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GREEN PROCUREMENT INFLUENCES ON THE PERFORMANCE OF MANUFACTURING INDUSTRIES IN TANZANIA: A CASE OF MKULAZI HOLDING COMPANY

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Abstract

This study intended to assess the green procurement influence on the performance of the manufacturing industries in Tanzania. Mkulazi Holding Company in Morogoro Region was chosen as a case of study. The case study approach was used, and the total respondents were 55. Data collection methods involved the use of questionnaire, interview and documentary review. Data were analysed by using Multiple Response and descriptive statistics. The findings revealed different contribution of green procurement on the performance of Mkulazi Holding Company most notable points include: increased organizational operational effectiveness, better quality output, increasing corporate social responsibility, accelerated organizational growth, value for money achievement, improved management's perception of productivity, improved



profitability, and increased customer satisfaction relative. The study concluded that green procurement practice is a source of creating competitiveness to an organization. Hence it was established that the performance of the manufacturing industries is closely influenced by the green procurement practices. The study recommended that the management of Mkulazi Holding Company should consider green procurement as a critical investment and set aside adequate financial resources in its budgeting process.

Keywords: Procurement, Green procurement, Sustainable Procurement, Performance, Manufacturing Industries

INTRODUCTION

The matter of environmental conservation has been a significant concern for society, leading governments to implement a range of legislations aimed at addressing this issue. The purpose of these legislations is to ensure that both corporate and non-business groups are held responsible for their acts that have a negative impact on the environment (Kasambala, 2019; Zhu, Sarkis & Geng, 2015). Manufacturing companies have on other hand adopted an environmentally sensitive approach in carrying out their daily operations (Kimario et al., 2023; Nderitu and Ngugi, 2014).

Due to the nuanced nature of the procurement process, it is probable that procuring entities will be the primary purchasers of environmentally harmful and carbon-intensive commodities, which pose a threat to both the environment and life itself (Gao, Geng, and Zhu 2022; Kimario et al., 2023). In order to preserve the environment, there is a worldwide demand for procuring organizations to use sustainable procurement procedures, often known as green procurement (Lăzăroiue et al., 2020). As result of this, government and private entities are now improving their supply chain policies by including the social and environmental criteria in their supply chain practices so as to positively influence their organizational sustainable development (Kimario et al., 2023; Nijaki & Worrel, 2012).

On other hand, the green procurement practices in manufacturing industry continues to gain significant attention, this is not only of its impact on environmental preservation but also in cost reduction in manufacturing processes (Khan, Yu, & Farooq, 2023). According to Srivastava, (2015) the rising costs of waste management and environmental degradation, the procurement and supply management profession is seen as a valuable contribution to addressing the issue by including an ecologically friendly element into the supply chain. Kimario et al., (2023) for example insists that the implementation of the changes in logistical operations and integrating new knowledge into environmentally-friendly practices can effectively decrease

Carbon dioxide (CO₂) emissions, fuel usage, and the expenses associated with regulatory compliance.

In Tanzania, manufacturing sector, has rapidly been improving since independence in 1961. This calls for environmental consciousness while doing procurement undertakings for goods, works, and services necessary for manufacturing activities done in these industries. Green procurement involves adopting optimal strategies for acquiring environmentally friendly goods and services that not only support human survival but also promote environmental preservation (Masudin, 2022). Sustainable procurement under this situation is of paramount importance because its practices have practical implication that goes beyond environmental consideration hence calling for scholarly attention.

Moreover, in order to comply with standards set by environmental regulatory bodies, green procurement practices should be taken as important aspect of concern of any manufacturing organization (Zhu, Sarkis & Geng, 2015). It is therefore noticed that green procurement should be implemented effectively by manufacturing organizations, as generally supported by vigorous international and national policy frameworks (EU, 2016). Apart from other manufacturing companies in Tanzania, Mkulazi Holding Corporation is practicing green supply chain management with an aspect of green procurement. With respect to the literatures above these practices are likely to positively influence the performance of the company, something which study wants to measure.

