

UNIVERSITY OF EDUCATION, WINNEBA

SCHOOL OF BUSINESS

DEPARTMENT OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

**EXAMINING THE IMPACT OF SUSTAINABLE PROCUREMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE: A CASE OF EKUMFI JUICE FACTORY**



**MASTER OF BUSINESS ADMINISTRATION IN PROCUREMENT AND SUPPLY
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**PROJECT WORK SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES,
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REQUIREMENTS FOR THE AWARD OF A DEGREE IN MASTERS OF BUSINESS
ADMINISTRATION (PROCUREMENT AND SUPPLY CHAIN MANAGEMENT)**

SEPTEMBER, 2023

DECLARATION

Student's Declaration

I, the undersigned student declares that this research project, with the exceptions of quotations and references contained in published works that have all been identified and duly acknowledged, is entirely my original work, and it has not been submitted whether in part or whole for another degree elsewhere.

Student Name	Index Number	Signature	Date
Raphael Gorleku	220018578



Supervisor's Certification

I, Mr. Alhassan Salifu Bawa, do hereby declare that this research work was supervised following the guidelines and supervision of research laid down by the University of Education, Winneba.

Supervisor's Name	Signature	Date
Mr. Alhassan Salifu Bawa

DEDICATION

I dedicate this work to my wife and children, Mrs Deborah Gorleku, Ewurakua Adwo Gorleku, Maame Afua Gorleku and friends for their support and encouragement towards my education; and to my brothers, lecturers and friends whose endeavors, prayers, support and encouragement have made this programme a success. May God Bless You All!



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ABSTRACT

Procurement plays an important part in sustainability since policies and practices must extend beyond the borders of organizations to include their whole supply chains. Recommendations on sustainability urge procurement professionals to make decisions that include the Triple Bottom Line's environmental, economic, and social aspects (TBL). For many organizations, sustainable procurement is once again becoming a concern not least because an increasing number of companies see the value of good environmental practices in improving their public image. The study aimed to assess the relationship between sustainable procurement on organizational performance. Purposive sampling technique was used to gather data from 115 employees of the Ekumfi Juice Factory. Regression analysis was used to test the study model. It was observed that socially sustainable procurement has significant positive effect on organizational performance. Similarly, environmentally sustainable procurement also had a significant positive effect on organizational performance among firms in Ghana. Finally, the study found that environmentally and socially sustainable procurement do not jointly and significantly drive organizational performance, at least in the short term. The study recommends that management of firms in Ghana should endeavor to deepen sustainable procurement-oriented culture in Ghana.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's internationally competitive market, businesses strive to go beyond profit maximization by incorporating a social and environmental agenda into their procurement strategies (Peng & Shivu, 2019). In Ghana, public procurement accounts for at least 60% of government funds spent on projects (Mayer & Rowan, 2016). Governments, according to Afum et al. (2020), exist to provide a variety of services and public goods to residents to promote national development. Governments in developing nations, on the other hand, frequently spend between 20% and 70% of their national resources on procuring public goods and services for their inhabitants (UNDP, 2006). This makes public procurement a significant government activity that contributes to about 15 to 20% of worldwide national revenue and 20 to 70% in developing economies (Mayer & Rowan, 2016).

With such massive spending, public procurement has the potential to make a significant contribution to long-term sustainability. Both public and private sector procurement activities require huge financial resources (George, 2019), and this significant purchasing power can be used to achieve significant sustainability benefits (Tong, 2019). However, in recent years, there have been calls for governments to examine the long-term economic, social, and environmental benefits of their procurement methods in the pursuit of continuous progress (Dixon, 2019). Increasing demands for sustainability are promoting several organizations and institutions to establish policies and practices that go beyond their walls (Rahi et al., 2019). More lately, the procurement function has placed a greater emphasis on sustainability, as well as other factors including cost, lead time, flexibility, and risk exposure (Giunipero et al., 2019).

The Chartered Institute of Procurement and Supply (CIPS) (2017), defines sustainable procurement as “a process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organization, but also to society and the economy, whilst minimizing damage to the environment”. Sustainability knowledge relating to environment and society has increased in recent years, leading to pressure to change the ways in which organizations behave, particularly in their supply chain. According to Giunipero et al. (2019), organizations need to adopt socially and environmentally responsible purchasing practices (SR practices) which have impacts on all aspects of the supply chain, including suppliers, employees, and customers, with aims to reduce the environmental and social impact of their own and their suppliers’ activities, goods, and services (Islam et al., 2017).

According to the CIPS, "sustainable procurement is a process by which organizations meet their needs for goods, services, works, and utilities in a way that achieves value for money over the long term in terms of generating benefits not only to the organization but also to society and the economy while minimizing environmental damage". It's not only about being "green" when it comes to sustainable buying. Sustainable procurement entails socially and morally responsible purchasing, limiting environmental impact across the supply chain, offering cost-effective solutions, and guaranteeing good business practices at all times (Genovese et al., 2020). As a consequence, sustainable procurement is seen as a new link between environmental, economic, and social elements considered in purchasing decisions, allowing the notion of sustainable development to be shown in a practical and practicable way. As a result, sustainable procurement is a major goal for many corporate and governmental institutions in the Western and Eastern cultures. The question is, to what extent does sustainable procurement, measured by

environmentally and socially responsible procurement drive organizational performance? This study seeks to examine the impact of sustainable procurement on organizational performance.

1.2 Problem Statement

Sustainable procurement practices have gained significant traction in the field of supply chain management, reflecting a broader commitment to environmental, social, and economic sustainability within organizations. The implementation of these practices is frequently advocated as a tactic to augment organisational performance through the reduction of expenses, mitigation of hazards, and enhancement of reputation (Carter & Rogers, 2008; Seuring & Müller, 2008). Nevertheless, in spite of the increasing amount of scholarly work on sustainable procurement, there exists an urgent requirement to thoroughly investigate the actual influence of these practices on organisational performance. This investigation should aim to overcome the theoretical, practical, and conceptual deficiencies that persistently hinder the advancement of this topic.

Theoretically, gaps are prominent in comprehending the fundamental mechanisms and contextual aspects that mediate and modify the correlation between sustainable procurement practices and organisational performance. Although there exists empirical support for a positive correlation between the variables (Carter et al., 2015; Walker et al., 2012), a comprehensive theoretical framework that elucidates the mechanisms and factors contributing to the variability of this link across many industries, organisational scales, and geographical settings is currently absent.

Furthermore, a noticeable discrepancy can be observed in the practical application of sustainable buying practices inside various organisations. Numerous organisations recognise the significance of sustainability; nonetheless, they face obstacles when endeavoring to seamlessly incorporate these principles into their procurement procedures. The problems encompassed in this context are to supplier interaction, adherence to sustainability standards, and the formulation of sustainable

procurement strategies (Handfield et al., 2013; Zsidisin et al., 2019). The absence of practical guidelines and sector-specific case studies, as well as regional considerations, creates a dearth of clear guidance for organisations seeking to effectively implement sustainable procurement. Consequently, this impedes their capacity to fully leverage the potential advantages associated with sustainable procurement practices.

Once more, there remains a lack of standardized key performance indicators (KPIs) and metrics to assess the influence of sustainable procurement practices on organisational performance. Although there are certain general indicators available, such as the reduction of carbon emissions and cost savings, these measures are inadequate in fully capturing the multifaceted impacts of sustainability on performance. In addition, the presence of diverse organisational goals and stakeholder expectations requires the establishment of Key Performance Indicators (KPIs) that are tailored to the specific situation. These KPIs should take into account several dimensions of sustainability, including social responsibility and the resilience of the supply chain (Brammer et al., 2015; Pagell et al., 2014). To address this conceptual void, it is important to construct an all-encompassing array of Key Performance Indicators (KPIs) that possess the ability to accommodate various organisational environments. These KPIs will aid organisations in evaluating their advancements in the realm of sustainable procurement.

The available body of research offers substantial evidence about the potential advantages that sustainable procurement practices can have on the performance of organisations. However, there are still significant gaps in the theoretical, practical, and conceptual aspects of this relationship, which hinder a comprehensive understanding of it. It is imperative to establish connections between these disparities in order to facilitate the establishment of a comprehensive structure that not only elucidates the correlation between sustainable procurement practices and organisational

performance, but also provides pragmatic recommendations for organisations aiming to navigate the intricate aspects of sustainability within their procurement operations.

