



DEPARTMENT OF MANAGEMENT STUDIES

MASTERS IN STRATEGIC MANAGEMENT

**AN ASSESSMENT OF THE INFLUENCE OF STRATEGIC PROCUREMENT
PRACTICES ON PERFORMANCE OF HUMANITARIAN ORGANISATIONS IN
ZIMBABWE: A CASE OF HARARE PROVINCE**

BY

JESCA CHIKOPA

M156847

SUPERVISOR: MR R MANDIYAMBIRA

**A DISSERTATION SUBMITTED TO THE MANAGEMENT STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR MASTERS IN
STRATEGIC MANAGEMENT**

JUNE 2023

RELEASE FORM

NAME OF STUDENT: JESCA CHIKOPA


DISSERTATION TITLE: AN ASSESSMENT OF THE INFLUENCE OF STRATEGIC PROCUREMENT PRACTICES ON THE PERFORMANCE OF HUMANITARIAN ORGANISATIONS IN ZIMBABWE: A CASE OF HARARE PROVINCE

DEGREE TITLE: MASTERS IN STRATEGIC MANAGEMENT

REG NUMBER: M156847

YEAR OF THE DEGREE: 2023

Permission is hereby granted to the GZU library to produce single copies of this dissertation and lend or sell such copies for private and scholarly purposes. Only the author does not reserve other publication rights and the project nor make extensive extracts from it be printed or otherwise reproduced without the author's written permission.

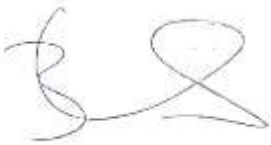
SIGNED: 

DATE: 19 May 2023

PERMANENT ADDRESS: 236 TANGWENA, NYAMENI, MARONDERA

APPROVAL FORM

The undersigned certify that they have read and recommend to the Great Zimbabwe University for acceptance, a dissertation entitled, “**An assessment of the influence of strategic procurement practices on performance of humanitarian organisations in Zimbabwe. A case of Harare Province**” submitted by **Jesca Chikopa** in partial fulfilment of the requirements for the degree of **MASTERS DEGREE IN STRATEGIC MANAGEMENT**



SUPERVISOR

19/05/2023

DATE

.....

CHAIRPERSON

.....

DATE

.....


EXTERNAL EXAMINER

.....

DATE

DECLARATION

I, JESCA CHIKOPA do hereby declare the contents of the research study to be true and not copied from anywhere or in any publication and previous degrees without acknowledgements.

SIGNATURE: 

DATE: 19 May 2023

DEDICATION

This project is dedicated to my family.

ACKNOWLEDGEMENTS

I express my sincere appreciation to those who have taken the time in guiding me to the successful completion of my study Mr. R. Mandiyambira for his patience in supervision and guidance. The entire academic staff in the Department of Management Studies at Great Zimbabwe University for all the time they took teaching and inspiring me during my study. My family and friends for having confidence in me and for the push to stay focused. This project would not have been successful without the kind assistance obtained from everyone who assisted in word and deed. You are all appreciated and may the good Lord continue inspiring you to inspire others in their academic journeys.

ABSTRACT

The study sought to examine the influence of strategic procurement practices on the performance of humanitarian organisations in Zimbabwe with a special focus on those operating in Harare. The theories guiding the study were the resource-based view and dynamic capabilities. The study adopted a descriptive research design. The study took a quantitative approach to measuring the relationship between strategic procurement practices and organisational performance. The Krejcie and Morgan (1970) table was used to calculate the sample size and it gave a total of 50 respondents. Procurement staff from 5 Humanitarian organisations were asked to respond to structured questions using questionnaires distributed to them. An 88% response rate was achieved. Descriptive and inferential statistics were used to analyse data. SPSS version 23.0 helped to analyse data. Correlation and Linear regression analyses techniques were used to determine the relationship and effect of supplier relationship management, strategic sourcing, and strategic cost management on organizational performance of humanitarian organisations. The findings and results were presented using tables and figures. The study found that strategic procurement practices have a positive and significant effect on the performance of humanitarian organisations in Zimbabwe. The study recommended further studies to assess humanitarian organisations performance using other strategic procurement practices.

TABLE OF CONTENTS

RELEASE FORM.....	i
APPROVAL FORM	ii
DECLARATION	iii
DEDICATION.....	iv
ACKNOWLEDGEMENTS.....	v
ABSTRACT	vi
LIST OF FIGURES.....	xi
LIST OF TABLES.....	xii
ABBREVIATIONS AND ACRONYMS	xiii
CHAPTER 1	1
GENERAL INTRODUCTION	1
1.0 Introduction	1
1.1 Background to the research study	1
1.2 Justification of the Study	4
1.3 Problem Statement	5
1.4 Research Objectives	6
1.5 Research Questions	6
1.6 Conceptual Framework and Hypotheses	7
1.7 Significance of the Study.....	8
1.7.1 Humanitarian Organisations.....	8
1.8 Assumptions of the study	9

1.9 Delimitations of the study	10
1.10 Limitations of the study	10
1.11 Definitions of key terms.....	10
1.12 Organisation of the study	11
1.13 Chapter Summary	12
CHAPTER TWO	13
LITERATURE REVIEW.....	13
2.0 Introduction	13
2.1 Defining and explaining the concept procurement.	13
2.1.1 Strategic procurement.....	14
2.2 Organisational performance.....	15
2.3 Theoretical framework.....	17
2.4 The Significance of strategic procurement practices.....	20
2.5 The Influence of strategic procurement practices on performance	21
2.6 The Influence of supplier relationship management on organizational performance	23
2.7 Conceptual framework & research hypotheses.....	27
2.8 Empirical Literature	30
2.9. Chapter Summary.....	39
CHAPTER 3	40
RESEARCH METHODOLOGY	40
3.0 Introduction	40
3.1 Recap of the study's research questions	40

3.2 Research Design	40
3.3 Research Philosophy	41
3.4 Target population	42
3.5 Sample Size	43
3.6 Sampling techniques	44
3.7 Sources of data	44
3.8 Research Instruments	45
3.9 Data Collection Procedures	47
3.10 Reliability and validity	47
3.11 Data Presentation and analysis procedure	48
3.12 Ethical considerations	49
3.13 Chapter summary	50
CHAPTER FOUR.....	51
DATA PRESENTATION AND ANALYSIS.....	51
4.0 Introduction	51
4.1 Response rate.....	51
4.2 Demographic Data	52
4.4 Number of years organisation has been in operation.....	55
4.5 Analyzing data using descriptive statistics	56
4.6 Inferential Statistics	61
4.6 Chapter Summary	70
CHAPTER FIVE.....	71
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	71

5.0 Introduction	71
5.1 Summary of findings	71
5.2 Conclusions of the study	72
5.3 Hypothesis Testing	72
5.3 Recommendations	73
5.4 Limitations	74
5.5 Areas of further study	75
5.6 Chapter Summary	75
REFERENCES	76
APPENDIX 1: LETTER OF INTRODUCTION FROM GREAT ZIMBABWE UNIVERSITY	83
APPENDIX 2: SURVEY QUESTIONNAIRE	84

LIST OF FIGURES

Figure 1: Conceptual framework showing the influence of strategic procurement practices on organizational performance.....	7
Figure 2: A Conceptual Framework on the relationship between strategic procurement practices and organizational performance.....	28
Figure 3: Number of years organisation has been in operation.....	55

LIST OF TABLES

Table 1: Organisation of the study	11
Table 2: Strategic procurement practices used in recent studies	23
Table 3: Summary of literature review and research gaps.....	36
Table 4: Response Rate	51
Table 5: Demographic data for study respondents.....	52
Table 6: Supplier relationship management ratings	57
Table 7: Strategic Sourcing Ratings.....	58
Table 8: Strategic cost management ratings	60
Table 9: Cronbach's Alpha Test	61
<i>Table 10: Test for Normality</i>	<i>62</i>
Table 11: Supplier relationship management and organisational performance.....	63
Table 12: Strategic sourcing and organisational performance	64
Table 13: Strategic cost management and organisational performance.....	65
Table 14: Multiple Regression Analysis.....	67
Table 15: ANOVA.....	68
Table 16: Model Summary.....	69
Table 17: hypothesis testing.....	72

ABBREVIATIONS AND ACRONYMS

OECD: The Organisation for Economic Cooperation and Development

WFP: World Food Programme

UNDP: United Nations Development Programme

VRIN: Valuable, rare, imperfectly imitable, and non-substitutable

DC: Dynamic Capabilities theory

CHAPTER 1

GENERAL INTRODUCTION

1.0 Introduction

The importance of strategic procurement practices to the operations and performance of all organizations is recognized in both public and private firms worldwide. The humanitarian sector is finally recognizing the value of strategic procurement practices (Hana 2020). Strategic procurement practices are now widely accepted to have a substantial impact on the effectiveness of humanitarian organizations (Hana 2020; Moshtari, Altay and Heikkil, 2021; Agarwal, Kant, and Shankar 2022). Making vital items and services easily accessible is an important practice since it assists organizations in accomplishing their goals, aims, and objectives. This chapter discusses the research topic, Influence of Strategic Procurement Practices on Humanitarian Organization Performance in Zimbabwe. It describes the problem and the context of the investigation. The context section essentially describes the significance, problems that drove the study, as well as gaps in the topic's research from previous studies. The chapter also specifies the goals and questions that will be addressed by the study's conclusion. The chapter highlights the importance of this study to charitable organizations and communities, as well as the scope of the study that was conducted. The chapter also describes the research's limits and the researcher's assumptions, as well as the meaning of phrases that may be interpreted differently by different readers. The chapter is summarized at the end, highlighting the key ideas covered in the chapter.

1.1 Background to the research study

As the business climate changes and becomes more complex, organizations are always looking for new ways to stay relevant and competitive. Strategic procurement is defined as aligning the procurement function with an organization's long-term goals and objectives. According to Brandon-Jones and Knoppen (2020), strategic procurement methods are thought to positively impact a wide range of organizational outcomes,

including performance, effectiveness, success, and competitiveness. The strategic procurement practice of today, which is a part of strategic management, is concerned not just with cost-savings, high-quality products, or on-time delivery, but also with environmental protection and helping the company achieve its long-term goals (OECD, 2019). To focus more on comprehensive corporate goals and overall value, strategic procurement adopts a holistic viewpoint and looks beyond the traditional procurement of simple cost-saving strategies. Strategic procurement is proactive and focuses on giving firms long-term benefit.