Problem Statement

The study on green procurement in manufacturing sector has gained popularity in global scale. This has been necessitated by the rules and best practices established by the respective regulatory authorities responsible for environmental conservation. For example, the influence of national and international regulatory frameworks has also raised a concern in protecting environment during procurement process as connected with manufacturing operations. With adopting best green procurement practices procuring organizations can improve their performance (Humphreys, 2013), improve a firm's economic position (Masudin, 2022) by reducing disposal and liability costs, conserving resources, and improving an organization's public image.

Moreover, empirical findings indicate that implementing green buying practices has a beneficial effect on an organization's performance. This is supported by academics like Thiga, Chege & Arani, (2023) who discovered that implementing green supply chain practices has a favorable effect on productivity, cost reduction, efficiency, and quality enhancement. Researchers such as Warner (2012); Wanja and Achuora (2020) found that firms that adopt

green supply chain management experience several benefits. These include enhanced information systems, promotion of the use of recyclable materials, cost savings for the firm, reduced environmental impact of business processes, and decreased risks of legal action due to anti-environmental practices. Yue et al., (2020) on other hand insist that green procurement practices bring a benefit of improved financial performance of the organization.

Overall, the benefits of green procurement have a positive impact on the business's performance. Although green procurement plays a crucial role in ensuring organizational performance, most studies on this topic have been conducted in developed countries. However, there is a lack of research in developing countries, particularly in Tanzania manufacturing sector, resulting in a shortage of empirical literature on green procurement (Kimario et al., 2023). Furthermore, the evaluation of Mkulazi Holding Company's green procurement policies in relation to their impact on the company's performance has not yet been conducted. Therefore, this study evaluated the impact of green procurement on the performance of Mkulazi Holding Company.

LITERATURE REVIEW

Theoretical Framework

Resource Dependence Theory

The Resource Dependence Theory characterizes organizations as open systems that heavily depend on external contingencies and acknowledges the influence of external factors on organizational behavior. Resource Dependence Theory posits that corporations form relationships with external stakeholders as a means of effectively managing their reliance on crucial resources. The proposition suggests that organizations lacking specific resources will establish ties with other organizations in order to get those necessary resources (Ulrich & Barney, 1984). According to Pfeffer and Salancik (1978), organizations are susceptible to the influence of external interest groups due to their possession of crucial resources necessary for their overall welfare.

A similar phenomenon can be observed in the application of environmentally friendly buying strategies, where the business would be unable of achieving success without resources. The viability of environmentally conscious purchasing is contingent upon the availability of external resources and the backing of stakeholders like as investors, suppliers, customers, and the government (in its role as a policymaker). Organizations must periodically assess the quality and efficiency of their resource utilization in order to effectively adapt to the ever-changing business environment, including the implementation of green procurement methods.

The relationship between Resource Dependence Theory and this study is that Mkulazi holding company purchases resources including raw materials, equipment, common used

items, capital items and services from outside suppliers in order to maintain its competitive position. However, the assessment of these products and services to ensure their safety and impact in the environment is crucial part in the procurement process. The company should always be conscious with environment while doing purchasing activities, this involves purchasing the items and services from the suppliers who consider environmental protection during production and supply of the items and services as quoted in their bidding documents.

Empirical Literature

Kimario et al. (2023) did a study on the "Performance of Manufacturing Firms in relation to the Green Procurement Nexus, in Tanzania." Methodologically, a study conducted a systematic qualitative analysis using nomothetic content analysis to examine published publications focused on green procurement as a global strategic approach to environmental protection. The study findings indicate that the use of green procurement techniques is beneficial for the performance of organizations. In addition, there has been minimal discussion on pertinent procedures in Tanzania. Manufacturing enterprises incur costs for environmental compliance and so require a conceptual research relating to this matter.