1.3 Research Objectives

The study seeks to address the following specific objectives to:

The study seeks to address the following specific objectives to:

1. assess the extent to which socially sustainable procurement drives organizational performance.
2. determine the extent to which environmentally sustainable procurement drives organizational performance.
3. examine the interaction effect of environmentally and socially sustainable procurement on organizational performance.

1.4 Research Questions

In view of the above specific objectives, the following questions was asked;

1. To what extent does environmentally sustainable procurement affect organizational performance?
2. To what extent does socially sustainable procurement affect organizational performance?
3. Does environmentally and socially sustainable procurement jointly affect organizational performance?

1.5 Significance of the study

The study examining the impact of sustainable procurement practices on organizational performance at the Ekumfi Juice Factory is highly significant as it addresses a notable gap in the literature related to sustainable procurement. Although the significance of sustainable procurement

is widely recognized, there exists a dearth of empirical research that specifically examines its implications for organisations operating within the African manufacturing sector. The objective of this study is to address this gap by presenting evidence that is specific to the context, thereby providing valuable insights that are customized to the distinct challenges encountered by the Ekumfi Juice Factory. This case study provides valuable insights for the management of the factory and other similar organisations, facilitating a deeper comprehension of the impact of sustainable procurement on performance within this sector.

The significance of the study extends beyond the Ekumfi Juice Factory, making a valuable contribution to the wider discourse on sustainable procurement. By presenting empirical evidence of the tangible effects of implementing sustainable procurement practices within a particular geographical and industrial setting, this study provides valuable insights and exemplary approaches that can be adopted by organisations on a global scale. This study enhances our comprehension of the correlation between sustainability in procurement and organisational performance, offering a valuable asset for businesses seeking to integrate sustainable practices into their procurement strategies. This, in turn, fosters sustainability and performance enhancements on a global level.

1.6 Scope of the Study

The study focused on examining the effect of socially and environmentally sustainable procurement on firm performance. The study assessed the unique and interaction effects of socially and environmentally sustainable procurement on firm performance. The geographical area selected for the study is Central Region of Ghana.

1.7 Limitations of the Study

This study focuses on sustainable procurement practices at the Ekumfi juice factory. The challenge of staff responding to the research instrument in a manner that will appear socially desirable is a limitation for the study. In addition to this, getting the needed number for a representative study to allow for the generalization of the study's result can limit the applicability of the study.

1.8 Organization of the Study

The study will be organized in five chapters. Chapter one presents the background of the study and the study's problem statement, research objectives, significance, Chapter two reviews the literature. Also, it develops the study's model that explains the relationship that exists between sustainable procurement and organizational performance. Chapter three discusses the study's methodology in terms, research approach and design, population, sample and sampling, data type and instrument, measures, data collection, data analysis, reliability and validity, and ethical consideration. Chapter four focuses on data analysis, presentation results, and discussion of findings and their implication for theory and practice. Chapter five summarizes key findings, provides a conclusion, and discusses the limitations of the study and avenues for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to review relevant theories and literature on sustainable procurement on organizational performance using the Institution theory as the basis for the theoretical review. In detail, it captures the concept of sustainable procurement, empirical review on sustainable procurement and performance, framework, and chapter summary.

2.2 Theoretical Review

The Institutional Theory and the Resource-Based View provide a solid analytical framework for studying how sustainable procurement affects organisational performance. Institutional Theory examines how external constraints and cultural norms influence sustainable procurement, while the Resource-Based View emphasizes internal resource capabilities' competitive advantage and performance gains. These theories provide a thorough understanding of sustainable procurement dynamics and organisational success.

2.2.1 Institutional theory

The institutional theory describes how organizations' tactics and reactions interact. Leedy et al. (2010), identified three institutional mechanisms: cultural, normative, and regulatory cognition. Regulatory refers to rules and laws, whereas cultural cognitive refers to ideas and standards, and normative refers to everyday occurrences. The institutional theory is built on the placement of all three of these elements. The theory lays out a framework for thinking about why a strategy could be adopted by a large number of businesses. As a result, the theory posits that supply chain level activities are mostly influenced by external factors (Nelson & Winter, 2012). Its premise is that

normative, regulatory, and cultural factors influence the use of sustainable procurement practices. As a result, proper organizational performance should be improved.

Institutional pressure has led firms to adopt sustainable procurement practices. They can be; conformance to environmental strategies that complies with regulations and adopting industry standards, or reducing the environmental impact of operations beyond regulatory requirements (Sharma & Erramilli, 2014). Firms can build positive connections with regulators by engaging in a government-sponsored voluntary program that creates a voluntary agreement between government agencies and firms, encouraging technical innovation and pollution reduction (Delmas & Toffel, 2018). Businesses can also collaborate with their consumers and suppliers to enhance their environmental performance through the exchange of ideas/information, suggestions, and corrections.

Several key concepts within institutional theory are relevant to understanding this relationship. The concept of coercive isomorphism posits that organisations adopt certain practices as a result of external pressures, such as government regulations or industry standards (DiMaggio & Powell, 1983). Within the realm of sustainable procurement, organisations have the option to adopt sustainable practices as a means of adhering to regulatory mandates, which can be seen as a manifestation of their response to coercive isomorphism. Consequently, this can have an impact on their performance through the promotion of legal adherence and the mitigation of potential risks linked to non-compliance.

Furthermore, the concept of normative isomorphism underscores the significant impact of professional and industry norms on organisations (DiMaggio & Powell, 1983). Organisations may choose to implement practices such as ethical sourcing or green procurement in the context of sustainable procurement due to their widespread adoption as industry norms. Conforming to these

established standards can bolster an organization's standing and connections with stakeholders, ultimately exerting a positive influence on organisational performance (Brammer, Hojmosse, & Marchington, 2012).

According to DiMaggio and Powell (1983), the concept of mimetic isomorphism posits that organisations might adopt the practices of successful peers as a response to situations characterized by uncertainty or ambiguity. Within the realm of sustainable procurement, an organisation may perceive that its competitors, who have adopted sustainable practices, are experiencing enhanced performance. Consequently, this observation may motivate the organisation to imitate these practices. According to Lenox and King (2004), the act of imitation has the potential to improve organisational performance by fostering greater efficiency, minimizing environmental harm, and strengthening relationships with stakeholders.

2.2.2 Resource Based View Theory

The Resource-Based View (RBV) hypothesis holds a prominent position within the discipline of strategic management and is widely acknowledged as a robust theoretical framework for understanding organisational performance. The primary emphasis is on the examination of a company's distinct resources and capabilities, encompassing sustainable procurement practises, as potential drivers of competitive advantage and enhanced performance (Barney, 1991; Wernerfelt, 1984).

According to Barney (1991), the Resource-Based View (RBV) hypothesis asserts that enterprises have the potential to attain enduring competitive advantage through the acquisition and utilisation of resources that include characteristics of value, rarity, inimitability, and non-substitutability. Within the framework of sustainable procurement, the aforementioned resources encompass the establishment and implementation of sustainable sourcing strategies, fostering supplier

relationships, adhering to ethical and environmentally conscious practises, and effectively meeting the requirements of a progressively eco-aware market.

The implementation of sustainable procurement practises has the potential to furnish organisations with significant resources that can help to the development of a competitive advantage. For example, the capacity to acquire materials or products from suppliers who are dedicated to environmentally responsible practises can result in decreased environmental effects, financial savings, and improved brand perception (Carter & Rogers, 2008). Sustainable resources provide significant value due to their capacity to mitigate expenses, expand market opportunities, and enhance stakeholder engagements. Rareness of sustainable practises among rivals can be attributed to varying levels of dedication, therefore rendering them a valuable means of distinction.

Moreover, the adoption of sustainable procurement practises presents a formidable challenge for competitors seeking to replicate such strategies. The incorporation of sustainability principles into the supply chain frequently necessitates substantial investments in supplier development, process optimisation, and innovation (Zhu & Sarkis, 2004). These expenditures have the potential to establish obstacles that hinder the act of imitation. Additionally, the methods are generally context-specific, reflecting the unique supply chain dynamics and organizational culture, making it tough for competitors to reproduce exactly.