Strategic procurement practices are the approaches and procedures that organizations utilize to optimize their procurement processes. These practices are intended to assist businesses in meeting their objectives by enhancing their procurement processes. Procurement methods affect many essential parts of a company's operations therefore their proper deployment and utilization are critical to performance and survival (Brandon-Jones et al, 2020). This is consistent with the findings of several research studies (Kamau and Thogori 2023; Mboga and Thogori 2022; Euthyme;2021; Orio 2020) that investigated the impact of strategic procurement procedures on organizational performance and discovered a favorable link.

According to the literature, there are various strategic procurement practices. For example, Kamau and Thogori (2023) used supplier relationship management and strategic sourcing in their research study conducted in Kenya to investigate the impact of strategic procurement practices on the performance of the banking sector. Similarly, Moyo (2020) employed cost management, supplier influence, procurement plan management, records management, and supplier relationship management in his research study on the impact of strategic procurement techniques on the performance of Zimbabwe's beverage industry. Strategic procurement procedures aid in the creation of alignment and consistency of action, ensuring that the procurement function accomplishes its plan and contributes to the bottom-line profit.

Humanitarian organizations work to relieve the victims' suffering as soon as possible and to lessen it during times of crisis. To ensure that humanitarian organizations receive the appropriate materials in the appropriate quantities so they may fulfill their commitments without hindrance, the procurement function is therefore extremely important (Maqbool & Khan, 2020). In light of this, it is extremely concerning to note that despite studies linking strategic procurement practices with organizational performance in the public and health sectors (Wanjiku 2019; Corbos et al., 2023, strategic procurement practices with procurement performance in the banking industry (Kamau and Thogori, 2023; Muswere 2020); strategic procurement practices and humanitarian organizations performance have rarely been studied together (Moshtari et al., 2021) despite the fact that between 60% and 80% of the costs associated with humanitarian operations are attributable to procurement activities (Moyo, 2022) and that the efficacy of the procurement function has a significant impact on the effectiveness of the humanitarian response during catastrophes.

In Zimbabwe, strategic procurement practices and organizational performance have primarily been discussed in the public sector and have never been linked with the performance of humanitarian organizations, despite the critical role played by humanitarian organisations during emergencies such as Cyclone Favio in 2007, Cyclone Eline in 2000, Cyclone Japhet in 2002, Cyclone Dineo in 2017, and most recently Cyclone Idai in 2019 (Mhlanga et al., 2019).

According to the resource-based and dynamic capabilities theories, an organization is considered a collection of valuable, uncommon, and difficult to replicate or substitute (VRIN) resources. The organization's capacity to leverage its capabilities and continuously align its VRIN resources with the fast-changing environment generates a unique competitive advantage that increases performance in rapidly changing business contexts. In this study, strategic procurement practices are considered as VRIN resources and competencies that humanitarian organizations may build, reconfigure, and divest in a more effective way to gain a durable competitive advantage that translates to good performance. To evaluate whether strategic procurement strategies are a contributing cause to the performance issues impacting humanitarian organizations in Zimbabwe, the

impact of strategic procurement practices on humanitarian organization performance must be examined. Strategic procurement practices are critical to the effective running of humanitarian organizations, as they are in other organizations (Mwanjuma and Simba, 2019). According to Prabhakha (2017), Digman (2018), and Bromideh (2019), poor strategic procurement processes are a global issue that have a detrimental impact on organizational performance. The resource-based view and dynamic capacities theories serve as the theoretical underpinning for this research, which investigates the impact of strategic procurement strategies on the performance of humanitarian organizations.

Dynamic capabilities theory and resource-based view posits that organizational performance can be negatively impacted by an organization's failure to build, reconfigure, and divest its VRIN resources and skills in a more effective manner to acquire a sustained competitive advantage in the ever-changing business environment. Using the resource-based approach and dynamic capabilities theories, the researcher hopes to investigate how strategic procurement practices affect the organizational performance of humanitarian organizations. Supplier relationship management, strategic sourcing, and strategic cost management are thought to have a statistically significant impact on the success of humanitarian organizations. Previous scholars have ignored the impact of strategic procurement practices on the performance of humanitarian organizations in Zimbabwe while seeking to explain performance concerns of these humanitarian organizations from a resource-based and dynamic capacities approach. This research and knowledge deficit has resulted in this study, with the primary purpose of improving the functioning of humanitarian organizations in Zimbabwe.

1.2 Justification of the Study

This study was conducted to fill the knowledge gap on the effect of strategic procurement practices on the functioning of humanitarian organizations in Zimbabwe. Given the crucial responsibilities that humanitarian organizations play, the enormous uncertainty in demand and supply (WFP 2020; UNDP 2021; Moshtari et al.,2021), and the urgency to deliver services quickly during emergencies (Agarwal,2022), the study has both practical and theoretical importance for humanitarian organizations in Zimbabwe. The study's findings and recommendations will help management and policymakers adopt sound

strategic procurement practices reforms for competitiveness because a lack of understanding of the influence and role of strategic procurement practices undermines policy-making and humanitarian organisation management. In fact, the absence of the study would bring the "collapse of the world," as social and economic development can never be achieved just by businesses operating in the public and private sectors of the economy. Therefore, it is necessary to investigate how strategic procurement practices affect performance of humanitarian groups in Zimbabwe.

1.3 Problem Statement

It is desirable for humanitarian organizations to accomplish their aims and objectives, guarantee that supplies and resources are available, delivered, and distributed during disasters, and save lives within the allotted time or just a little bit longer than that by an acceptable amount of time (WFP, 2020). Humanitarian groups have encountered delays in providing their services to catastrophe victims (Hana,2022; Mwanjuma and Simba, 2019), which is a challenge faced by many organizations in Zimbabwe's humanitarian industry. Humanitarian organizations fail to secure resources, distribute, and deliver services to victims of disaster on time (WFP 2020; Brandon-Jones et al.,2020) undermining achievement of their goals and objectives. This translates to poor performance. Existing research has demonstrated that several factors affect an organization's performance, including those in the humanitarian sector. The impact of strategic procurement practices on organizational performance of humanitarian organizations in Zimbabwe has not been explored from a resource-based and dynamic capacities viewpoint. According to the theories, an organization's failure to continuously align its VRIN resources and capabilities with the changing environment has a detrimental influence on performance.

It is unknown whether strategic procurement practices like supplier relationship management, strategic sourcing, and strategic costs management account for the underperformance of humanitarian organizations. As a result, the main goal of this study was to investigate the influence of strategic procurement practices on the performance of

humanitarian organizations in Zimbabwe, paying particular emphasis to those that operate in Harare.

1.4 Research Objectives

This section outlines the main and specific objectives guiding this research.

1.4.1 Main Research Objective

The main objective of this study is to examine the influence of strategic procurement practice on performance of humanitarian organisations in Zimbabwe.

1.4.2 Sub-Research Objectives

The main objective was operationalized into sub-objectives.

1.4.2.1 To determine the influence of supplier relationship management on performance of humanitarian organizations in Zimbabwe.

1.4.2.2 To examine the influence of strategic sourcing on performance of humanitarian organizations in Zimbabwe.

1.4.2.3 To investigate the influence of strategic cost management on performance of humanitarian organizations in Zimbabwe.

1.5 Research Questions

The main research question was: What is the influence of strategic procurement practices on the performance of Humanitarian Organisations in Zimbabwe?

1.5.1 Sub-Research Questions

This research study intends to establish answers to the following questions.

1.5.1.1 What is the influence of supplier relationship management on performance of humanitarian organizations in Zimbabwe?

1.5.1.2 What is the influence of strategic sourcing on performance of humanitarian organizations in Zimbabwe?

1.5.2.3 What is the influence of strategic cost management on the performance of humanitarian organizations in Zimbabwe?

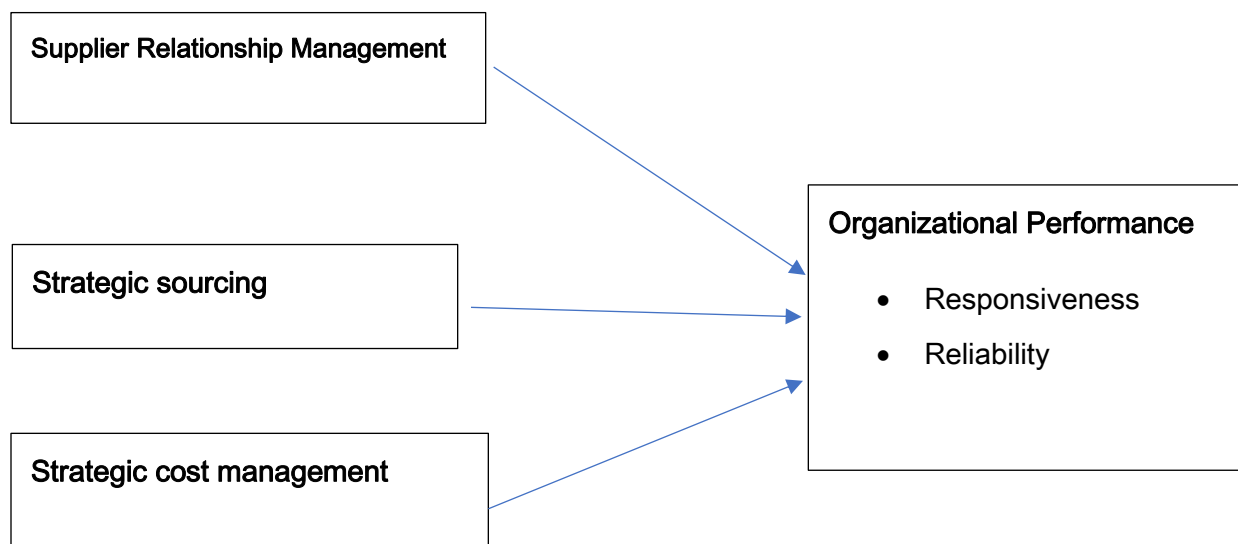
1.6 Conceptual Framework and Hypotheses

The diagram below is the conceptual framework for the study. It shows the independent variable strategic procurement practices operationalized into sub-independent variables supplier relationship management, strategic sourcing, and strategic cost management. It shows the dependent variable which is the organizational performance of humanitarian organizations.

Figure 1: Conceptual framework showing the influence of strategic procurement practices on organizational performance

Independent Variable

(Strategic procurement practices)



Source: (Researcher)

1.6.1 Research hypotheses

1.6.1 Statement of Hypotheses

The objectives and questions of this study are expressed as hypotheses as shown below:

1.6.1.1 Main Hypothesis

There is a statistically significant influence of strategic procurement practices on the performance of humanitarian organizations.

1.6.1.2 Specific research hypotheses

H₁: There is a statistically significant influence of supplier relationship management on performance of humanitarian organizations.