Ohemeng et al., (2015) did a study on green public procurement practices in Ghana. Specifically, the paper assessed the green procurement practices analytical framework in the Ghanaian public sector. Findings of the study revealed that the framework has six major practices including Acquisition and Material Specification Planning, Environmental Requirements, Green Purchasing, Strategic Supplier Partnership, Green Information & Communication Technology, and Employee Training in the implementation of green public procurement practices. The study above considered green procurement practices in the public sector where as this study will consider the implementation of green procurement practices in the private sector. The implication of findings could be different from the two sectors.

With regard to the contribution of green procurement on organization performance, Jack and Keitany (2018) examined the effects of green sourcing on the performance of sugar factories in western Kenya. The study findings revealed that green sourcing has a direct influence on the performance of the sugar firms. Similarly, Nderitu & Ngugi (2014) assessed the effects of green procurement practices on an organization performance in manufacturing industry: a case study of East African Breweries Limited. The findings revealed that green procurement attributes contribute to performance excellence of manufacturing firms.

Faith-Ell et al., (2010) did a study on the trends and implications of green purchasing strategies. The study revealed that the primary obstacle to the successful implementation of green purchasing is the financial aspect, specifically the cost and income. Additionally, the study

emphasized that the use of environmentally friendly packaging is crucial for the project's success. Langat (2013) identified several factors that influence the application of green procurement methods, including the number of purchases, information tools, management strategy, and cost.

In addition, Roos (2013) discovered that green procurement strategies tend to be costly. In addition, Gatari and Were (2014) also noted the absence of structural and organizational changes to facilitate the implementation of green procurement, as well as a deficient legal and regulatory framework. Furthermore, the expense associated with green buying is very high, and the manufacturing sector has limited resources available for implementing green procurement.

Masudin (2022) studied the adoption of green procurement by selecting suppliers. The study findings revealed a worldwide demand for organizations, companies, and manufacturing firms to implement sustainable procurement practices (also known as green procurement) as a means to conserve nature. Green procurement involves using optimal strategies to acquire environmentally friendly products and services that not only support human survival but also promote environmental preservation. Therefore, firms that engages in green procurement issue tenders to contractors whose services are in line with environmental sustainability.

The reviewed studies have been conducted in a similar research study (green procurement) except that majority of them they were conducted in Kenya (Ohemeng et al., 2015; Jack and Keitany, 2018; Nderitu & Ngugi, 2014) while others (Roos, 2013; Masudin, 2022; Gatari and Were, 2014) were conducted in other countries where there are different policies and regulations as far as the procurement profession is concerned. However, little studies (Kimario et al., 2023) have been conducted in Tanzania to assess the influence of green procurement on the performance of manufacturing industries. The proposed study was conducted in Tanzania specifically in Mkulazi Holding Company to assess the green procurement influences on the performance of manufacturing industries and therefore likely to contribute to the body of knowledge.

METHODOLOGY

The research was carried out at Mkulazi Holding Company; a sugar producer in Tanzania situated around 85 kilometers (53 miles) southeast of the regional headquarters in Morogoro Town. This study employed a case study design, which focuses on elucidating the distinctive attributes of a specific individual or group (Kothari, 2011). In the context of this study, Mkulazi Holding Company served as the subject of investigation. In this study the pragmatists' paradigms which claim that knowledge arise out of actions, situations and consequences rather than predecessor condition.

This study employed a mixed methodology, combining both qualitative and quantitative approaches. The quantitative approach involved the use of statistical procedures to quantify variables in numerical terms, while the qualitative approach focused on exploring and explaining variables without quantifying them. Miles & Huberman (2013) argue that mixed method research is a flexible approach that allows for the broadening of study scope and enhancement of analytical capabilities. Quantitative data was collected and analysed using a quantitative technique, whereas qualitative data was collected and analysed using a qualitative approach.