The Resource-Based View (RBV) paradigm further underscores the significance of non-substitutability for resources to effectively contribute to competitive advantage and organisational performance. When considering sustainable procurement practises, it might be difficult to reproduce the distinct environmental and social advantages that arise from these practises using straightforward alternatives. For instance, in the event that an organisation has successfully cultivated robust affiliations with suppliers who adhere to ethical practises, it could provide a

challenge for competitors to identify substitute suppliers capable of emulating comparable ethical standards and product quality.

In conclusion, the Resource-Based View theory offers a beneficial perspective for analyzing the influence of sustainable procurement practices on organisational performance. The proposition posits that organisations have the potential to attain a durable competitive advantage and enhance their performance through the efficient utilization of resources and competencies linked to sustainability within their procurement procedures. This theory emphasizes the strategic significance of implementing sustainable procurement practices and their capacity to contribute to the achievement of organisational objectives.

2.3 Conceptual Review

This section seeks to review the concepts in relations to the study.

2.3.1 The Concept of Sustainable Procurement

The concept of sustainable procurement (SP) is not simply about being 'green'. It is about purchasing with social and ethical responsibility; protecting environment balance buying procedures, carrying economically sound solutions; and noble business practice” (Tong, 2019).

Sustainable procurement is a subset of management, which refers to making decisions that strike the right balance between the environment, society, and the economy in order to secure long-term business success (Shultz, 2013). Because there is no uniform definition of sustainable procurement, different research, organizations, and nations may have different perspectives and definitions (Chapman & Feit, 2019). In its most basic form, sustainable procurement refers to the ability to buy products and equipment on a big scale without risking future assets. According to George (2019), sustainable procurement is "an interaction in which organizations address their issues for merchandise, administrations, works, and utilities in a way that achieves a return on

investment over the long haul in terms of producing benefits not only to the association, but also to the environment."

This study adopts the Chartered Institute of Procurement and Supply's (2017) definition of sustainable procurement as the process by which organizations meet their needs for goods, services, works, and utilities in a way that achieves value for money over the long term, generating benefits not only to the organization, but also to society and the economy, while minimizing environmental damage.

2.3.2 Environmental Sustainability

Globalization, and the pressure that it generated, drove the global industry to improve its environmental performance (Bernardes & Zsidisin, 2018). As a result, natural resource conservation and environmental protection have become mandatory at both the national and international levels (Kumar et al., 2019). Green supply chain management (GSCM), also known as sustainable supply chain management (SSCM), combines green production and materials management, green procurement, green distribution/marketing, eco-accounting, and reverse logistics (Jennings & Zandbergen, 2015). Environmental procurement, also known as 'green' procurement, encompasses issues such as climate change mitigation, natural resource conservation, emission and waste management, 'green' materials specifications, 'green design and innovation, environmental standards within the supply chain, and supply chain disposal and recycling (CIPS, 2017).

From the moment of creation to the point of disposal, the product or service must be environmentally friendly; every product produced or service supplied has an environmental impact on society that must be considered. Organizations that aim to improve environmental sustainability must work with suppliers to reduce material toxicity or the amount of packaging used on products

(Kumar et al., 2019). Focusing on the environmental sustainability aspect of procurement could be a good place to start in order to achieve comprehensive sustainability. Many firms are turning to green procurement to help save the environment (Agyabeng-Mensah et al., 2020).

Green procurement, according to the Chartered Institute of Purchasing and Supply, is a method of evaluating the environmental, social, and economic consequences of a manufacturing process, consumption, and disposal (Ho, 2017). Green procurement, according to the Japanese Ministry of the Environment, is a technique of ensuring that all procurement-related activities, such as product and service purchases, have a minimal environmental impact. The importance of this idea stems from the fact that firms guarantee that green procurement is implemented as part of their value chain management.

2.3.3 Social sustainability

The social side of sustainability has recently acquired attention and popularity in business literature. This could be due to a rise in stakeholder awareness and engagement, as well as the increased reputational risk faced by companies that disregard concerns like child labor, fair trade, and community development in their procurement and supply chain. According to Ho (2017), the social pillar of sustainability is an organization's responsibility and commitment to have a positive impact on the communities in which it operates. Companies must implement and conduct business in an ethical manner as part of the social dimension of sustainability (Islam et al., 2017).

The term "Responsible Procurement" most commonly refers to the social dimension of sustainability, which includes issues such as community development, working conditions and labor relations, fair trading, social inclusion and diversity, social justice, human rights, and the responsible use of market power, particularly in developing-country supply markets. The purchasing organization's social procurement initiatives can affect all individuals and communities

involved, and it is the purchasing organization's responsibility to identify and create the social and environmental standards that their supply base requires (CIPS 2017).

Sustainable buying ensures that social obligations are met. It will also provide firms that adopt sustainable procurement a positive image and strengthen their reputations. Sustainable purchasing also promotes sustainable consumption and broadens the market for environmentally friendly items. It adds to the local economy's growth (Opoku, 2019). It ensures that organizational practices are more closely aligned with the objectives of the organization. It aids in the recruitment and retention of personnel while also providing an opportunity to lead by example. According to the Western Australian government, providers adhere to ethical practices and legal regulations, as well as engage in other activities that benefit society in terms of inclusion, equality, diversity, regeneration, and integration (Delmas & Toffel, 2018).

2.3.4 Economic Sustainability

In addition to the original purchase price, the term "economic" refers to the cost of using products, the cost of maintaining results, and the cost of abandoning them. Economic sustainability also ensures that the product is economically useful to the community or society (Genovese et al., 2020). Economic sustainability refers to the ability of an economic system to maintain or improve the well-being of current and future generations by efficiently utilizing resources, reducing negative environmental and social impacts, and fostering long-term economic growth and stability. According to Amina (2013), the purchase price of a product or service is one component of the total cost of ownership. Significant financial savings are required to ensure long-term value for money by putting down the smallest amount of a product. When acquiring a product or service, the purchase price, usage, maintenance, and disposal expenses should all be taken into account. In

some cases, sustainable manufacturing processes reduce the initial expenses of a product (Alan et al., 2019).

Sustainable procurement, according to Alan (2012), has contributed in the formation of new product markets while also increasing firm competition and environmental performance concerns. Even if certain things have a higher initial cost or up-front purchase cost, they have a lower recurring and maintenance cost, resulting in a lower total cost of ownership. Another financial advantage of sustainable procurement is that it saves money. Job opportunities in sustainable procurement can be discovered through utilizing local suppliers, green technologies, and creating a market for recycled items. Obtaining value for money results in cost savings and a reduction in the overall life cycle cost (Afum et al., 2020).

2.4 Drivers of Sustainable Procurement

As Hasselbalch and Blecken (2015) mentioned, the drivers of sustainability procurement can be classified into two categories. The first one is business drivers, the second one is global drivers. In the terms of business drivers, there are four drivers that can be mentioned as follow, brand recognition, compliance, risk management, innovation. In the terms of Global drivers, there are three drivers can be mentioned as follow, Increasing Focus on Corporate Social Responsibility (CSR), globalization and offshoring increase need for sustainable supply chain management, large purchaser ripple effect (Hasselbalch & Blecken 2015).

2.4.1 Business Drivers

The business driver of sustainability refers to the factors and strategies that motivate organizations to integrate sustainable practices into their operations and decision-making, often driven by the recognition of long-term economic, environmental, and social benefits.

In the terms of business drivers, there four general drivers that can be mentioned here. The first one is "brand recognition", the second one is "compliance", the third "risk management", and the last one is "innovation".

Brand recognition

Hasselbalch and Blecken (2015), highlighted that many businesses can recognize the sustainability procurement can enhance the brand image, because they can circumvent negative brand attention and positive attention to their brands via implementing sustainable procurement.

Compliance

When the firms implement sustainability procurement throughout their supply chain, the suppliers can be asked to demonstrate increasingly meeting high environmental and ethical standards (Hasselbalch & Blecken 2015). Being able to demonstrate compliance to standards can helps firms to meet customers' demand.