H₂: There is a statistically significant influence of strategic sourcing on performance of humanitarian organizations.

H₃: There is a statistically significant influence of strategic cost management on performance of humanitarian organizations.

1.7 Significance of the Study

The study is aimed to fill knowledge gaps in the current body of research regarding the influence of strategic procurement practice on performance of humanitarian organizations in Zimbabwe, this study has theoretical value for empirical literature. This study will therefore be beneficial to the following stakeholders as it addresses a critical element in the operation of these organisations.

1.7.1 Humanitarian Organisations

The resource-based view and dynamic capabilities approach to strategic procurement has never been used to investigate performance issues in the humanitarian sector. Since the study's suggestions are intended to address performance issues hindering the achievement of the mission, vision, and mandates of humanitarian organizations, their practical value to HOs is highly significant. It is intended that the conclusions and

suggestions will increase the HOs' response and dependability both during and after an emergency.

1.7.2 Great Zimbabwe University

Great Zimbabwe University is a research institution, and it is likely to benefit from the study as it will be credited to the University thereby improving its standing as a research institution. The research is also going to serve as a referral point by other researchers in the university who could be conducting other similar studies.

1.7.3 The Government of Zimbabwe

Non-governmental organizations complement Government efforts regarding social and economic development in a country. Hence government will benefit more if recommendations from the study which are meant to increase HOs responsiveness and reliability are adopted by the NGOs as this will promote the growth in socio-economic development.

1.7.4 The Researcher

The researcher acquires understanding of strategic procurement practices and their impact on organizational performance.

1.8 Assumptions of the study

It was assumed that the selected study population and selected sample were knowledgeable enough to provide the researcher with information that could be generalised in the industry. The selected methodologies have been used by various authors and have obtained results that could be generalised. In view of this, the researcher assumed the use of similar methodologies would yield generalisable results as well in the Zimbabwean context.

1.9 Delimitations of the study

Delimitations are the features that restrict the study's scope and establish the parameters under which it is carried out (Simon, 2018).

1.9.1 The study's geographical delimitation, or physical boundary, is Harare, and its population boundary is the people who work for humanitarian organizations in Harare. In this investigation, these stand in for their organizations.

1.9.2 The conceptual boundaries are, respectively, the performance of humanitarian organizations and the impact of strategic procurement techniques on such organizations. The scope of the study is the resource-based view and dynamic capabilities theories and their fundamental principles. The research was only done under these restrictions anything outside of them was not included in the study.

1.10 Limitations of the study

1.10.1 Access to Information

The data sought by this research is considered confidential by most organizations thus it was difficult to obtain. However, the researcher engaged authorities from the organisations to be allowed to collect data to be used strictly for academic purposes.

1.11 Definitions of key terms

This section describes terminology that might have various meanings to different users of this study; as a result, it is important that they all understand what some of the phrases mean.

1.11.1 Procurement

The process of buying goods and services by responsible departments in an organisation.

1.11.2 Strategic procurement practices

In this research it is a set of activities of supplier relationship management, strategic sourcing, strategic cost management for ensuring availability of resources or goods.

1.11.3 Organizational Performance

This is the ability of an organization to meet its goals and achieve its overall mission (UNDP, 2019).

1.11.4 Humanitarian Organisations

Organisations with a mission to prevent, alleviate and/or aid people who are suffering, especially victims of armed conflict, famines, and natural disasters.

1.12 Organisation of the study

This thesis consists of five chapters which are structured in the following manner.

Table 1: Organisation of the study

Chapter One	This chapter discussed the study's background, justification, aims, research questions, and significance. This chapter allowed for the establishment of study parameters, the identification of study restrictions and assumptions, and the presentation of definitions for essential terminology identified.
Chapter Two	This chapter was crucial in shaping the research. It gave the theoretical frameworks that served as the foundation for the study and the empirical literature. The literature on the variables was organized logically and sequentially based on the research objectives. The chapter examines literature from diverse scholars who agree, disagree, or criticise the question. This chapter also includes the created conceptual framework and identified research gaps based on these analyses.
Chapter Three	The methodology of the study is presented in this chapter. Following the research philosophy is the research design. The target demographic, sample chosen, and sampling process are all described. This chapter describes the data sources, collection instruments, procedures, and analysis. This chapter also explains how the data was verified for reliability and validity. Finally, ethical considerations regarding the study's objective are indicated.

Chapter Four	Field data was coded and collated for presentation in this chapter. The demographic characteristics of the respondents are shown first, followed by their justification in the study. This is followed by a presentation, interpretation, and analysis of research instrument data. In this chapter, the results of each study objective are given in various formats such as tables, themes, and graphs. Furthermore, the findings are compared to those from other similar studies.
Chapter Five	The chapter provides an overview of the study's findings, as well as conclusions and recommendations. The chapter also suggests areas for future research.

Source (researcher)

1.13 Chapter Summary

The study's focus, the impact of strategic procurement practices on the performance of humanitarian organizations, was introduced in the first chapter. It has been established that the study was motivated by organizational performance issues that limit the achievement of the organization's missions, goals, and objectives. The study's history and justification are described in the chapter. While the seriousness of the issue and the inadequacy of previous studies' solutions to the issue have justified the need for conducting the study, it has been explained in the study's background that the research has also arisen because prior researchers have never examined the influence of strategic procurement practices on the performance of humanitarian organizations from a resource-based view and dynamic capabilities perspective. The research's goals, questions, and hypotheses, as well as its importance, boundaries, and restrictions, have all been described in the chapter. To add context meaning to the research, the researcher's assumptions have been noted, along with declarations of hypotheses and definitions of key terminology that are significant to the study. Additionally, the dissertation's outline is provided. The review of the literature on the subject and the research problem is covered in the next chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter investigates the literature on the question and topic under consideration. It presents many scholars' perspectives on the topic at hand. The focus of this study is strategic procurement practice and its impact on organizational performance, particularly in the humanitarian sector. A literature review is the establishment of previous research that has been accepted for publication in the field of study to learn what other researchers have said and found in comparable studies, to expose gaps not addressed in previous studies, and to demonstrate how the current research fits into the body of existing knowledge (Saunders et al., 2016). Conducting a literature review entail accumulating a variety of material on the issue under research to construct a picture of the state of knowledge. Topics covered in the review include resource-based view and dynamic capabilities theories, organizational performance, strategic procurement, and practices, as well as the impact of these practices on the performance of humanitarian organizations.

2.1 Defining and explaining the concept procurement

As stated in the introduction chapter, procurement is valued on a global scale since it has an impact on organizational success. As a business management function, procurement ensures that an organization's external resources are located, accessible, and managed so that the organization may meet its strategic goals and objectives. The act of purchasing products and services for the government is known as procurement. Although the word indicates that procurement is only a government function, it is relevant to all organizations. Tsabora (2019) defines procurement as the process by which a company purchases the goods and services that it requires to operate and fulfill its obligations to public welfare or service delivery. This understanding of procurement highlights its significance as a management function in the humanitarian industry. Procurement processes must be both effective and efficient. According to Tsabora (2019), procurement is an important factor

for evaluating the effectiveness and efficiency of organizations, whether public, private, commercial, or non-commercial. This highlights the need of exercising caution while managing procurement operations and ensuring that procurement practices are effective and functional (Euthyme, 2021). Mak (2019) depicts the perspectives of the public and commercial sectors on procurement.

Whatever one's point of view, Mak (2019) describes it as a well-documented procedure that results in timely delivery of goods and services. Adotevi (2004) and Arrowsmith (2010) define procurement as the process of determining which commodities, services, and projects to purchase and how to pay for them. When it is done or supported by public entities, it is public. Given the nature of their work, humanitarian organizations regard procurement as an essential function. Previous public procurement study (Telgen et al., 2007) has linked poor performance of government organizations to procurement concerns, prompting public procurement to change because of both internal and external pressures. Several African studies (Mwanjumwa and Simba, 2017; Vega, 2019; Mawonde et al., 2021) have discovered that humanitarian organizations have difficulties in carrying out their missions, goals, and objectives. The researcher should conduct a comparative study because there hasn't been much research on strategic procurement practices and challenges in Zimbabwe's humanitarian sector.

2.1.1 Strategic procurement

Procurement has progressed from a clerical process expected to transform a request into a purchase order to a strategic task with the potential to create significant cost savings. Modern companies recognize that this demand paying attention to suppliers. Rather than between individual enterprises, competition today exists between networks of companies and coordinated supply chains (Monczka et al., 2019). Strategic purchasing is centered on overarching company goals and objectives. The strategic procurement processes' proactive strategy and long-term value delivery focus. It is a cyclical, all-encompassing strategy that prioritizes overall value over the traditional selection of clear cost-cutting measures. One of the primary goals of strategic procurement is to engage with suppliers who support the strategic business and operational goals (Brandon-Jones et al., 2020).

Globalization has driven businesses to improve internal processes such as supply management to remain profitable. Using data and connection to get insights and improve performance has emerged as a crucial source of competitive advantage. Gains in operational metrics eventually lead to more gains in strategic metrics. Strategic procurement was previously underinvested in, neglected, and ignored by certain organizations since management did not believe it was a value-generating activity at all. This has a huge impact on the company's overall performance. Strategic procurement bureaucrats are now often seen as decision-makers, particularly in multinational corporations. Because they save costs and ensure the availability of resources for all divisions inside enterprises (Ketchen et al., 2020).

Strategic procurement methods entail staffing the department effectively and coordinating it with senior management's strategy-focused initiatives. It is less important to be able to transact. Best-in-class organizations need procurement managers with a focus on value creation, strong interpersonal and communication skills, and the ability to think strategically. Managers must be technologically savvy and capable of simulating difficult challenges. However, if crucial soft skills are lacking, complex problem-solving talents may be insufficient. As a result, managers who mix hard and soft skills have a significant competitive edge that improves organizational operational success (Dubey & Gunasekaran, 2018). Previously, it was assumed that procurement entailed bargaining. This is no longer the case. Risk management, supplier performance management, project management, and corporate social responsibility are also included, as are in-depth spend analyses and simulations using cutting-edge technologies.

2.2 Organisational performance

Organizational performance, according to Lammert, Johnson, and Fiore (2020), is an organization's ability to carry out its mission and achieve its goals through effective management, strong governance, and a consistent commitment to obtaining the intended results. Organizational performance assesses a company's or an individual's productivity

in terms of revenue, a high-quality product, market share, growth, and survival. Organizational performance, according to Lammert, Johnson, and Fiore (2020), is an organization's ability to carry out its mission and achieve its goals through effective management, strong governance, and a consistent commitment to obtaining the intended results.