The study involved 55 respondents from the population of 64 staff in Mkulazi Holding Company. The sample is obtained according to the sample size formula by Cochran (1963) cited by Nderitu and Ngugi (2014) as follows;

$$n = N / (1 + Ne^2)$$

Where;

N = Population Size = 64

n = Sample Size

e = Error term = 5% (0.05)

Substituting in the Formula

$$n = 64 / (1 + 64 \times 0.05^2)$$

$$= 64 / 1.16$$

$$= 55.17$$

This sample size resulted to a confidence interval of 95 percent with a margin of error of ± 5 percent. The sample size above is distributed into departments as shown in Table 1 below.

Table 1: Sample Size Distribution

| No | Category | Percentage | Frequency |
|--------------|--------------------------------------|-------------|-----------|
| 1 | Procurement and Logistics Management | 35% | 19 |
| 2 | Accounting and Finance | 23% | 13 |
| 3 | Stores | 17% | 09 |
| 4 | Internal Audit | 08% | 05 |
| 5 | Agriculture | 17% | 09 |
| Total | | 100% | 55 |

This study employed simple random sampling technique to select respondents to take part in the survey. This technique is selected so as to get respondents according to their availability and ease of access at the study area. Additionally, the study adopted purposive sampling technique to select three (3) officials for qualitative data collection purposes. In this case, purposive sampling was used to select the head of the PMU and two top management

officials to serve as key informants for the study. This group provided key and relevant qualitative information as far as the study is concerned.

Both primary and secondary data were collected through various research methods. Self-designed questionnaire was used in collecting primary data while Documentary Review was used to collect secondary data from the documents such as reports, books, journals and internet. Cronbach's alpha (α) test was used for testing reliability of research instruments. Cronbach's α test is a useful way of determining internal consistency and homogeneity of groups of items in tests and questionnaires (Burns & Burns, 2008). The generally agreed upon lower limit for Cronbach's α is 0.70. The study indicates that the Cronbach's α value 0.752 which according to Wu, Yu, & Weng, (2012) implies reliable.

A pilot test with a randomly selected sample of ten (10) employees at Mkulazi Holding Company were made to measure if questionnaires are understandable and bring the intended results. Corrections were made where necessary to make sure the tools measure what they are supposed to measure. The analysis of the quantitative data involved coding, data entry, data cleaning, and the generation of descriptive statistics. The descriptive statistics includes frequency tallies, and their corresponding percentage scores. Statistical Package for Social Science (SPSS) program version 20 was used in analysing data. The analysis of the qualitative data was involved categorization of data from interviews and notes into common themes (Theme content Analysis). Therefore, data was presented and analysed in accordance with the common theme they carry and quoting the exact words said by the interviewees.

RESULTS

Demographic Characteristics of the Respondents

Sex and education level of respondents

Table 2 indicates the distribution of respondents in terms of their sex and education level.

Table 2: Sex and education level of respondents

| | | Education level | | | Total | |
|-------------------|--------|-----------------|---------|--------|--------|-------|
| | | Certificate | Diploma | Degree | | |
| Sex of Respondent | Female | Freq | 3 | 13 | 11 | 27 |
| | | % | 50% | 56.5% | 42.3% | 49.1% |
| | Male | Freq | 3 | 10 | 15 | 28 |
| | | % | 50.0% | 43.5% | 57.7% | 50.9% |
| Total | | Freq | 6 | 23 | 26 | 55 |
| | | % | 100.0% | 100.0% | 100.0% | 100% |

The findings from the study indicates that 28 (50.9%) out of 55 respondents are male while 27 (49.1%) out of 55 are female. The study indicates that gender balance is observed in recruitment process at Mkulazi Holding Company. Various levels of education were revealed from the study including certificate, diploma and degree levels. Majority of staff were having degree level of education. This counted 26 respondents out of 55 whereby 15 (57.7%) of them were male and 11 (42.3%) were female.

Also, the study finding reveals that 23 respondents out of 55 involved in the study were having diploma level of education. 13 (56.5%) of them were female employees while 10 (43.5%) were male employees. Findings from field data portrays that, only 6 respondents out of 55 respondents involved in the study were having certificate level of education. Among 6 respondents with certificate level of education, 3 (50%) were female while 3 (50%) were male.