Risk Management

As procurement organizations become more dependent upon suppliers, the higher level of risk can be introduced to their business performance, the procurement organizations will start to increase their suppliers' development programs (Hoffman, 2019).

Innovation

Hasselbalch and Blecken (2015), highlighted that because the firms require their suppliers to enhance their environmental and social performance, the suppliers often are forced to innovate their products and services.

2.4.2 Global Drivers

A global driver of sustainability pertains to worldwide challenges, such as climate change, resource scarcity, and social inequality, which necessitate collective efforts to address and promote global sustainability. In the aspect of Global drivers, there are three drivers can be mentioned. They increasingly focus on corporate social responsibility, globalization and offshoring need for sustainable supply chain management, large purchaser ripple effect.

Increasing focus on corporate social responsibility (CSR)

The firms around the world started to establish programs for managing their social and environmental performance, this situation often relate to CSR. This moves to embed CSR and sustainability aims and realities within operation leads organizations to integrate sustainability into the procurement aspect (Hoffman, 2019).

2.4.3 Other Drivers

In addition, other researchers also mention some drivers which can push forward sustainable procurement. These drivers cannot be classified into the two categories above, but they still can motivate companies to implement sustainable procurement. They are "involvement of top management", "government regulation", "financial benefits", "competitive advantage", and "ISO certification".

Involvement of top management

The top management members can be instrumental in encouraging firms for evaluating their roles in society and are responsible for the firms' environmental management leadership because they are the strong internal force that can foster corporate environmentalism (Giunipero et al., 2019).

Government regulation

As Giunipero et al. (2019), mentioned legislation as a driver for corporate ecological responsiveness that has been accepted widely. In addition, the firms can avoid expensive capital refits via keeping ahead of the legislations.

Financial benefits

This driver can give organizations the delivery of operational cost savings via more efficient products, work, or services. In addition, this driver also challenge demand at source to ensure need and reduce the disposal cost (CIPS, 2017).

Competitive advantage

Giunipero et al. (2019), mentioned that the integrating environmental management with daily processes of the organization and concluded that procurement can have a huge impact on the ability of the firm for establishing and maintain the competitive advantages.

International Standards Organization (ISO) Certification

Hoffman (2019), mentioned that the introduction of the ISO 14000 certification standard and the emphasis on the reducing waste can be regarded as the triggers to the movement towards greater environmental responsibilities.

2.5 Challenges of Sustainable Procurement

Several issues might sabotage an organization's efforts to implement sustainable practices, which are discussed below. The article acknowledges that there are several obstacles to the development, implementation, and execution of sustainable procurement procedures that vary among nations, organizations, and regions. In the United Kingdom, Eastern and Western Europe, the United States, and Canada, for example, perceived costs or monetary imperatives form the major obstacle (Blair & Wrigh 2017). In Malaysia, mindfulness is acknowledged as the major impediment

according to Islam et al. (2017), whereas in the United Nations, the lack of sustainable procurement structures and procedures is seen as the highest-level impediment (Hasselbalch et al., 2015). In Norway, the biggest impediment is a lack of knowledge on maintenance, as well as a mismatch between immediate and long-term critical objectives (Giunipero et al., 2019).

Other major roadblocks to long-term procurement include a lack of effective authority, executive support, and preparation, including procurement specialists' knowledge and aptitude. Additional obstacles include a lack of sustainable resource or service providers, a lack of social mix, a lack of transparency, decentralized or degenerated purchasing structures, time pressures, conflicting needs, a lack of the nature of sustainable items, a lack of political support, and unofficial laws, such as contract measures for business firms, and a lack of agreement (Ageron et al., 2012; Islam et al., 2017). The text specifies that the most of barriers to sustainable procurement will be internal to the business rather than external.

2.6 Sustainable Procurement Practices (Environmental, Economic and Social Sustainability)

Sustainable purchasing approaches are used by organizations in a number of countries and industries (Bansal & Clelland, 2014). Sustainable procurement procedures include decreasing packaging and waste, surveying merchants on their environmental exhibition, security record, work rights, capacity to develop environmentally friendly items, and execution in lowering fossil fuel byproducts linked with merchandise transportation. Natural purchasing, for example, is linked to traditional purchasing that adds an element of environmental management (Barney, 2011).

It also entails purchasing from minority or women-owned businesses (MWBEs), as well as local and small businesses (Boomsma, 2019). Walker and Brammer (2019) As a result of the writing, sustainable purchase behaviors were discovered and grouped into seven categories. According to

Bansal and Clelland (2014), socially conscious purchasing patterns affect all aspects of the production network, including providers, agents, and customers.

Concern for the environment, variety, working conditions and common freedoms, security, and magnanimity, and local area association were all recommended by Berry (2018), as five aspects of sustainable procurement practices. Walker and Brammer (2019) came up with these five points to include purchasing locally and from small companies. As a result, these sustainable procurement practice metrics were supported by additional sustainable inventory networks and procurement considerations (Chapman & Feit, 2019).

2.7 Organizational Performance

Organizational performance refers to how well a company utilizes its core activities' resources to create income in a certain period of time. Hart (2019), defines performance as the consequence of an individual or group's development input in any activity that has an impact on outcomes. According to Hoffman (2019), performance refers to an organization's exact results as a counter to expected outputs. The metric is then compared to a set average standard of similar businesses in the same industry. In terms of monetary value, an organization's performance is the extent of the consequences of its policies and activities. The outcomes may be seen in the firm's returns, which are a specific estimate of how a company might make money from its assets (Stonebraker et al., 2019).

The organization's potential to fulfill its goals through sound leadership is based on strong governance and ongoing redesign to achieve outcomes (Hart, 2019). From a normal corporate view, companies expand their productivity analysis to incorporate a dual corporate / customer view. This broader strategy can aid in resolving conflicts or leveraging synergies between improving service quality and increasing service efficiency (Stonebraker et al., 2019). According

to Van (2012), continuous procurement has emerged as a vital tool for a company to take advantage of competitive advantages. According to United Nations (UN) (2012), sustainable buying is a technique of balancing economic development, social development, and environmental preservation versus firm requirements. He outlines the benefits of a sustainable procurement policy, including improved internal and external standards, evaluation of results, and respect for environmental and social legislation as part of pricing control. Sustainable procurement is a long-term strategy for achieving an organization's goals.

For the duration of an organization's existence, sustainable procurement can be a lever to fulfill larger firm's objectives, supplier involvement, and accountability, among other themes. As part of the triple bottom line for organizational recognition, sustainable procurement may encourage innovation, support the social and economic environment, and contribute to a greater return on investment and competitive advantage (Tong, 2019). This lays the groundwork for incorporating sustainable development into procurement methods to ensure the company's larger goals and objectives are met. According to Tong (2019), in SP, each of the pillars contributes to an organization's competitive advantage.

2.8 Empirical Review

This section presents related work by other researchers in the area of study.

The Ferrara research (Italy) and the recycled paper case (Sa Paulo, Brazil) both demonstrate positive environmental consequences across the life cycle. Environmental procurement reduces operational costs by repurposing assets (Erkul, Kaynak, and Montiel 2015). Environmental practices, according to Kassinis and Soteriou (2003), are positively associated to organizational performance, as evaluated by satisfaction and loyalty. Molina-Azorin et al. (2009) found a positive relationship between environmental practices and performance in Spanish hospitality companies.

For the authors, companies that have a strong commitment to environmental practices have higher levels of performance as well as environmental practices.

Salaria (2012) conducted an assessment of India's long-term acquisition systems. During his investigation, he observed that Indian managers were aware of the necessity to establish provider association, link and organize the flow of things from the supplier to the consumer, and then send the data to the supply chain partners. Nonetheless, there are no infrastructure requirements for such a seamless connection. According to Alan et al (2012), public organizations should strive to maintain a safe and secure working environment for their employees. This is a part of the social manageability space. The human asset, often known as human resources, is one of the most valuable assets that any organization can boast about. As a result, it should be regarded with care and respect for the association to continue to be useful. The association will believe that it will be more difficult to keep afloat if it does not have strong and motivated personnel. Alan et al. (2012) analyzes the concept of client support in general. He believes that client service or customer loyalty should be an important aspect of every company's strategy. The purpose of public organizations is to offer services. to the general public, and to be sustainable, they must be able to meet the needs of all of their stakeholders. He goes on to argue that the services provided to clients, or their social measurement, are based on four major factors: the season of execution, the reliability of the administration or item, correspondence to meet client expectations, and flexibility or capability to respond to changing client wants. These four components are critical for social stability. Enhancing the procurement interaction is one of the social drivers of sustainable procurement (Alan et al., 2012).