Because commodities and services, which are external resources, are essential for organizations to function properly, procurement is critical to how they operate. Today, two notions govern firm management: value and performance. Any company, according to Seifzadeh (2019), should endeavor to deliver economic value to its stakeholders. According to Seifzadeh, high-performing organizations deliver the greatest economic gain in both the short and long term. Like businesses, humanitarian organizations must deliver socioeconomic value to their clients and other stakeholders. Value creation in humanitarian organizations, on the other hand, may be threatened if procurement procedures do not allow the organization to carry out its operations successfully and efficiently. According to Seifzadeh (2019), organizations aim to increase their performance while still achieving the societal or economic purposes that underpin their existence. This is also true for Zimbabwe's nonprofit organizations, which must increase their socioeconomic value to survive. A firm must accomplish its strategic goals to be considered successful (Octavian et al. 2019). Although all organizational practices have an impact on organizational performance, the goal of this study is to examine the impact of strategic procurement practices on humanitarian organization performance.

2.2.1 Reliability

A humanitarian organization's dependability is a basic requirement. The organization's dependability demonstrates that it can supply the correct products in the right quantity and quality at the right time. In humanitarian assistance operations, products supplied by donors to victims typically move through numerous hands in logistics. It may be postponed or prone to errors for a variety of reasons. It represents the dependability of the entire humanitarian supply chain (Hana, 2019).

2.2.2 Responsiveness

The reaction time of humanitarian supply chain management is measured by responsiveness. Given that humanitarian aid organizations are frequently exposed to a variety of risk occurrences, they must respond rapidly to any unforeseen incident (Hana, 2019). According to Vega (2019), responsiveness is one of the most critical performance factors in the humanitarian relief chain.

2.2.3 Agility

The ability to deal with various levels of disaster is referred to as flexibility. In a disaster, it might measure the range and reaction time. Agility is also regarded as a growing power in a changing and unpredictable environment (Oloruntoba & Kovács, 2019). Indeed, humanitarian assistance agencies would face several uncertainties and would need to quickly adapt to the demands on the ground. It covers the upstream supply chain's flexibility, upside delivery, and upside source, which refers to the number of days necessary when the organization requires an unforeseen order.

2.2.4 Measuring organizational performance

As a result, for the purposes of this study, organizational performance will be measured in terms of goal and objective achievement, timely delivery and distribution of resources, and responsiveness, agility, and dependability of humanitarian organizations during emergencies.

2.3 Theoretical framework

2.3.1 Resource-Based View (RBV)

In 1959, Penrose presented the resource-based perspective theory (Utami & Alamanos, 2019). RBV defines resources as the tangible and intangible entities available to a firm that enable it to generate a market offering that provides value for some market segments, according to Nasan and Wiklund (2019). Competitive advantage and performance

outcomes, according to RBV, are the result of firm-oriented resources and capabilities that are difficult for competitors to imitate (Theriou et al 2019), and these resources and capabilities can only be important factors of sustainable competitive advantage and superior firm performance if they have special qualities such as being valuable, increasing efficiency and effectiveness, rare, imperfectly imitable, and non-substitutable (VRIN). RBV can help firms understand how strategic procurement procedures, which are firm-oriented capabilities that are tough for competitors to imitate and are becoming more efficient and effective, can improve core competencies and innovation potential.

Scholars have challenged this theory because of some of its flaws. According to Sabourin (2020), one of the most major drawbacks of the resource-based view is that it exaggerates an organization's profitability because it does not account for the expense of getting these resources. In this context, the availability of resources as a measure of business success will be addressed with caution to avoid overstating firm performance, particularly in terms of profitability (Meehan and Bryde 2019). Other academics have critiqued this idea for being a sustainability theory rather than a competitive advantage theory for increased performance. This means that resources are used to assure sustainability rather than improve performance, because the economic value of such resources is typically disregarded. The dynamic capabilities theory was also used by the researcher to solve the inadequacies of the resource-based viewpoint theory.

This theory's acceptability in this study is due to its strengths, which have been accepted by other researchers. Mwitango (2019) used a resource-based method to evaluate the impact of strategic procurement on the performance of Tanzanian public organizations. The impact of strategic procurement within an organization, according to the study findings, contributes equally to the success and performance of the business's operations. Wambua and Kagiri (2019) examined the impact of procurement procedures on the organizational performance of multinational enterprises in Kenya using a resource-based approach. They discovered that procurement methods help international corporations succeed in Kenya by giving them a competitive advantage, enhancing their

reputation, and cutting their costs. As a result, this hypothesis has been demonstrated to be useful in reaching the research objectives.

2.3.2 Dynamic capabilities theory (DC)

RBV theory evolved into dynamic capacities (DC) theory to compensate for its inadequacies in explaining long-term competitive advantage and superior performance in a dynamic situation. To acquire a competitive advantage, DC can be used (Teece, Pisano, & Shuen, 2019). The concept of DC theory goes beyond the idea that acquiring valuable, rare, inimitable, and non-substitutable (VRIN) resources provides a corporation with a long-term competitive advantage. Dynamic capabilities are used by organizations to integrate, marshal, and rearrange their resources and capabilities to respond to rapidly changing environments. Thus, DCs are processes that allow a company to reorganize its strategy and resources to gain long-term competitive advantages and improve performance in rapidly changing environments.

Teece, Pisano, and Shuen (2019) defined DCs as the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Thus, DCs are defined as the organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve, and die. Nonetheless, the theory has been heavily criticized, with critics citing issues such as the nature of the term itself and difficulties determining the merits of the theory's outcomes, difficulty understanding the nature of DCs, and a lack of clear models to measure these capabilities and how they affect organizational performance (Bleady et al., 2018). The concept has also been criticized for being redundant and for failing to provide a full answer to DCs and how they function (Teece, 2018). DC theory has also been hampered by a lack of clarity on its central concepts (Bleady et al., 2018).

Other academics who studied strategic procurement practices, on the other hand, put this concept into practice. Brandon-Jones (2019), for example, conducted research in Spain on the role of strategic purchasing in dynamic capability building and deployment. The research findings revealed a positive relationship between purchasing recognition,

purchasing involvement, and dynamic capability in the form of knowledge scanning from the standpoint of dynamic capability.

In Zimbabwe, no research has been conducted on the impact of strategic procurement strategies on organizational performance from the standpoint of resource-based and dynamic capacities. The researcher analyzes the impact of strategic procurement strategies on the functioning of humanitarian organizations in Harare, utilizing a resource-based perspective and dynamic capacities theory as theoretical underpinnings. According to the resource-based perspective and dynamic capabilities theory, an organization is viewed as a collection of valuable, rare, and difficult to imitate or substitute resources and capabilities that serve as the foundation of a firm's competitive advantage, and the ability to develop, reconfigure, and divest the firm's capabilities (strategic procurement practices) more effectively than competitors will result in a lasting competitive advantage that improves organizational performance. As a result, to explain performance concerns, the researcher applies the two theories to assess the impact of strategic procurement strategies on the performance of humanitarian organizations. The dynamic capabilities perspective has developed the resource-based view by arguing that the continuous transformation of resources, and more specifically knowledge resources create a unique capability that permits the generation of superior value.

2.4 The Significance of strategic procurement practices

Any firm's procurement process is critical and must be managed properly and successfully (Musau, 2018). Procurement is a vital functional activity, and its proper execution is critical to any business. The efficiency and efficacy of the procurement practice, among other things, contribute to the organization's effectiveness, as do contributions from other activities. According to (Choi, 2019), procurement rules enable organizations to obtain resources from outside providers and are vital to all organizational units. Mwanjumwa and Simba (2018) argue that procurement in organizations performs the same functions as procurement in humanitarian organizations. Humanitarian organizations desire the most possible value from their procurement processes to ensure that they have all they need to achieve their goals.

Procurement practices assist businesses in receiving high-quality commodities from the correct source at the right time and in the right quantity. The procurement process includes the quantification of goods, the selection of the best purchasing method, the creation of procurement plans displaying product specifications, purchase conditions, and quality assurance criteria, as well as the evaluation of goods and services provided by suppliers Organization Wambua (2019). Organizations, according to the National Audit Office (2019), are responsible for selecting the things and services they require, as well as how they obtain or purchase them. Any organization's buying strategies have an impact on its overall success. Strategic procurement encompasses all aspects of assessing demand for goods and services, including procuring, distributing, and storing them. Humanitarian organizations mobilize resources, and like all organizations, they must have effective and efficient procurement systems.

Because strategic procurement practices are so important, humanitarian organizations must have well-organized, effective, and efficient procurement techniques. Humanitarian organizations today operate in a global economy that necessitates rigorous procurement management to assure consistent, responsive, and agile supply of products and services. To ensure timely delivery and high-quality standards of products and services, strategic procurement procedures are essential. Several African studies (Mwanjumwa & Simba, 2017; Ellmers, 2018; Vega, 2019) show that organizations struggle to carry out their missions, aims, and objectives. According to the European Commission (2021), product and service procurement is a critical component in achieving organizations' objectives, aims, and missions. Strategic procurement practices are critical to the efficacy and timeliness of project response across industries, including the humanitarian sector (European Commission, 2021).

2.5 The Influence of strategic procurement practices on performance

The tactics and procedures that firms use to optimize their procurement processes are known as strategic procurement practices. These strategies are meant to help organizations reach their goals by improving their procurement operations. According to Orio (2020), procurement procedures in developing countries have not received the

recognition they deserve in most organizations, including humanitarian organizations. They go on to say that the lack of research focus could be attributed to a misunderstanding of strategic procurement processes and their importance and contribution to the overall performance of the firm. Similarly, there has never been comprehensive research on strategic procurement procedures in the humanitarian sector, which is why this study focuses on the humanitarian sector. According to Hana (2019), procurement practices in firms play an important role in supply chain management by ensuring that competent vendors are selected. Organizations cannot supply comparable services and goods in terms of low cost, high quality, and timely delivery unless enough suppliers are carefully selected and maintained (Moshtari et al., 2019).

According to Wambua et al., (2019) and Moshtari (2019), selecting a capable supplier is a crucial strategic concern for the productivity and efficiency of many other departments and the overall organization. According to Wanjiku (2018), procurement might result in erroneous and biased decisions, which can be costly to the organization. Many organizations in Zimbabwe have procurement management challenges (Zinyemba & Zinyemba, 2019), however research on the impact of procurement on other departments and the broader business is limited, if not non-existent. The goal of this research is to examine the impact of strategic procurement procedures on the performance of humanitarian organizations to design and advocate relevant procurement practices modifications for these organizations.

