) Diploma ☐    iv) Degree ☐    v) Others ☐

5. Occupation ☐

Duration (in years) of work at the company

i) Less than 2 years ☐    ii) 2-5 years ☐    iii) 5-8 years ☐    iv) over 8 years ☐

## SECTION B: THE SUSTAINABLE PROCUREMENT ACTIVITIES

In your own view rate your degree of agreement about the extent to which you agree with the following statement concerning the effect of sustainable procurement on organization performance where SA- Strongly Agree, A- Agree, NS- Not Sure, D- Disagree , SD- Strongly disagree.

Statement	Measurement scale				
	SA	A	N	D	SD
Communication to satisfy customer expectation.					
Procuring goods and services that are more efficient to operate.					
Avoid procurement in excess of needs.					
Time of performance					
Reduce wastes and by products					
Dependability of products and services					
Energy use and type of energy					
Operating and maintenance costs					
Others specify.....					



## SECTION B: FACTORS AFFECTING ORGANISATIONAL PERFORMANCE.

In your own view rate your degree of agreement about the extent to which you agree with the following statement concerning the effect of sustainable procurement on organization performance where SA- Strongly Agree, A- Agree, NS- Not Sure, D- Disagree , SD- Strongly disagree.

Factors.	Measurement scale				
				D	SD
Organisational culture					
Knowledge management					
Leadership					
Motivation					
Chanoemanaement					
Tacklina trees issue in the organisation					
Others specify.....					

SECTION C: RELETIONSHIP BETWEEN SUSTAINABLE PROCUREMENT AND ORGANISATIONAL PERFORMANCE.

In your own view rate your degree of agreement about the extent to which you agree with the following statement concerning the effect of sustainable procurement on organization performance where SA- Strongly Agree, A- Agree, NS- Not Sure, D- Disagree , SD- Strongly disagree.

Tax assessment and performance of SMEs	Measurement scale				
			N	D	SD
Provide cost savinas					
Create market for new products and services					
Risk reduction					
Emission of green house gasses					
Reduced energy emitted					
Reduced waste and by — products					
Financial betterment					
Innovation and improvement					
Job creation					
Other specify.....					

Thanks for your participation.

Appendix 111: Gant chart

	April	May	June	July	Aug
Proposal writing					
Data collection					
Data analysis					
Report writing					
Submission of writing					

Appendix IV: Budget

Items	Unit Cost In	Total Cost
Typing and Printing	200 per page	50000
Binding	8000 per copy x 3	24000
Transport	30000	50000
Communication		10,000
Data collection		100,000
Meals	30000	30000
Stationeries	20000	20000
Miscellaneous	40000	40000
Grant Total		324,000

APENDIX V  
LETTERS.

A new **CHAMPION** in  
the Sugar Industry to meet  
the massive demands of  
people of **Uganda**.



Registered Office: Kamuli Sugar Ltd, 2/20, Kayunga Road, Njeru, P.O.Box No: 988, Jinja, Uganda  
Factory: Plot -102 & 103, Bugabula Block 9, Kiroba, Namisamba, Kitayunjwa, Kamuli District, Uganda  
Contact: +256 434 251 712, +256 776 714 545, +256 772 708 866  
Email: info@kamulisugar.com Web: www.kamulisugar.com

THE HEAD OF DEPARTMENT HUMAN RESOURCE  
AND SUPPLIES MANAGEMENT,  
KAMPALA INTERNATIONAL UNIVERSITY,

Dear Sir/Madam,


**RE: ACCEPTANCE LETTER**

With reference to your communication dated 20/08 2019 in which you requested  
for assistance regarding research for **Mr. Kayanga Samuel**

**Reg NO.1163-05084-07145** a student pursuing a Bachelor of supplies and  
procurement Management.

Acceptance has been granted to him for all the necessary assistance regarding his  
research in our Company.

We wish him success in this undertaking.

KAMULI SUGAR CANE PLANT  
KAMULI DISTRICT  
  
22 AUG 2019  
PROCUREMENT &  
DISPOSAL UNIT  
SSEMWANGA JOSEPH  
PROCUREMENT AND DISPOSAL OFFICER  
KAMULI SUGAR CANE PLANT.



**KAMPALA  
INTERNATIONAL  
UNIVERSITY**

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E-mail: mugumet@gmail.com,

**COLLEGE OF ECONOMICS AND MANAGEMENT  
DEPARTMENT OF HUMAN RESOURCE AND SUPPLIES  
MANAGEMENT**

20<sup>th</sup>/08/2019

To whom it may concern

Dear Sir/Madam,

**RE: INTRODUCTORY LETTER FOR KAYANGA SAMUEL 11763-05084-07145**

This is to introduce to you the above named student, who is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Supply and Procurement Management, Third year Second semester.

The purpose of this letter is to request you avail him with all the necessary assistance regarding his research.

**TOPIC: - THE EFFECTS OF SUSTAINABLE PROCUREMENT ON ORGANIZATIONAL PERFORMANCE**

**CASE STUDY: - KAMULI SUGAR CAN PLANT, KAMULI DISTRICT**

Any information shared with him from your organization shall be treated with utmost confidentiality.

We shall be grateful for your positive response.

Yours truly,

  
**MR. MUGUMET TOM**  
**HOD, HR & SUPPLIES MANAGEMENT**  
**0777295599**