These drivers aim to empower diversity in the buying group or capacity of public associations, as well as among providers who are locked in by the association to provide it with information sources

or offer administrations; checking provider practices to ensure that common freedoms and work guidelines are respected; and incorporating health and security principles into the design and determination of items or mixtures (UN, 1992). Social drivers serve as guides for regulating and inspecting supply chains to ensure that fair agreement costs and terms are followed, as well as that moral, basic freedoms, and business principles are upheld. Bofinger et al, (2021) stated that, human health and safety, support for small and local businesses by assisting them in their development, employing and training the less fortunate in society, and supporting and implementing regulatory requirements are all social activities that should be considered during the procurement process. Therefore, proper combination of the drivers of sustainable procurement will enhance organizations to perform their Corporate Social Responsibility and to maintain save and sound working environment for all stakeholders. This will eventually increase the organization's market share, profitability and loyalty in its operational market.

2.9 Conceptual Framework

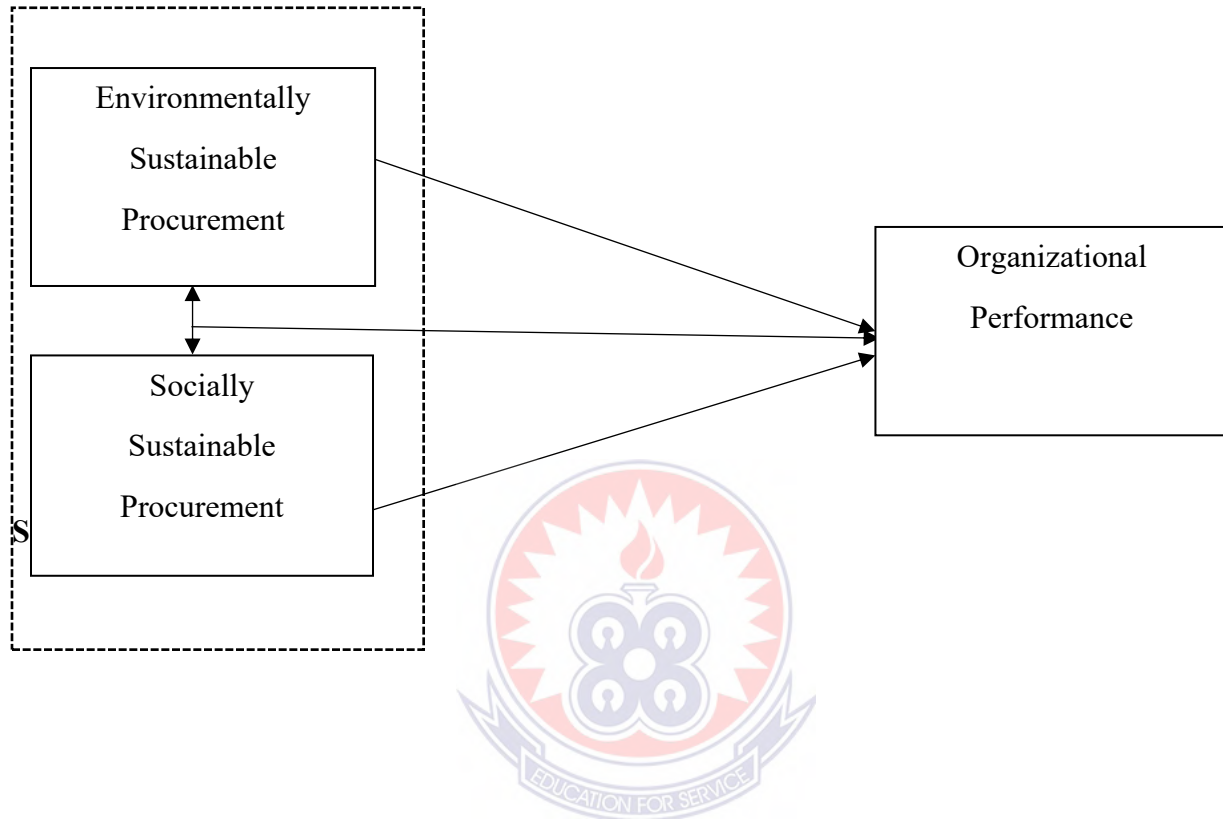
The independent variable for the study is sustainable procurement, denoted by environmentally sustainable procurement and socially sustainable procurement and economically sustainable procurement practices with organizational performance as the dependent variable. The framework seeks to examine the extent to which sustainable procurement drivers can affect organizational performance. The figure below shows a framework of relationships among variables in this study.

Figure 2. 1: Conceptual framework

Independent variable

Dependent variable

Sustainable Procurement



CHAPTER THREE

RESEARCH METHODS

3.1 Introduction

This section deals with the general approach the researcher took in carrying out the research project. The chapter presents information on how each of the scientific approaches to conducting this empirical study, given cognizance to their respective preconditions. The study design, population, research strategy, sampling technique, data collecting instrument, data collection procedure, and data processing and analysis are all covered in this chapter. The ethical concerns guiding this work are explored in further depth.

3.2 Research Design

Every successful researcher must select a research design that is appropriate for the research being conducted. A set of rules and instructions to be followed in tackling the research challenge has been termed as research design (Potwarka et al., 2020; Leedy & Omrod, 2010). Research design assists the researcher in gathering, evaluating, and interpreting data from an observation. It also specifies the generalization domain, indicating whether or not the resulting interpretation may be applied to a new circumstance (Amoani, 2005). Three basic research designs employed in conducting research and it include descriptive design, exploratory design, and explanatory design. Cartwright-Tacq (2010) argues for causal studies if things and events have causal capacities and have the potential to cause other events or situations according to the traits they possess. The primary purpose of explanatory research is to explain why things happen and to predict what will happen next (Viotti & Kauppi, 2019). Given that study scrutinizes the effects of sustainable procurement on supply chain performance, an explanatory research design with cross-sectional survey approach was employed.

3.3 Research Approach

The study employed quantitative research approach. This is because the constructs were numerically measured through recognized measurement scales such as nominal, the quantitative approach includes collecting numerical data and evaluating it using mathematical methods, notably statistics, to explain phenomena (Shiau, Sarstedt & Hair, 2019; Sarstedt & Cheah, 2019; Chapman & Feit, 2019; Carr et al., 2019). This procedure generally starts with data collecting based on a hypothesis or theory, and then uses descriptive or inferential statistics to analyze the results (Tashakkori & Teddlie, 2003). Quantitative methods are sometimes characterised as assuming the existence of a single "truth" that is unaffected by human experience (George, 2019). The quantitative research approach is based primarily to test the concept by observation and data collecting, based on a hypothesis that is deductively constructed from theory with the findings either confirming or rejecting the theory after analysis (Zyphur & Pierides, 2019; Tong, 2019).

3.4 Study population

Population of a study consists of “a group of people or firms who are of interest to the researcher and meet the criteria that the researcher wants to study, or a group of people who share some common characteristics” as indicated by Amaratunga, Baldry, Sarshar and Newton (2002), Amrhein, Trafimow and Greenland (2019) and, Baxter, and Babbie (2003). According to Saunders, Thornhill and Lewis (2007) the whole set of cases from which a sample is selected is referred to as the population. The population may be thought of as the target group about whom the researcher wants to learn more and develop conclusions (Leedy & Omrod, 2010). Robson (2010) furthermore, the term "population" does not always relate to individuals; it may also refer to situations in which someone might be questioned, as well as periods and places. Since the unit

of analysis is the employees, individuals within the Ekumfi Juice Factory were the target population for this study which is 160 employees.

3.5 Sampling Procedure

It became required to calculate an acceptable representative sample size from the sampling frame before choosing and contacting respondents for the research. The Yamane technique was used to calculate the population sample size. Using a margin of error of 0.05, a confidence level of 0.95, the sample size for the study is computed to be 80 employees (Yamane, 2017).