According to Eriksson and Vennström (2019), procurement practices have an impact on performance. They also claim that limiting bid invitations have a negative impact on cost performance. Jeptepkeny (2019) investigated the effect of procurement methods on performance using a case study of light construction projects at Kenya Ports Authority in Mombasa. The study's purpose was to determine how specification definition, bid invitation, bid assessment, and contract negotiation affected organizational performance. According to the findings of this study, procurement methods had a significant and favorable impact on project performance at Kenya Ports Authority.

Table 2: Strategic procurement practices used in recent studies

Author	Strategic procurement practices
Kamau and Thogori (2023)	Supplier relationship management, strategic sourcing
Mboga and Thogori (2022)	Supplier Management relationship, ICT Integration
Euthyme (2021)	Cost management, supplier influence, procurement plan management, records management
Muswere (2020)	Supplier relationship management, strategic cost management, supplier integration, early supplier involvement
Orio (2020)	Strategic supplier relationship, procurement innovation, green procurement
Moyo (2020)	strategic sourcing, supplier selection, supplier evaluation, supplier relationship management
Wambua and Kagiri (2019)	Supplier partnering, Information communication technology, strategic sourcing, procurement risk management
Wanjiku (2019)	Organizational capacity, technology utilization, supplier management,

Source: (researcher)

2.6 The Influence of supplier relationship management on organizational performance

Supplier relationship management, according to Akamp and Müller (2019), is the activity of planning, implementing, developing, and monitoring a company's relationship with current and potential suppliers. The key managerial functions of supplier management include supplier selection and evaluation, supplier monitoring, supplier development, and supplier integration. Supplier selection is seen as a vital component of effective purchasing and supply management to maintain and develop competitive advantage (Abdollahi et al., 2019). Delivery, pricing, manufacturing capabilities, service, management, research and development, financing, flexibility, reputation, relationship, risk, safety, and environment are the most mentioned considerations in supplier selection

articles (Thakur & Anbanandam, 2020). The benefits of supplier relationship management base, according to Moeller et al. (2019), include a better supplier base, the ability to deal with serious problems rapidly, operating in a more coordinated and consistent manner, and enhancing value generation for customers. As a result, supplier relationship management is a comprehensive approach that improves cooperation (at the business relationship level), coordination (at the process level), and communication (at the information systems level) between the company and its suppliers to continuously improve collaboration efficiency and efficacy while also improving quality, security, and innovation.

In her contribution, Wieteska Grayna (2020) discussed how firms could establish connections with suppliers in the face of significant market volatility. In the context of supplier relationship management, it focused on adaptation and flexibility. Flexibility in the supply chain results in an effective response to changes in supply, demand, and goods. Adaptability emerges because of coping with severe environmental changes. Flexible Purchasing and Supplier Flexibility can help you attain relationship flexibility. The main topic of Oghazi et al., (2021) is identifying potential barriers to supplier relationship management integration and proposing solutions to overcome these constraints. The literature research and subsequent empirical findings analyses reveal that supplier relationship management process integration can occur through the integration of its many sub-processes into strategic and operational aspects. Strategic sub-processes define and frame the overall process, whereas operational sub-processes are related to the executive phase of the process. In this scenario, the key potential hurdles to supplier relationship management integration are a lack of objective alignment, commitment, and trust between the manufacturer and its supplier.

2.6.2 The Influence of strategic sourcing on organizational performance

Strategic sourcing, according to Lysons and Farrington (2018), is concerned with top-level, longer-term decisions relating to high-profit, high-supply-risk items and low-profit, high-supply-risk bottleneck products and services. It is also concerned with long-term

purchasing policies, supplier base, partnership sourcing, reciprocity and intra-company trading, globalization and countertrade, capital equipment purchases, and ethical issues.

Strategic sourcing has been shown to reduce costs, boost productivity, improve quality, and increase return on investment. Strategic sourcing has been identified as a driver of firm growth. Strategic sourcing enables an organization to communicate information with its suppliers in real time to reduce material costs, minimize inventory, reduce shortages, and expedite delivery. Strategic sourcing can lower costs by integrating purchases with a small number of suppliers and providing centralized purchasing departments more negotiation strength through higher volume purchases. Strategic sourcing can also help cut purchasing order ordering expenses, lowering inventory handling costs (Rendon, 2018; Van Weele, 2018; Thomas, 2019).

Tesfaye (2019) conducted a study in Ethiopia to investigate the impact of strategic sourcing on organizational performance. Strategic sourcing was evaluated based on supplier development, long-term supplier relationships, an efficient procurement plan, and communication. The study's findings demonstrated a considerable and strong positive association between strategic sourcing and organizational performance. Simirlary, Kihanya, et al., (2020) concluded in their study on strategic sourcing and organizational performance with emphasis on Jomo Kenyatta University of Agriculture and Technology that strategic sourcing enables the organization to achieve strategic advantage while also acting as a means of alleviating a business condition or problem in a more efficient and effective manner. Finally, Yamoah and Yornu (2019) discovered that the effectiveness of Goldfields Ghana Limited strategic sourcing contributed to the company's success.

2.6.3 The Influence of strategic cost management on organizational performance

Strategic cost management, according to Lal (2019), is a scenario in which an organization's operational plan is built utilizing cost data to maintain competitive advantage. Similarly, Wang (2019) proposes that strategic cost management entails

managing costs throughout the value chain by identifying cost drivers. As a result, strategic cost management is not only for cost management, but also for revenue management, because it ensures an increase in profit maximization, customer satisfaction, and productivity, so improving an organization's total performance. This guarantees that an organization's decision-making framework is integrated with its cost information, reinforcing its overall business plan.

According to Mwangi's (2021) latest study, strategic cost management has become a fundamental corporate method because of globalization. Furthermore, he demonstrated that by employing effective and efficient cost management strategies, a business may obtain a sustainable competitive advantage through the production of goods and services at a low cost. According to Ditkaew (2019), strategic cost management is critical because it enables an organization to sustain its profits by negotiating prices with buyers, effectively controlling stocked products through correct cost estimation, reducing operational risks, and enabling the accurate prediction of activity cost control deviation of manufacturing and operations. Furthermore, he discovered that strategic cost management is favorably associated to decision-making dependability and the effectiveness of internal controls.

Phomlaphatrachakom (2019) discovered that strategic cost management had a favorable impact on cost leadership, cost advantage, and cost efficiency in his study on strategic cost management and organizational profitability, with a focus on instant foods and convenience stores in Thailand. Furthermore, it was discovered that cost advantage has a direct impact on cost leadership and cost efficiency, and that only cost efficiency has a favorable impact on organizational performance. The study also stressed the importance of paying attention to all expenditures associated with an organization's operations and organizational strategies that are critical to maintaining competitiveness and profitability.

According to Mwangi (2021), strategic cost management is a strong predictor of organizational performance. This was demonstrated in his studies on Kenyan

manufacturing enterprises. The study's findings demonstrated a substantial beneficial association between strategic cost management and the performance of Kenyan manufacturing enterprises. According to the findings of the study, strategic cost management plays a significant effect in the success of manufacturing organizations.

2.7 Conceptual framework & research hypotheses

2.7.1 Conceptual framework

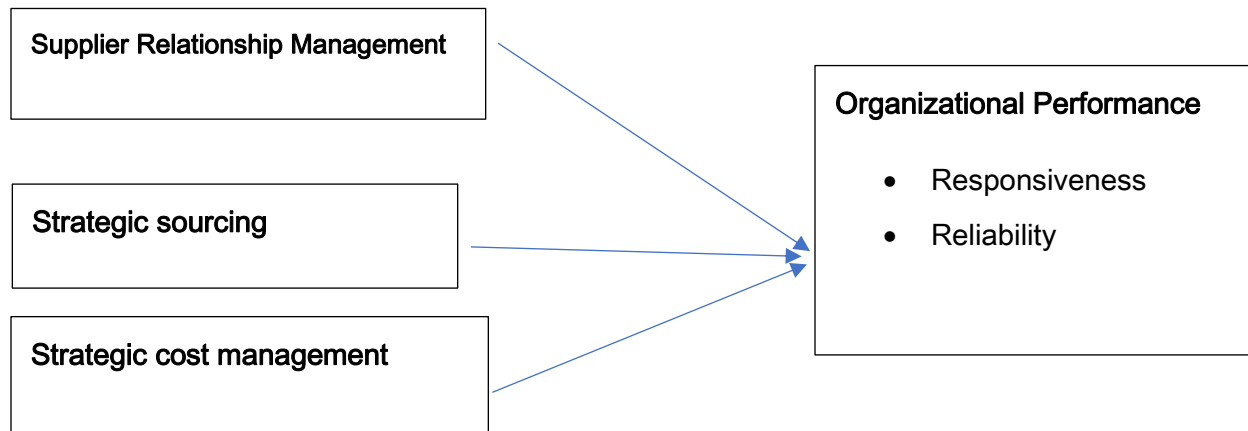
The variables are identified in a conceptual framework. It depicts the link between the study's factors (Mugenda & Mugenda, 2018). The researcher can find solutions to the study topic by analyzing the independent factors and their impact on the dependent variable, which is depicted in the form of a flowchart known as a conceptual framework. The effectiveness of other functions and the entire organization is the variable in this research, whereas the procurement functional components are the independent variables. What are the procurement unit elements that impact organizational performance? That is the main research issue motivating this study. The conceptual framework illustrated in the image below is utilized as the research framework in this study, and it is based on resource-based view and dynamic capabilities theory, which is the theoretical foundation of this study. The link between variables is depicted in a conceptual framework. It is suggested that procurement functional factors, the independent variables, determine the degree of performance of the overall performance of the organization.

Figure 2: A Conceptual Framework on the relationship between strategic procurement practices and organizational performance

Independent Variable

(Strategic procurement practices)

Dependent Variable



This study is informed by the resource-based approach and the dynamic capabilities theory, in which an organization is viewed as a collection of valuable, rare, and difficult to replicate or substitute resources and capabilities that serve as the foundation of a firm's competitive advantage. Based on the tenets of the resource-based view and dynamic capabilities, strategic procurement practices have an impact on the overall effectiveness of an organization.

The study is underpinned by main and specific research hypotheses indicated in the conceptual framework Figure 2 and are discussed below.

2.7.2 Discussion of hypotheses

2.7.2.1 Main Hypothesis

H1: There is a statistically significant influence of strategic procurement practices on performance of humanitarian organizations.