The general finding from the study shows that majority of respondents who are also employees of Mkulazi Holding Company have high education level of education. This helped a researcher to collect valid and relevant information, because educated respondent can understand different phenomenon as far as the contribution of green procurement on an organization performance in Tanzania is concerned.

Age and working experience of respondents

The results in Table 3 indicate the age and working experience of the respondents from the field area.

Table 3: Age and working experience of the respondents

| Age of respondents | Working experience | | | | | Total |
|--------------------|--------------------|-------------|--------------|--------------|--------------------|----------------|
| | 1-4 Years | 5-9 Years | 10-14 Years | 15-19 Years | 20 Years and above | |
| 18 to 30 years | 2 (100%) | 1 (25%) | 1 (5%) | 0 (0.0%) | 0 (0.0%) | 4 (7.3%) |
| 31 to 40 years | 0 (0.0%) | 3 (75%) | 14 (70%) | 3 (15.8%) | 1 (10%) | 21 (38.1%) |
| 41 to 50 years | 0 (0.0%) | 0 (0.0%) | 4 (20%) | 15 (79%) | 6 (60%) | 25 (45.5%) |
| 51 to 60 years | 0 (0.0%) | 0 (0.0%) | 1 (5%) | 1 (5.2%) | 3 (30%) | 5 (9.1%) |
| Total | 2 (100%) | 4 (100%) | 20 (100%) | 19 (100%) | 10 (100%) | 55 (100.0%) |

The study sought to determine the age group of employees of Mkulazi Holding Company in relation to their working experience. The findings from the study reveals that majority of respondents given questionnaires and those interviewed fall under the age group of 41 to 50 years. This was revealed by 25 frequencies which is equivalent to 45.5%. Respondents falling under the age group of 41 to 50 years scored high level of working experience of 15-19 years which is 15 (79%) of the total respondents. It was followed by 6 (6%) falling under the working experience of more than 20 years, while 4(20%) falling under the working experience of 10 to 14 years.

Also, the study findings revealed that 21 respondents which is equivalent to 38.1% of the total respondents were falling under the age group of 31 to 40 years. Majority of respondents falling under this age group were having the working experience of between 10-14 years which was 14 (70%). It was followed by 3 (15.8%) respondents who were falling under the working experience of above 20 years. Again, the study indicates that 3 (75%) who were falling under the age group of 31-40 years have the working experience of between 5 to 9 years. Only 1 (10%) respondent falling under the age group of 31-40 years was having the working experience of more than 20 years, while none of the respondent reported to have the working experience of 1 to 4 years under the age group of 31-40 years.

Moreover, the study findings point that 5 respondents equivalent to 9.1% of the total respondents fall under the age group of 51 - 60 years. Respondents under this age group have the working experience as follows; 3 (30%) have the working experience of more than 20 years, 1 (5.2%) have the working experience of between 15 to 19 years followed by 1 (5%) having the working experience of between 10 to 14 years. It is observed that in this group none of the respondents reported to have the working experience of between 1-4 years and 5-9 years.