A purposive sampling technique was used to select the employees within each group after determining the percentage of groups to draw from these salient sub-groups within the population. Purposeful sampling would be very beneficial as the researchers would have to use a face-to-face approach to administer the instrument of the study only to firms of interest (Chowdhury and Quaddus, 2016). Purposive sampling, also known as judgmental or subjective sampling, is a nonprobability sampling method in which researchers pick persons from the general community to participate in surveys based on their own judgment. A total of 115 questionnaires was administered to ascertain the perceptions of workers. A sample size of 115 employees is judged appropriate for this study. Pallant (2013) claims that even if the replies are not normally distributed, a sample size of 30 or more does not violate or pose severe issues in statistical measures.

Sample size determination

$$\text{Yamane method} = \frac{N}{(1+Ne^2)}$$

$$\text{Sample Size} = \frac{N}{(1+Ne^2)}$$

Where;

N refers to the population

e is the margin of error

$$\text{Sample Size} = \frac{160}{[1+160(0.05^2)]}$$

$$= \frac{160}{(1+0.4)}$$

$$= \frac{160}{(1.4)}$$

$$= 114.285$$

$$= 115 \text{ managers}$$

3.6 Data Collection Instrument

A structured questionnaire was used to obtain primary data. Closed-ended questions are included in the survey. Explanatory investigations are highly organized by nature (Maxwell, 2012), necessitating the use of structured primary data gathering methods. Questionnaires were employed as the study tool for data collection. A questionnaire is a group of questions that has been established for the purpose of gathering information from respondents (Malhotra & Birks, 2007). Questionnaire surveys are likely the most extensively used data collection approach in researching and they are used to measure aspects critical to corporate organization and its development (Malhotra & Birks, 2007).

Closed-ended questionnaire demand respondents to choose from a limited number of options and to consider each option independently of the others. A checklist; a list of the behaviors, attributes, or other things that the researcher is investigating – and a Likert scale, which is more useful when a behavior, attitude, or other phenomena of interest has to be rated in a continuous manner (Leedy & Ormrod, 2010). When compared to interviewing, there are some advantages of employing

questionnaires (McCall, 2005). It makes data collection easy (Zhao, Liang & Dang, 2020) and facilitates data processing (Kumar & Kumar Baradiya, 2019) although it is time-consuming (Deshpande, Pradhan, Sikdar, Deshpande, Jain, & Shah, 2019; Patten, 2016; Charlton, 2000).

The demographic data of the respondents was captured in Section A of the questionnaire, which contained five variables in total. Section B also measured Sustainable procurement practices. The Sustainable procurement construct had two (2) key pillars (dimensions of sustainability) which included environmental sustainability (with 6 items), social sustainability (with 6 items), C also measured organizational performance (5 items). The respondents' attitudes and opinions on the items that tested the dimensions covered in this study were measured using a 7-point Likert scale. Since the unit of analysis is the firm, one questionnaire each was sent to each firm contacted.

3.7 Data Analysis

According to Vonrhein et al. (2011) data analysis entails simplifying data and explaining it in a manner that seeks to answer the research questions posed. Data analysis was also defined by Yan, Wang, Zuo and Zang, (2016) “as the process of bringing order, structure and meaning to the mass of information collected” as stated in Mertens (2005). Given the study's explanatory character, a quantitative approach to data analysis was used, which included the use of statistical techniques. There were two types of statistical analysis carried out. The first was a descriptive analysis, which centered on the generation of descriptive results on the demographic characteristics of respondents and companies, as well as the structure of interest in the sample, using statistical instruments such as frequency (percentages) and means (standard deviations).

Two types of statistical analysis were carried out. The second inferential study, which used correlation and structural equation modeling to get findings, was focused on determining the link between the constructs of interest to the research. The study was carried out using IBM Statistical

Package for Social Science (SPSS version 25.0). The SPSS process macro will be configured on the main SPSS application. This made it easier for the moderation analysis to be performed. This statistical software was recommended for use in studies in social sciences (Zickmund, 2009). Descriptive and multiple regression statistical tools were used to analyze the data. The findings were presented in figures and Tables for easy understanding and discussion.

3.8 Validity and Reliability of Instrument

Cronbach alpha was used to test the instrument's reliability in this study. It was regarded satisfactory if the dependability coefficient was 0.70 or above (Cohen 2008). Validity, on the other hand, is concerned with how effectively data techniques accurately measure what they claim to measure. One of the most important disadvantages of validity is that it uses a small sample size, which limits the study's conclusions. This has an impact on the outcomes since it does not offer the study with unambiguous conclusions that apply to the whole population, reducing the possibility of generalization. The study's validity was established by questionnaire pilot testing, expert review, and peer review. The dependability score for each of the study's constructs is summarized in Table 3.1.

3.9 Ethical Consideration

The study considered some significant ethical issues in social sciences research because social science research is tainted with numerous ethical confrontations that must be handled professionally (Green, 2019; Wax, 2019). To summarize, the researchers obtained formal approval for this experiment from the right organizations. All parties, notably volunteers, were thoroughly informed about the study's advantages and goal (Bell, Bryman & Harley, 2018; Iphofen & Tolich, 2018). Participants' informed verbal agreement was requested once more, and no responses were pressured into taking part in the study. Where respondents had questions about how to reply to

some of the items, active measures were taken to clear up any confusion. Through the creation of a rigorous structured questionnaire, issues like as confidentiality, privacy, and unanimity were carefully addressed (Chambers & Nimon, 2019; Chiauzzi & Wicks, 2019; Lo, Grotevant & McRoy, 2019; Das, Ester & Kaczmirek, 2018). During the data processing and analysis stage of the investigation, no data modification was done. The results were dutifully reported when they were generated.

3.10 Chapter Summary

This section has provided information concerning the methodological methods that will be employed to obtain the primary data, how data will be processed and analyzed given cognizance to the statistical tools and specific research objectives as well as how findings of the study were summarized and presented for easy interpretation and understanding.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter of the study seeks to present the analysis from the data that was gathered from the field. The chapter consists of five main sections. The first section looks at the respondents' demographic characteristics, followed by exploratory factor analysis and reliability tests. The third section focuses on correlation and finally hypothesis testing. This chapter also provides the discussions of results based on the objectives of the study.

4.2 Demographic Information

Because these statistical approaches are ideal for measuring categorical data, the demographic information of the respondents was descriptively quantified using frequency and percentages (percent). This information offers enough information on the respondents in the survey to demonstrate that the sample was drawn from the intended demographic. A total of 115 out of 150 questionnaires was received, representing 76.7%. The findings are presented in Table 4.1.

The findings of the demographic characteristics of the respondents show that most of the respondents were male (66.1%) and the remaining 33.9% were female workers who participated in the study. In terms of age, 31.3% were in the age range of 18 – 28 years, 46.1% were in the age range of 29 – 39 years, 16.5% were in the age range of 40 – 50 years while the remaining 6.1% were above 50 years. From the above, we can conclude that a larger pool of tasks is performed by the younger age range among firms in Sekondi-Takoradi.

The academic qualification frequency distribution shows that 6.1% were HND holders, 21.7% were Bachelor's holders, 49.6% have Master's degrees and 22.6% had other certifications. It can therefore be said that the majority of the respondents in the firm have tertiary education.

Table 4. 1: Respondents' Demographics

Variables	Categories	Count	N %
Gender	Male	76	66.1%
	Female	39	33.9%
Age	18-28	36	31.3%
	29-39	53	46.1%
	40-50	19	16.5%
	Above 50	7	6.1%
Educational Level	Diploma/HND	7	6.1%
	Bachelor's degree	25	21.7%
	Master's degree	57	49.6%
	Others	26	22.6%
Managerial Level	Functional level	46	40.0%
	Middle level	51	44.3%
	Top level	18	15.7%
Department	Procurement	37	32.2%
	Marketing	14	12.2%
	Human Resource	12	10.4%
	Accounting/ Finance	21	18.3%
	Operations	10	8.7%
	Others	21	18.3%
Total		115	100%

Source: Field Data, 2023

Concerning respondent level in the firms, top-level employees constituted 15.7%, middle-level employees represented 44.3% and functional level employees were 40%. The study further took data on respondents' departments. The results showed that 32.2% of the respondents belong to the department of Procurement, 12.2% belong to Marketing, 10.4% were from the Human Resource department, 18.3% were from the Department of Accounting and Finance whiles Operations department constituted 8.7%. Finally, 18.3% were not specific about the department they belong to hence, they selected "others".