The study hypothesized that strategic procurement practices have a statistically significant positive effect on the performance of humanitarian organizations. According to Cherop (2019), strategic procurement practices in organizations play a critical role as they have a potential to improve or undermine performance. Euthyme (2021) conducted research in Rwanda on strategic procurement and public procurement performance. The purpose of the study was to investigate the relationship between strategic purchasing and public procurement performance using the Rwanda Basic Education Board. The findings of this research were that procurement influenced the performance of organizations.

2.7.2.2 Specific research hypotheses

Strategic procurement practices were expressed into three sub-variables which were of interest to the researcher. These were supplier relationship management, strategic sourcing, and strategic cost management. These constituted the research objectives and questions as well as hypotheses.

H2: There is a statistically significant influence of supplier relationship management on performance of humanitarian organizations.

The study hypothesized that supplier relationship management has a statistically significant positive influence on the performance of humanitarian organizations. From China (Dawson et al., 2019) and United Kingdom (Martin et al., 2019; Ngo et al., 2018) found overwhelming association between supplier relationship management and the performance of organisations. From the region, Wanjiku (2019), found that supplier relationship management had a positive statistical relationship on firm performance in state corporations in Kenya. This agrees with Muswere (2020) who noted that there exists

a strong relationship between supplier relationship management and performance of banking sector in Zimbabwe.

H₃: There is a statistically significant influence of strategic sourcing on performance of humanitarian organizations.

Weber et al, (2019) argue that without thorough strategic sourcing, organizations cannot provide comparable services and goods in terms of cheap cost, high quality, and timely delivery. Mawonde and Nyoni (2021) conducted study on strategic sourcing in the humanitarian sector in Zimbabwe. They concluded that strategic sourcing has a positive and significant effect on operational performance of humanitarian organisations during the Covid-19 lockdown period in Zimbabwe.

H₄: There is a statistically significant influence of strategic cost management on performance of humanitarian organizations.

Yamoah and Yornu (2019) investigated the impact of strategic sourcing on Goldfields Ghana Limited's Tarkwa-Mine. The study used a cross-sectional research design. The findings revealed that Goldfields Ghana Limited's strategic sourcing success supported the company's expansion. Ebrahimipour et al. (2019) mention, that strategic cost management lowers costs, increases customer satisfaction and competitiveness.

2.8 Empirical Literature

Corbos et al. (2023) conducted research on the impact of strategic procurement 4.0 performance on organizational competitiveness in the circular economy. The study was conducted in Romania and investigated the impact of strategic procurement 4.0 performance on organizational competitiveness in the context of the circular economy. The authors used structural equation modeling to evaluate the assumptions based on a survey of 200 manufacturing firms. They discovered that performance in strategic procurement 4.0 had a positive impact on organizational competitiveness, which was mediated by openness to the circular economy. The variables used in this study were strategic procurement 4.0 performance (supplier integration, supplier innovation, and

supplier sustainability), circular economy openness (circular design, circular sourcing, and circular use), and organizational competitiveness (cost efficiency, quality improvement, and customer satisfaction). A survey of 200 manufacturing firms was done, followed by a structural equation modeling approach, to evaluate the hypotheses. The study was conducted in Romania's industrial sector.

Moshtari et al., (2021) conducted research on procurement in humanitarian organizations. The study was conducted in Finland. The study's purpose was to examine product and service procurement, which accounts for approximately 65% of relief operations' costs, by analyzing 51 scholarly articles pertinent to procurement in humanitarian organizations (HOs). This study relied on a thorough literature assessment, which was reinforced by a series of interviews with humanitarian practitioners and suppliers of products and services. The variables investigated were procurement practices, procurement difficulties, procurement performance, and procurement strategies. Despite its importance, procurement in humanitarian operations is understudied, according to the study's findings.

Kamau and Thogori (2023) investigated the impact of strategic procurement approaches on Kenya's tier one banks' procurement performance. The goals were to explore the influence of strategic sourcing on procurement performance among Kenyan tier-one commercial banks and to identify the impact of supplier relationship management on procurement management practices across Kenyan tier-one commercial banks. Among the theories that guided the research were agency theory and contingency theory. The investigation employed a descriptive research design. The entire population accessible comprised of 175 respondents from Kenya's top commercial banks. Questionnaires were used to collect data. Semi-structured surveys were chosen because they are inexpensive and simple to administer. Supplier sourcing has a positive and significant effect on procurement performance among Kenya's tier-one commercial banks, according to the study.

Euthyme (2021) conducted research in Rwanda on strategic procurement and public procurement performance. The purpose of the study was to investigate the relationship between strategic purchasing and public procurement performance using the Rwanda Basic Education Board as an example. Cross-sectional data from 112 employees were collected using a closed-ended questionnaire. The literature review was guided by the institutional, network, and agency theories. Cost management, supplier influence, records management, and procurement plan management were the independent variables, whereas public procurement performance was the dependent variable. The findings demonstrated a positive association between strategic procurement and public procurement performance, with procurement plan management predicting influence better.

Tanzanian researcher Orio (2020) examined the Effect of Strategic Procurement Practices on the Effectiveness of the Public Sector Procurement Function. To describe the relationship with the study, the phrase "Institutional Sociology Theory" was utilized. The study used a descriptive research method to collect information by delivering a questionnaire to a sample of respondents. The researcher utilized purposeful sampling from a total sample of 50 respondents. To collect data for the study, the questionnaire and documentation review techniques were used. The study's major findings revealed that many factors, both practically and theoretically, influence strategic procurement practices in most Tanzanian public sectors, including a lack of strategic procurement training for public procurement staff and a lack of knowledge about the concept of green procurement. The study found that public organizations in Tanzania were not practicing strategic procurement due to several challenges that inhibited the adoption of strategic procurement practices and the efficacy of public procurement activities.

Similarly, Madzinga and Sibanda (2020) investigated E-Procurement as a Strategic Sourcing Tool in Zimbabwe's Beverage Industry. The purpose of this study was to examine the impact of e-procurement as a strategic sourcing strategy in the beverage industry in Zimbabwe. The authors examined the data using a quantitative survey of 57

beverage industry key stakeholders as well as descriptive statistics. E-procurement, according to the authors, enables firms to migrate toward partnership or lean supply with a smaller number of more technically savvy suppliers while also enhancing procurement efficiency and effectiveness. E-procurement (e-sourcing, e-tendering, and e-ordering) and procurement performance (efficiency, effectiveness) were variables in this study. The methodology used was a quantitative survey and descriptive statistics. The study was biased toward the beverage industry and only looked at e-procurement as an independent variable.

Mwangi, (2021) did a study to determine the impact of strategic cost management on the performance of manufacturing enterprises in Kenya. The research revealed a significant positive relationship between strategic cost management and the performance of Kenyan manufacturing firms. The study focused on transaction cost analysis theory, theory of constraints theory, and competency theory. The investigation employed a cross-sectional survey research design. The cross-sectional design was supported by the fact that data from multiple manufacturing businesses would be gathered during a specific period. The supply chain managers in charge of procurement departments in Nairobi County manufacturing businesses were the study's target audience. According to the report, manufacturing businesses should invest in strategic cost management to increase their performance.

Poku (2022) discovered that in this competitive environment, organizations invest valuable resources in strategies they believe result in organizational performance, and supplier relationship management has become increasingly important in facilitating organizational performance in his research study on supplier relationship management and firm performance conducted in Ghana. Using data from Ghanaian enterprises, the study's purpose was to analyze the impact of operational competencies on the relationship between supplier relationship management and company performance. The investigation employed a descriptive and explanatory research design. A total of one hundred persons participated in the survey. The researcher employed a reasonable

sample and a simple random selection procedure to choose firms and responders. It was revealed that the direct influence of supplier relationship management on corporate performance has a positive and significant association.

Similarly, using Delta Beverages (Pvt) Ltd as a case study, Moyo (2020) conducted research on the impact of strategic sourcing on organizational performance. The study was conducted in Zimbabwe and looked at the impact of strategic sourcing on Delta Beverages (Pvt) Ltd's organizational performance. The author used a case study approach to collect data from 50 respondents using questionnaires and interviews. Strategic sourcing increased Delta Beverages' organizational performance in terms of cost savings, quality enhancement, supplier development, and risk management, according to the author. The parameters used in this study were strategic sourcing (supplier selection, supplier evaluation, supplier relationship management) and organizational performance (cost savings, quality enhancement, supplier development, risk management). A case study method was used, along with questionnaires and interviews. Despite the researcher's efforts to include strategic procurement processes, the study lacked a more comprehensive understanding of the relationship between these variables and organizational success.

Chikwama (2019) investigated the impact of strategic procurement on the performance of Zimbabwean public sector organizations. The study was done in Zimbabwe and investigated the impact of strategic procurement on the performance of Zimbabwean public sector organizations. The author utilized a descriptive research approach and questionnaires to collect data from 100 respondents. Strategic procurement, according to the author, has a favorable impact on the performance of public sector organizations in terms of cost reduction, quality improvement, customer satisfaction, and innovation. Strategic procurement (planning, sourcing, contracting, and supplier management) and organizational performance (cost reduction, quality improvement, customer satisfaction, and innovation) were the variables examined in this study. A descriptive research design with questionnaires was employed as the methodology. The study convincingly

demonstrated the impact of strategic procurement on organizational performance, but it favored the public sector. As a result, the researcher wishes to replicate the study in humanitarian organization contexts to determine if the results are consistent.

Tesfaye (2019) used the MOHA Soft Drinks Industry in Ethiopia as a case study to evaluate the impact of strategic sourcing on organizational performance. This study evaluates strategic sourcing based on supplier development, long-term supplier relationships, an efficient procurement plan, and communication. There are also descriptive and explanatory research designs utilized. Primary data were collected from MOHA Soft Drinks Industry SC. staff using structured questionnaires. Only 87 (85.2%) of the 102 issued questionnaires obtained complete responses. The variables studied were supplier development, a good procurement plan, and communication. The three strategic sourcing elements (supplier development, an effective procurement plan, and communication) have a positive and significant impact on organizational performance, according to the findings.

Finally, Yamoah and Yornu (2019) investigated the impact of strategic sourcing on Goldfields Ghana Limited's Tarkwa-Mine. The specific goals were to determine the impact of strategic sourcing on Goldfields Ghana Limited, Tarkwa, to assess the time frame that purchasing professionals use in a specific method of strategic sourcing, to determine whether Goldfields Ghana Limited awards contracts to qualified suppliers, to determine how strategic sourcing criteria are used in awarding contracts by Goldfields Ghana Limited, and to investigate whether Goldfields Ghana Limited achieves cost effectiveness. A simple selection process was used to determine a sample size of twenty (30) respondents. The study used a cross-sectional research design. The findings revealed that Goldfields Ghana Limited's strategic sourcing success supported the company's expansion.