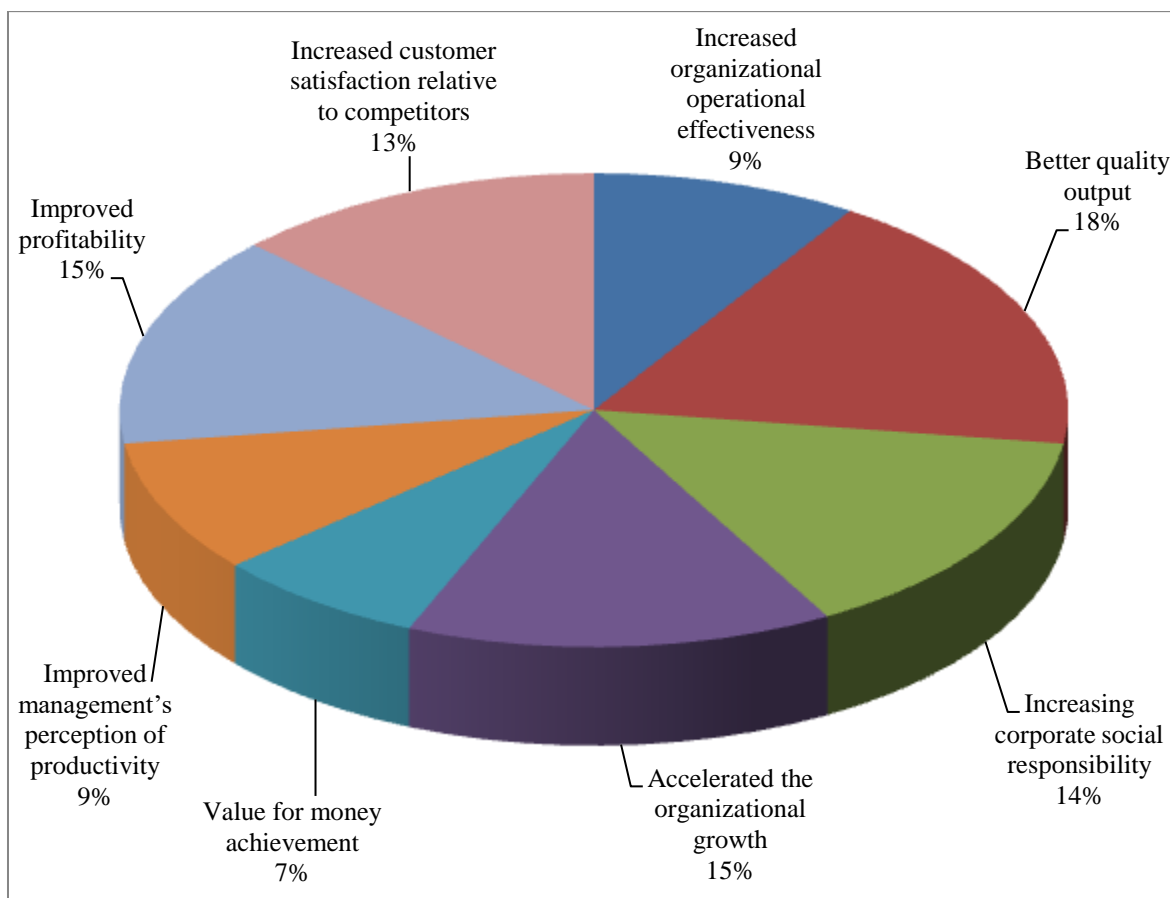
Furthermore, the study findings indicate that 4 respondents which is equivalent to 7.3% out of 55 total respondents have the age group of 18 to 30 years. Among them 2 (100%) respondents have the working experience of between 1-4 years, followed by 1 (25%) respondent having a working experience of between 5-9 years while 1 (5%) respondent was having a working experience of between 10-14 years. The results indicated no respondent under this group had a working experience above 15 years.

It can therefore be observed that the increase in ages of respondents corresponds to the understanding of the contribution of green procurement on an organization performance. Having bigger proportion of employees who have acquired enough experience to perform their duties helps to deliver quality service to the organization. However, this is in agreement with Aguinis (2009) statement who argued that, "the longer the number of years of work experience, the higher the level of performance", all other things being equal.

The perceived influence of green procurement on the performance of Mkulazi Holding Company

Performance is measure of an organizational competitiveness and it can be measured it can be viewed in terms of financial or non-financial perspective. Therefore, the study intended to determine the contribution of green procurement on the performance of Mkulazi Holding Company. Respondents were requested to provide their opinion on the possible contribution of green procurement practices on the performance of Mkulazi Holding Company. The study found that there are various contributions of green procurement on the performance of Mkulazi Holding Company. The results are as summarized in Figure 1.