4.3 Measurement Model Analysis

The exploratory factor analysis (EFA) approach was used to assess for the constructs' unidimensionality (O'Leary-Kelly & Vokurka 1998). Component extraction and rotation were done using the principal component analysis and varimax procedures, respectively, because the principal component analysis is a psychometrically correct operation and the varimax simplifies component interpretations (Field, 2009). Extracting and keeping component(s) with Eigenvalues greater than 1.00 was a requirement of the analytical technique (Pallant, 2007). The sample size was acceptable, and the data were suitable for EFA, according to the Kaiser-Meyer-Olkin (KMO) and Bartlett's tests of sphericity. Tables 4.2 show that the KMO measure (.820) was higher than the minimal criterion of .60, and Bartlett's test of sphericity was statistically significant (.000), implying that factorability was achievable (Hair et al., 2014; Field, 2009). All three constructions have eigenvalues greater than 1.00.

Table 4. 2: Exploratory Factor Analysis

Items	Component		
	1	2	3
Environmental Sustainability			
We take precautions to reduce our emissions in the environment	.721		
We prefer to sell environmentally friendly products	.882		
Our company is aware of economical standards	.847		
Our company also serves its' other customers according to the ecological standards	.847		
Social Sustainability			
We don't apply gender discrimination in our hiring policy			.756
All of our employees are at legal working age			.804
All of our employees' legal requirements are complete (insurance, social security, etc.)			.691
Organizational Performance			
Increase the profitability of the organization		.750	
Provides operational cost saving		.705	

Increase return on investment		.831	
Increase in sales		.823	
Eigenvalues	4.500	1.685	1.319
% Variance	40.911	15.318	11.990
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.820
Bartlett's Test of Sphericity	Approx. Chi-Square		545.354
	df		55
	Sig.		.000

Source: Field Data, 2023

4.4 Reliability Analysis

The study took the greater concern to check for the internal consistency of the items that were used to measure the main constructs of the study. To do this, the study used the Cronbach alpha technique. The threshold for accepting reliability was 0.7. The result has been presented in Table 4.3 below.

Table 4. 3: Reliability Results

s/n	Variables	Number of items	Cronbach Alpha
1	Environmental Sustainability	4	.881
2	Social Sustainability	3	.700
3	Organizational performance	4	.819

Source: Field Data, 2023

The reliability results are presented above showed that environmental sustainability with four (4) items had a Cronbach alpha value of .881. Social sustainability with three (3) items had a Cronbach alpha value of .700 and finally, organizational performance with four (4) items had a Cronbach alpha value of .819. These Cronbach alpha values suggest that internal consistency between the items was achieved and hence the measures could consistently give good results.

4.5 Descriptive Statistics and Correlation Analysis

This section of the analysis presents the descriptive statistics results and the correlation between the variables. The descriptive statistics results showed that the main variables; environmental sustainability, social sustainability and organizational performance had a mean score of 6.11, 6.32 and 5.98 respectively. This means that the respondents on average scored high on the items that were used to measure these constructs.

Table 4. 4: Descriptive Statistics and Correlation Results

Variables	1	2	3
1. Environmental Sustainability	1		
2. Social Sustainability	.386**	1	
3. Organizational Performance	.403**	.380**	1
Mean	6.11	6.32	5.98
Standard Deviation	1.04	.78	.98

** $p < 0.01$

Source: Field Data, 2023

As presented above, the study found that there is a statistically significant relationship between environmental sustainability and social sustainability ($r = .386, p < .05$) as well as organizational performance ($r = .403, p < .05$). This means that a high level of environmental sustainability is associated with high levels of organizational performance. Furthermore, it was discovered that statistically, there was a significant relationship between social sustainability and organizational performance ($r = .380, p < .05$). This means that a high level of social sustainability is associated with high levels of organizational performance.

4.6 Hypothesis Testing

This section required to provide findings relating to the effect of sustainable procurement practices on organizational performance as well as the interactive effect of environmental sustainability and

social sustainability on performance. Hierarchical regression analysis was employed to analyze this effect. The results have been presented in Tables 4.5, 4.6 and 4.7.

Table 4. 5: Sustainability Dimensions and Organizational performance

Variables	Organizational performance				
	B	SE	Beta	t	Sig.
Constant	1.935	.733		2.638	.010
Predictors:					
Environmentally Sustainability	.290	.086	.305	3.350	.001
Social Sustainability	.321	.115	.254	2.784	.006
Model Fit:					
R			.482		
R ²			.233		
F			8.332		
Sig			.000		

Source: Field Data, 2023

As shown in Table 4.5 above, the results indicate that environmental sustainability has a significant positive effect on organizational performance ($B = .290, p = .001$). This means that at increasing levels of environmental sustainability practices, a firm's organizational performance will also increase. Also, the results of the study showed that social sustainability has a statistically significant positive effect on organizational performance ($B = .321, p = .006$). This means that at increasing levels of social sustainability practices, a firm's organizational performance will also increase.

Table 4. 6: Sustainable Procurement Practices and Organizational performance

Variables	Organizational performance				
	B	SE	Beta	t	Sig.
Constant	2.120	.679		3.120	.002
Predictor:					
Sustainable Procurement	.581	.105	.463	5.550	.000

Model Fit:	
R	.479
R ²	.229
F	11.009
Sig	.000

Source: Field Data, 2023

As presented in Table 4.6 above, the results showed that overall, sustainable procurement practices have a statistically significant positive effect on organizational performance ($B = .581$; $p = .000$). This means that at increasing levels of sustainable procurement practices, a firm's organizational performance will also increase.

Table 4. 7: Direct and Interaction Effect

Variables	Organizational performance		
	Model 1	Model 2	Model 3
Constant	5.694 (23.374) *	1.935 (2.638) *	1.928 (2.620) *
Direct Effect			
Environmentally Sustainability (ES)		.290 (3.350) *	.290 (3.342) *
Social Sustainability (SS)		.321 (2.784) *	.320 (2.770) *
Interactive Effect			
ES*SS			-.055 (-.533)
Model Fit			
R ²	.015	.233	.235
R ² Change	.015	.217	.002
F	.877	8.332	6.679
F Change	.877	15.558	.285
P	.419	.000	.595

Source: Field Data, 2023

The interaction results as showed in Table 4.7 above that, the interactive effect of environmental sustainability and social sustainability on firm organizational performance is not significant ($B = -.055$; $t = -.533$). This means that the combined effect of environmental sustainability and social sustainability has no effect of a firm's organizational performance.

4.7 Discussion of findings

This section discusses the results of the analysis above, the discussion is presented in accordance with the study objectives. Further, the discussion relates the findings to the reviewed literature in chapter two.

4.7.1 Assess the extent to which environmentally sustainable procurement drives organizational performance.

The initial goal was to determine how much ecologically friendly buying influences organizational performance. According to the findings, ecologically friendly buying strategies have a favorable impact on organizational performance. Hypothesis 1 predicted that environmentally sustainable procurement practices positively affect organizational performance. This was supported ($B = .290$, $p = .001$), suggesting that at increasing levels of environmental sustainability practices (firms taking precautions to reduce emissions in the environment, prefer to sell environmentally friendly products, company is aware of economical standards, and company also serves its' other customers according to the ecological standards), help to enhance firm's organizational performance (Increase the profitability of the organization, Provides operational cost saving, Increase return on investment, and Increase in sales). This finding was supported with the findings of Meehan & Bryde, (2011). Which stated that, organizations want to enhance environmental sustainability must engage with suppliers to minimize material toxicity or the quantity of packaging used on products. Focusing on the environmental sustainability element of procurement might be a nice start for achieving total sustainability

The study also reveals that, "selling of environmentally friendly products" featured strongly in contributing to improvement in firms' performance

4.7.2 Assess the Extent to which Socially Sustainable Procurement Drives Organizational Performance.

The second goal was to determine how much socially responsible procurement influences organizational performance. From the results, it was observed that socially sustainable procurement practices positively affect organizational performance. There is therefore support for the study's hypothesis 2 which predicted that socially sustainable procurement practices positively affect organizational performance.