Table 3: Summary of literature review and research gaps

Researchers	Topic	Major Findings	Knowledge Gaps
Corbos, et al., (2023).	<i>The effects of strategic procurement 4.0 performance on organizational competitiveness in the circular economy of Romania</i>	Strategic procurement 4.0 performance had a positive effect on organizational competitiveness, mediated by circular economy openness.	The study was confined to large manufacturing companies in Romania. Study limited to supplier relationship management only.
Moshtari et al., (2021)	<i>Procurement in Humanitarian Organizations.</i> Study was conducted in Finland.	The findings of the study were that procurement in humanitarian operations remains under-examined despite its importance.	The study did not address issues of strategic procurement practices and humanitarian performance
Kamau and Thogori (2023),	The influence of strategic procurement practices on the procurement performance of tier one banks in Kenya	The study found that supplier sourcing and supplier selection has a positive and significant effect on procurement performance among tier-one commercial banks in Kenya.	The study was limited to banking industry. The study did not address strategic cost management

Orio, (2020)	analyzing the Impact of Strategic Procurement Practices on the Effectiveness of Procurement Function in Public Sector of Tanzania.	The study concluded that public organizations were not practicing strategic procurement practices due to various factors such as lack of training on strategic procurement issues hence this was hindering effectiveness of public sectors in Tanzania.	The study limited itself to the public sector. Study did not address strategic cost management and supplier relationship management
Wanjiku (2019)	To investigate the effect of strategic procurement practices on organizational performance in public organizations with a focus on Kenya School of Revenue Administration.	The study found that strategic procurement practices though varying across organizations in terms of level of implementation are necessary for the overall optimal organization performance.	The scope of the study was limited to public sector. Study limited itself to supplier relationship management only.
Mawonde and Nyoni (2021)	The efficacy of procurement strategies on operational performance of humanitarian	The study concluded that local sourcing; electronic procurement and multiple sourcing have a positive and significant effect on	The study limited itself to strategic sourcing only.

	organisations in Zimbabwe during the Covid-19 lockdown period.	operational performance of humanitarian organisations during the Covid-19 lockdown period in Zimbabwe.	
Tesfaye, (2019)	Effect of Strategic Sourcing on Organizational Performance: The case of MOHA Soft Drinks Industry in Ethiopia.	The study revealed positive and significant relationship between strategic sourcing and organisational performance.	The study did not address supplier relationship management and strategic cost management. Study confined to beverage industry.
Yamoah and Yornu (2019)	Impacts of strategic sourcing on Goldfields Ghana Limited, Tarkwa-Mine	The findings indicated that the effectiveness of Goldfields Ghana Limited strategic sourcing helped in the growth of the company.	The study limited to strategic sourcing only of being chosen as a subject. Confined to the mining sector.

(Source: researcher)

2.8.3 Research and Knowledge gap

Many existing studies have not investigated the influence of strategic procurement practices such as supplier relationship management, strategic sourcing, and strategic cost management. The studies were general. The researcher holds the view that strategic procurement practices may have a different influence on performance of humanitarian organizations. Hence existing studies show a research and knowledge gap which needs to be filled. The influence of strategic procurements practices on performance of humanitarian organisations is not known.

2.9. Chapter Summary

This chapter reviewed literature from similar previous research on strategic procurement practices and performance of organizations. It described the resource-based view and dynamic capabilities theory and used them as the basis for developing the conceptual framework developed. Research gaps were highlighted. The next chapter outlines the research methodology giving justification for the selected methodologies.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The most important focus of the preceding chapter was review of previous work by other scholars often called literature review. This current chapter is now focused on methodology of the research. As defined by Kothari (2019) research methodology describes how researchers carry out the study in terms of collecting and analyzing data to accomplish the objectives of the investigation. It describes the research philosophy, strategy and the design of the research, and their justification. It identifies and describes the target population, sampling methods and the techniques applied in drawing samples. Additionally, this chapter describes the instruments used in the data collection activity as well as the analysis and presentation procedures applied.

3.1 Recap of the study's research questions

This study sought to answer the following research questions.

- What is the influence of supplier relationship management on the performance of humanitarian organizations in Zimbabwe?
- What is the influence of strategic sourcing on performance of humanitarian organizations in Zimbabwe?
- What is the influence of strategic cost management on performance of humanitarian organizations in Zimbabwe?

3.2 Research Design

A research design is an overall plan and strategy that guides critical research decisions (Annum 2019). It specifies the technique for gathering the necessary data, the methods to be used to collect and evaluate the data, and how all of this will be used to answer the research question.

A descriptive research design was utilized in this study, which is supported by Anderson et al., (2019), who claim that descriptive research designs are popular in both business and management research since they address the questions of who, what, where, and how much in the research under study. The writer regarded descriptive research design to be useful because it enables analysis, which aids in establishing an in-depth grasp of the study problem. All the information on the variables under investigation was discovered. Furthermore, the assessment of the literature revealed that several writers in prior related studies used a descriptive research design. (Wanjiku 2019, Orio 2020, Kamau and Thogori 2023), for example, conducted related studies and used the descriptive study approach.

3.3 Research Philosophy

3.3.1 Phenomenology

According to Cresswell (2018), phenomenology analyzes an individual's views of the meaning of an event rather than the event as seen from the individual's outside perspective. According to Kothari (2019), the real acceptance of a phenomenological study is under the control of the participants just as much as the researcher. Phenomenology was used in this study to analyze the meaning linked to social reality or phenomena. The meaning that participants connected to strategic procurement procedures in connection to organizational performance was explored in this case. This study's research design used a case study technique with Humanitarian Organizations. According to Coldwell and Herbst (2019), a case study is a research tactic for a social scientist in the same way that an experiment is a research strategy for a natural scientist. For the reasons described above, the study used a case study design.

3.3.2 Positivism

The positivist philosophy was used in the research. According to Fouka and Mantzorou (2019), the research philosophy used in each study explains the nature and evolution of knowledge thought to underpin the research design. A research philosophy provides background that governs how the research should be conducted based on notions about

reality and the nature of knowledge (Annum, 2019). Positivism and interpretivism are the two major research philosophies. According to Anderson et al., (2019), these ideas represent two fundamentally distinct ways that humans make sense of the world around them: Reality is independent of researchers in positivism, and researchers can view reality objectively. Researchers select one philosophy over another based on the weaknesses or strengths of the other system.

Positivism is a philosophical system that says that certain knowledge is founded on natural phenomena and their relationships. According to (Akaranga and Makau 2019), positivism promotes numerical analysis and objectivity in research. This study sought objective judgment on the impact of strategic procurement methods on the functioning of Zimbabwean humanitarian organizations. According to the examined literature, the relationship between strategic procurement strategies and organizational performance can be measured numerically, requiring objective judgment. The study question(s), as indicated by Annum (2019), decide the philosophy to be used. The basic question that this study intended to address is objective, thus the positivist philosophy.

3.4 Target population

The research population is a profile of the most likely research subjects from which a sample can be drawn (Coldwell and Herbst 2020). Annum (2019) defined the target population as the sum or aggregate of all the items, responders, or members who meet the study parameters. The target population must be precisely specified for the research to provide results. The characteristics of a target group vary from business to business, however, there are several fundamental ideas that researchers use to determine their target population.

While the general population of the study included employees of humanitarian organizations, the target population for the study was staff from the procurement department because they are thought to be important informants. The selection of these officers was based on their extensive knowledge of strategic procurement practices used

in their respective organizations and how they impart procurement performance, which has an impact on organizational performance.

3.5 Sample Size

Sample size is a finite portion of a statistical population whose properties are researched to learn more about the entire population. It is the number of units that can be the persons who can participate in the study (Kothari, 2019). Sample size is utilized when the population under examination is too big or when time and resources are limited (Saunders et al., 2019). There are various methods for estimating sample size. These include employing a census for small populations, replicating the sample size of previous research, using existing data, and using formulas to establish sample size (Cooper and Schindler, 2019).

To achieve an acceptable level of generalization, the sample size must be sufficient that the results are typical of the research population. According to Saunders et al., (2019), sufficient sample size is critical in generalizing both qualitative and quantitative research. They both feel that if the sample size is too small, the results will be invalid or will not accurately represent the realities of the population being investigated. Larger sample sizes, on the other hand, produce reduced margins of error and are more representative. However, a relatively high sample size increases the cost and time required to conduct the research.

The sample size for the study was determined using the Krejcie and Morgan (1970) table. It claims that a sample of fifty is sufficient for a target population of forty-four (44). As a result, fifty (50) individuals from the procurement department in the humanitarian sector were chosen for this study. Moyo (2020) conducted a similar study with 50 respondents from Zimbabwe's beverage sector procurement department. In a more closely connected study, Orio (2020) targeted 56 procurement department employees in his study conducted in Tanzania.

3.6 Sampling techniques

According to Anderson et al (2019), sampling is the process of selecting a group of people for research in such a way that the people chosen to represent the entire population. Sampling methods are roughly classified as probability or non-probability. According to Kothari (2019), sampling is a statistical practice that involves the identification of individuals to provide knowledge about a certain population, particularly for statistical inference. Probability sampling is ideal in research since it ensures that everyone in the population has an equal probability of being chosen (Pace, 2021). Pace (2021) emphasizes the importance of selecting a sampling method because the type of research determines which method to use from a variety of methods such as simple random, cluster, systematic, stratified, state, or multi-stage (probability methods), or convenience, purposive, quota, dimensional, and snowball (non-probability methods). Choosing the appropriate method assists the researcher in determining how data will be gathered.

The study used simple random sampling, which means that sample members were chosen at random without replacement. The names of all procurement department personnel were placed in a bucket, and names were pulled without replacement until the sample size was reached.

3.7 Sources of data

The study gathered information from both primary and secondary sources. However, as data collection approaches, these methods offer both advantages and limitations. As the two strategies were employed concurrently, the disadvantages of each method were countered by the benefits of the other.

3.7.1 Primary data

Primary data is information gathered for the current investigation that is relevant to the current study. Kothari (2019) defines it as all data collected for the first time for the current research. In-depth interviews, observations, and questionnaire surveys are the three methodologies of primary research. Because primary data is obtained expressly for the

current study, it is not summarized and contains all the information pertinent to the study. The drawback of collecting primary data is that it is costly and time consuming.

The structured questionnaire was utilized to obtain data from the 50 sample respondents drawn from 5 humanitarian organizations in Harare. This was accomplished with the assistance of a research assistant. The acquired data was then quantitatively evaluated using SPSS.