Figure 1: The perceived influence of green procurement on the performance of Mkulazi Holding Company



DISCUSSIONS

The results in Figure 1 reveal that green procurement contributes on the performance of Mkulazi Holding Company through improved quality of products/output. This was revealed by 10 respondents which is equivalent to 18% of the total respondents. Green procurement practices

enable Mkulazi Holding Company to make quality buying choices for inputs that used for production process these include chemicals, packages, threads, protective clothes and other supportive materials. This finding complies with that of Theyel (2010) who postulated that green procurement practices examine the materials, substances and chemicals that they provide quality in the manufacturing process of products and services. In this study, researcher observed that by obtain product that meet the green requirement or policy enhance performance of manufacturing industry including Mkulazi Holding Company. Therefore, this finding also agrees with Berns (2013) who pointed that the acquisition of green procurement products improves product quality of the manufacturing industries.

Also, the study findings reveal another contribution of green procurement on the performance of Mkulazi Holding Company. 8 Respondents which is equivalent to 15% of the total respondents said that green procurement contribute on the performance of Mkulazi Holding Company by increasing corporate social responsibility. Green procurement practices enable the organization to take precautions by preventing hazardous or toxic materials/waste that can affect environment once disposed. Bolton, (2010) supports this finding by the opinion that green procurement practices ensure the management takes social responsibility by adhering to pollution prevention principle, which seeks to decrease hazards to human health and the environment.

Moreover, the findings from the study indicate that performance of Mkulazi Holding Company is enhanced by green procurement through increased profitability. This pointed by 8 respondents which is equivalent to 15% of the total respondents. Through buying green products Mkulazi Holding Company saves the cost of disposing wastes especially chemicals are no longer needed. By doing this the organization gets opportunity to use saved amount for other investments hence improved performance. Green procurement strategies greatly enhance organizations' performance. Kimario et al., (2023) supports that developed nations have been promoting the utilization of suppliers who prioritize environmental concerns, creating standards that support environmental preservation, and implementing policies and regulations for environmentally-friendly procurement.

The findings from the study reveals that green procurement practices contribute on the performance of Mkulazi Holding Company through accelerated the organizational growth. This is evidenced by 8 responses which is equivalent to 15% of the total respondents. The findings show that green procurement practices enable the organization to use green inputs to produce products that produce fewer wastes during its disposal. Green products influence customer's satisfaction and royalty hence increase organization growth size in terms of sales. Generally,

implementing green procurement strategies enables organizations to achieve higher levels of performance in comparison to others (Vejaratnam et al., 2023).

Furthermore, the results from the findings show that green procurement contributes on the performance of Mkulazi Holding Company through increased customer satisfaction relative to competitors. This was pointed by 7 respondents which is equivalent to 13% of the total respondents. Through green procurement practices Mkulazi Holding Company is able to use green inputs/materials/packages during the production process which help customers to acquire green products that are less harmful for their health. Customers' satisfaction and loyalty can enable Mkulazi Holding Company to increase and maintain its current customers hence increased organizational performance. In line with this finding, Kimario et al., (2023) insists that organizations should moreover mandate that vendors furnish comprehensive product descriptions encompassing safety and environmental factors.

The results in Figure 1 indicate that green procurement practices enhance the performance of Mkulazi Holding Company through improved management's perception of productivity. This was pointed by 5 respondents which is equivalent to 9% of the total respondents. Green procurement practices have now enabled the management of Mkulazi Holding Company to increase environmental apprehension during production process. The management have currently been focusing on improving productivity while ensuring few resources which are less hazardous to the environment and people are used to produce greater output for the organization. Therefore, increasing environmental concerns during production process have slowly become component of the institutional culture as a whole at Mkulazi Holding Company. Mathu (2019) supports this finding agreeing that green procurement is a strategy that reduces the need to outsource resources and other logistical activities involved in manufacturing, transportation, warehousing, and outbound operations hence improved operational efficiency of the organization.