This was supported ($B = .321, p = .006$), suggesting that at increasing levels of social sustainability practices, a firm's organizational performance will also increase. This finding was corroborated with the findings of Bofinger et al, (2021) which stated that, human health and safety, support for small and local businesses by assisting them in their development, employing and training the less fortunate in society, and supporting and implementing regulatory requirements are all social activities that should be considered during the procurement process. The use of sustainable procurement assures that social obligation is met. It will also give organizations with sustainable practices a positive image and boost their reputations in terms of sustainable procurements. It helps to recruit and retain employees while also providing a chance to lead by example. According to the Western Australian government, providers follow ethical practices and comply with legal requirements, as well as other activities that help society in terms of inclusion, equality, diversity, regeneration, and integration (Fitzgerald & Shepherd, 2018).

4.7.3 Examine the Interaction Effect of Environmentally and Socially Sustainable Procurement on Organizational Performance

The third objective sought to assess the interaction outcome of environmentally and socially sustainable procurement on organizational performance. Again, from the results it was observed

that joint effect of environmentally and socially sustainable procurement on organizational performance was not significant.

Hypothesis 3 predicted how environmentally, and socially sustainable procurement jointly relate positively with organizational performance. This was not supported ($B = -.055$; $t = -.533$), suggesting that the combined effect of environmental sustainability and social sustainability has no effect of a firm's organizational performance. This finding contradicts prior findings that firms that are socially and ecologically responsible in their procurement efforts are expected to boost their image and goodwill, as well as attract more consumers, increasing their competitive advantage over those who do not use socially and environmentally responsible buying techniques (Alan et al., 2016). Plausible explanation may be that combining the two forms of sustainable procurement requires significant resources which may erode the economic returns to the organization. Another reason may be context related in that sustainability practices and its relevance are yet to be fully integrated in the Ghanaian way of life. Consumers purchase intention is not influenced by firms' sustainability orientation. As such, investment in sustainability initiatives may not necessarily lead to corresponding economic benefit. Finally, the finding may be due to the fact the current study examined the benefit of sustainable procurement using cross-sectional approach. However, returns on sustainability investment take time to manifest.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The study's summary, results, and suggestions are presented in this chapter. The conclusions and summary are based on the findings from chapter four. The study's suggestions were also offered in this chapter, which were based on the study's findings. The chapter came to a close with recommendations for future research.

5.2 Summary of Findings

The study was primarily designed to assess the role of sustainable procurement practices in enhancing organizational performance in Ghana. Different statistical approaches were used to examine the study's unique aims. The first and second study objectives were addressed using inferential statistics (regression). Pearson correlation was used to examine research goal 3. After a running commentary of the demographic features of the respondents, a preliminary assessment of the normalcy of the data obtained for the study's constructs. The analysis revealed that the data acquired was normal, and it was then used for advanced examination of the study's objectives.

The following were the findings as a result of the objectives stated above;

5.2.1 To examine the extent to which socially sustainable procurement drives organizational performance

The first objective sought to examine the extent to which socially sustainable procurement drives organizational performance. From the results, it was observed that socially sustainable procurement has significant positive effect on organizational performance. This finding is corroborated by Hair et al. (2014) who argued that a synergistic effect exists between socially sustainable procurement and organizational performance. This may be due to the fact there is much

simulations for firms to continuously engage in socially sustainable procurement in their dealings. This dynamic may be explained and supported by the upper echelon's theory which seeks to address and insist on implementation of sustainable procurement practices.

5.2.2 To assess the extent to which environmentally sustainable procurement drives organizational performance

The study's second goal, to determine the extent to which environmentally sustainable procurement supports organizational performance, revealed a favorable impact on sustainable procurement methods. This suggests that environmentally friendly buying has a favorable impact on Ghanaian business performance. The findings support the idea that implementing environmentally sustainable practices is critical to organizational performance and, as a result, to economic success.

5.2.3 To examine the interaction effect of environmentally and socially sustainable procurement on organizational performance

The study did not find a positive significant interaction effect of environmentally and socially sustainable procurement on organizational performance. On this basis the study concludes that that environmentally and socially sustainable procurement do not jointly and significantly drive organizational performance, at least in the short term. Thus, while environmentally and socially sustainable procurement practices are encouraged, the economic benefits or returns may take a while to manifest.

5.3 Conclusions

Previous investigations backed up the findings, and the conclusion was reached that, management of firms in Ghana should continue their good social sustainable procurement practices since it has a statistically positive significant positive large correlation with organizational performance. Also,

environmentally sustainable procurement drives organizational performance at a lower rate. Hence management need to focus more on their environmentally sustainable procurement practices since this incident are healthy for a well-functioning of organizational performance. Finally, the interactive effect of environmentally and socially sustainable procurement may not lead to improved performance or economic benefit, at least in the short term.

5.4 Recommendations

Based on the findings and conclusions drawn from the study, the recommendations made ensue;

1. The study appeals to the management of the study organization (Ekumfi juice factory) to continue with the good practices of sustainable procurement and try to improve their Environmental sustainability.
2. Because top management's mindset, support and lack of environmental laws and regulations are two main impediments to sustainable procurement, management must examine how these factors influence performance.
3. As the study was undertaken within a short timeframe, as a result, it gives a snapshot of the organizations' sustainable procurement processes at a certain point in time. As a result, a longer time span is required to offer a picture of firms' sustainable procurement practices at one point in time.

5.5 Suggestions for Future Research

More broad-based research, which includes government agencies and the business sector, is needed to effectively map out the expectations of important players. Future research should consider moderating role of attitude and organizational culture on the effect of sustainable procurement practices on firms' performance in Ghana. Also, quantitative studies can be employed

to statistically test the effect and relationship between sustainable procurement practices and organizational performance.



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APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA

SCHOOL OF BUSINESS

DEPARTMENT OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

TOPIC: Examining the impact of sustainable procurement practices on organizational performance.

PART A: DEMOGRAPHICS

Kindly tell me about yourself and your company in terms of

1. Gender Male Female
2. Age (years) 18 to 28 29 to 39 40 to 50 50 and above
3. Education level Secondary Certificate diploma/HND Bachelors
 Masters
4. Managerial level Functional Middle Top (e.g. CEO, managing director)
5. Department Procurement Marketing Human Resource Accounts/Finance
 Operations Accounts/Finance Others.....

PART B: SUSTAINABLE PROCUREMENT

This section provides a description of components of Sustainable Procurement. Three components have been identified with their corresponding statements as its applicable to you. Please tick (√) appropriately, **from 1 (very dissatisfied) to 7 (very satisfied)**.

		1	2	3	4	5	6	7
	Environmental sustainability							
EN1	We take precautions to reduce our emissions in the environment							
EN2	Our firm recycles and engages in waste management practices							
EN3	We prefer to sell environmentally friendly products							
EN4	Our company is aware of economical standards							

EN5	Our company also serves its' other customers according to the ecological standards								
EN6	The chemicals we use in production are ecologically safe and harmless to human health								
	Social sustainability								
SO1	We support our employees to develop their professional skills								
SO2	We don't apply gender discrimination in our hiring policy								
SO3	All of our employees are at legal working age								
SO4	All of our employees' legal requirements are complete (insurance, social security, etc.)								
SO5	During the production, necessary equipment for job safety is used (if needed; gloves, goggles, aprons, masks, etc.)								
SO6	We record our staff's overtime hours								

PART C: ORGANIZATIONAL PERFORMANCE

This section provides a five (5) itemized statement on effect of sustainable procurement on organizational performance of your firm. How satisfied are you with your business's operational performance over the past three years in terms of the following? Please tick (✓) appropriately, from 1 (very dissatisfied) to 7 (very satisfied).

		1	2	3	4	5	6	7
	Organizational Performance							
OP1	Responsiveness to customer needs							
OP2	Reduction in lead time							
OP3	Reduction in time-to-market							
OP4	Process improvement							

OP5	On-time deliveries								
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