The findings from the study indicates that 5 respondents which equivalent to 9% of the total respondents argued that green procurement practices contribute on the performance of Mkulazi Holding Company through increased organizational operational effectiveness. Green procurement practices enable Mkulazi Holding Company to become waste free organization while meeting its productivity goals. Organizational effectiveness is observed when an organization meets operational objectives while using fewer resources and that are less hazardous in the environment hence increased performance. Thiga et al., 2023 and Ghosh, (2019) supports this finding whereby the relationship between green procurement and performance of an organization is typically interconnected.

Moreover, the findings from the study reveal that green procurement practices improve the performance of Mkulazi Holding Company through ensuring value for money achievement. Green procurement enables organisation to meet its 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 organisation, but also to society and the economy, whilst minimising damage to the environment. Kyalo's (2019) study on supply chain management in the context of environmental sustainability in the operational performance of alcoholic beverage producers in Kenya support this study results as it found that manufacturers utilized lean manufacturing and complete quality control methods, along with the usage of biodegradable components hence value for money achievement.

This finding is also supported by that of Berns (2013) who argued that the policy on green procurement is originated on the principle of value for money, taking into consideration factors such as quality, performance, price, environmental performance and availability. Bolton, (2010) on other hand said, the policy on green procurement requires the integration of environmental performance considerations into the life-cycle costs of goods rather than focusing only on the up-front acquisition costs. As proposed by Corbett and Krisch, (2001), using a life-cycle approach to examine costs associated with a commodity allows considering costs associated with operating, maintaining and disposing of the good.

CONCLUDING REMARKS

Conclusion

Basing on the study findings, it is determined that green procurement practice plays a pivotal role in creating competitiveness to an organization. The implementation of the green procurement generally improves performance, increase transparency in procurement process and improving company's image. Since the issue of environmental conservation during the procurement process has been a topic of concern for societies and the governments, it is concluded that regulatory authorities, professional boards, need to prepare advocacy schedules for creating awareness and training on the subject matter. There is also a need to establish appropriate green procurement policies in manufacturing industries for better implementation of green procurement programmes.

Recommendations

Basing on the conclusion made about the contribution of green procurement practices on the performance of an organization a case of Mkulazi Holding Company, a researcher would like to recommend that; in order Mkulazi Holding Company to realize a full potential influence of

green procurement on the organization performance, the middle and low-level management should keep be trained about green procurement and be involved in formulating and implementing green procurement practices. This should also include involving suppliers in the process of formulating green procurement policies and procedures.

Furthermore, procurement officers should be given opportunity to perform their work professionally while allowed to adhering with green procurement practices. Moreover, there should be further debate on assessment of availability of green products and their prices. This should also involve creating an effective interface between government environmental conservation regulatory authority and management of manufacturing industries in enhancing the implementation of green procurement practices.

Limitations

Despite accomplishment of this study various limitations have been noticed. Time factor was one among the limitation, the time frame for data collection was not sufficient enough hence leading to lack of participation of other respondents especially less experienced and junior staff. This at some point has raised the issue of biasness where the views of some respondents were not collected. Thus, a longer period of time can yield more accurate results and contribute more to future research. Moreover, the study focused on one manufacturing industry due to resource constraints, which to some point could not reflect the true picture of the influence of green procurement on the performance of the manufacturing industries. This calls for other research to be done in other manufacturing industries in order to increase the body of knowledge.

Future Research

Due to various limitations of this study, there were number of issues that have not sufficiently been covered. Therefore, these areas call for other researchers and scholars to conduct further researches on the subject matter. However, drawing conclusion on one study develop research problem for conducting another study.

The researcher recommends that further studies should be undertaken basing on the role of suppliers on green purchasing. Further studies could also be conducted on contribution of green procurement on the performance of the organization but focusing on food and beverage, textile companies and others in order to assess how green procurement can contribute on the performance of an organization but on different industries. Further studies should also be conducted on the assessment of availability of green products in relation to prices for those products.

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