3.7.2 Secondary data

Data used in the study may include information gathered for purposes other than the current investigation (Saunders 2019). Secondary data might be used in case studies, document reviews, essays, or initiatives. As a result, the study acquired data through secondary research methods, where the data was made available by the management of the relevant humanitarian organizations. Secondary data has the advantage of being readily available and less expensive to obtain, even though it may be irrelevant to the current investigations.

3.8 Research Instruments

The research instruments for the study are the tools available to the researcher for data collection (Kothari, 2019; Coldwell and Herbst, 2021). These are the data gathering instruments, which include the questionnaire, interview, observations, focus groups, photos, videography, and document review (Annum, 2018; Abawi, 2019; Leung, 2019). The suitability of the data collection tool used determines the validity and reliability of any research investigation.

3.8.1 Questionnaires

Questionnaires is defined by Annum (2019) as a data collection instrument that is adopted for application in normative surveys. A questionnaire can be structured or unstructured. Annum (2019) described a structured questionnaires as one in which some control or guidance is provided for the intended response. An unstructured questionnaire is a data

questionnaire which is open-ended, unrestricted questionnaire which calls for free response.

Kothari (2019) advised that the features of any measuring instrument must be valid, objective, and suitable. The research instruments were informed by the research objectives as per the reviewed literature. The methods used to collect data are dependent on the research objectives and questions (Canals ,2020).

Structured questionnaires were distributed to employees in humanitarian organizations. According to Annum (2019), questionnaires limit the respondent's choice to the set of options provided by the researcher and collect and record information from many people in a consistent way. Questionnaires enabled the researcher to get many standardized responses for comparison and analysis to produce quantitative data that was used to make an inference.

Telephone interviews were conducted with individuals who preferred to talk instead of responding using questionnaires. Telephone interviews provided the convenience of instant feedback. According to Kothari (2019), telephone interviews produce data just as precise as face-to-face interviews. They are advantageous in that they are cheaper and faster than face to face interviews, use fewer resources and allow clarification for ambiguous questions and answers. One huge setback encountered during telephone interviews were repeated calls made as calls at times went unanswered or the response was busy.

3.8.2 Interviews

A structured interview, according to Malhotra (2019), is one in which the interviewer determines the specific form and direction of the questioning before meeting the interviewee. These interviews will be conducted either in person or over the phone, depending on the respondent's availability. According to Annun (2018) and Coldwell and Herbst (2020), when conducting research interviews, the researcher must identify

prospective information sources and frame the interview interaction so that the respondent provides the necessary information. The structured interview method was used in the study. Structured interviews were mostly utilized for triangulation where it was required. However, no interviews were conducted as there was no requirement for triangulation when collecting data.

3.9 Data Collection Procedures

The researcher obtained permission from the Great Zimbabwe University which was used to obtain permission from humanitarian organizations to access their staff to obtain information. The researcher then made telephone calls to selected organisations to obtain email addresses and direct telephone line numbers of line managers and employees to send research questionnaires. After receiving these, questionnaires were emailed to respondents, who were given adequate time to respond and return the questionnaires. The researcher produced a personalized statement assuring responders that the information they provided was for academic reasons exclusively and would be treated with the highest privacy and secrecy. Participation in the study was based on the principle of free and informed consent. The researcher made use of two research assistants to ensure that all information was captured.

3.10 Reliability and validity

Validity refers to the credibility, value, and reliability of data that the evaluator and other stakeholders place on the data (Anderson et al., 2019). As a result, validity is concerned with whether the research is credible and truthful, and whether it is evaluating what it claims to examine. Data reliability, on the other hand, is concerned with the consistency, dependability, and replicability of the data acquired by the researcher.

The Cronbach's Alpha test was used to determine reliability. The data collected was analyzed using the computer statistical application SPSS 23.0. The Cronbach Alpha test was performed to assess the internal consistency of the study instrument. Internal validity measures credibility, and external validity measures the transferability of the research to

multiple situations. Internal validity indicates whether the study's findings are genuine because of how the sample was chosen or the data was evaluated. Appropriate tactics include extended contact, reflexivity, member checks, triangulation saturation, and peer review (Annum, 2019). To assess internal validity, the researcher subjected the instruments to peer review as well as constructive criticism from professionals such as the study supervisor. Humanitarian organisations were invited to review the instruments for possible random mistakes. External validity was determined by randomly selecting individuals for pilot tests. Where necessary, questions were changed, while others were dropped.

3.11 Data Presentation and analysis procedure

The data collected was analyzed using regression analysis, which allowed the researcher to determine the exact relationship between strategic procurement procedures and organizational performance in the humanitarian sector, as well as how changing one variable influences the entire. According to Anderson et al., (2019), regression analysis allows the researcher to acquire a more focused picture. Qualitative data will be presented in text format, while quantitative data will be presented in tables and charts. After collecting data, it is collated, blanks deleted, coded, and grouped into data files before being analyzed (Cresswell and Clark 2019). To analyze quantitative data, descriptive and inferential statistical approaches such as mean, weighted average, and standard deviations were used.

Possible themes for qualitative data were identified and preserved as headers for data analysis gathered through interviews. To allow for quantitative data analysis, the acquired data must be coded into a format that allows for computer analysis (Cresswell and Clark 2019). In this regard, data was coded and loaded into spreadsheets using (SPSS, version 23.0) computer software. The software-generated data enabled the researcher to provide data in a more easy and detailed manner.

3.12 Ethical considerations

Ethics in research is defined by Akaranga and Makau (2019) as the philosophical assessment of the morality of the research. Cooper and Schindler (2018) define ethics as the discipline concerned with the separation of good from bad, right from wrong. Several scholars who conducted similar studies used a variety of ethical considerations to assure the safety of the research participants. As a result, the researcher followed the directions of other researchers (Wanjika 2019, Orio 2020, Euthyme 2021, Chilunjika et al., 2022, and Kaman and Thogori, 2023) and used the following to protect participants.

3.12.1 Participants Consent

According to Ahmed (2021), for a study to be valid, participants' consent must be freely given. This means that no participant may be pressured into taking part in the study. This is referred to as voluntary engagement by Kothari (2019). Informed consent is one method of protecting a respondent's autonomy. Kothari (2019) define autonomy as the freedom to self-determination in any action based on a personal plan. The respondents were advised of their right to accept or reject full participation in the study or to reply to questions of their choosing without being forced to do so.

3.12.2 Access to participants

The researcher contacted the relevant respondents by telephone followed by emails in request for permission to access their members of staff for the purpose of obtaining information for the study. Great Zimbabwe University granted the researcher a permission letter, which was used to solicit for permission from the various respondents.

3.12.3 Respect for Privacy

Privacy, according to Akaranga and Makau (2019), is an individual's freedom to choose the time, extent, and general circumstances under which private information is disclosed while remaining private from others. An invasion of privacy occurs when an individual's private information, which may include views, ideas, records, and attitudes, is shared with others without the respondents' permission or knowledge. To protect privacy, the

researcher will keep the respondents' personal responses and personal information confidential and will only be used for the objectives of the study.

3.12.4 Confidentiality

The concept of confidentiality and anonymity is intimately tied to the respect for the respondent's dignity. According to Fouka and Mantzourou (2019), anonymity is protected when respondents' identities cannot be linked to their personal comments. The identities of respondents were not required on the questionnaires, and all returned questionnaires were only utilized for research reasons before being destroyed after the data had been analyzed and the study report had been written. Respondents' names, emails, and phone numbers were not provided to any other party, and the researcher followed the ideal of confidentiality by not using these personal details for any other reason other than research. Business telephone connections were preferred over personal mobile lines. The anonymity of group email participants was maintained by employing blind carbon copy (Bcc) when sending emails.

3.13 Chapter summary

The chapter gave an overview of the methodologies used to conduct this study. Justification for each selection was also given. The research took a mixed-method approach and collected data through questionnaires sent by email and interviews held over the phone. Data obtained was then analyzed and deductions were made. The proceeding chapter is a detailed presentation, analysis and deductions made from the collected data.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents the results and findings of the study based on the research questions. Both descriptive and inferential statistics were used to analyze the research data collected through questionnaires. Data analysis was done with the help of a computer statistics package (IBM SPSS version 23.0). The relationship between the study variables was measured statistically. In this chapter, data is presented, analyzed, and interpreted.

4.1 Response rate

Response rate refers to the percentage of people who respond to the survey (Anderson et al, 2019). Response rate measurement is important as it signifies the accuracy and usefulness of the study's findings and is the basis upon which the researcher can make valid conclusions upon which subsequent recommendations would be made. A higher response rate provides greater chances of credibility.

Table 4: *Response Rate*

Response	Frequency	Rate of response (%)
Returned	44	88
Not Returned	6	12
Total	50	100.00

(Source: Research questionnaire)

A total of 50 questionnaires were distributed to staff members and 44 questionnaires were completed and returned during a period of two weeks. Four of the respondents did not respond at all while two of the questionnaires were not used because they were not fully completed. Therefore, an 88% response rate was attained. According to Saunders et al (2010), any response rate that is above 75% is highly recommended hence 88%

response rate was adequate for the data analysis and drawing up of conclusions. This high response rate was achieved mainly because the researcher was guided by Dillman (2018)'s recommendations on how to achieve higher response rates in personally administered questionnaire surveys which includes relevant audience, pre notification of the survey and its purpose, easy to answer questions and pilot testing of survey instrument.

4.2 Demographic Data

Demographic data was collected from the respondents as guided by related studies of reviewed literature to give the readers insight on the respondents' background. Demographic data was deemed useful as it makes the analysis more meaningful for the readers. This part therefore details the characteristics of the respondents in terms of gender, position held in the company, number of years served in the organisation and level of education. Table 5 presents the demographic data for study respondents.

Table 5: Demographic data for study respondents

Demographic Data		Frequency	
Percentage %			
Gender			
Male		26	59%
Female		18	41%
Total		44	100%
Age Range (YRS)			
18-24		2	4.55%
25-34		14	31.81%
35-44		18	40.91%
45 years and above		10	22.73%
Total		44	100%
Duration of Employment			
Less than 1 year		2	6%
1-5 yrs		6	13%
6-10 yrs		11	25%

10 yrs and above		25	56%
Total		44	100%
Level of Education			
	Certificate	0	0.00%
	Diploma	5	11.36%
	Graduate	25	56.82%
	Masters Degree	12	27.27%
	PhD	2	4.55%
	Total	44	100%
Position held in the organisation			
	Coordinators	7	15.91%
	Officers	27	61.36%
	Assitants	10	22.73%
	Total	44	100%

(Source: research questionnaire)

4.2.1 Gender of respondents

Of the total respondents, 41% were females and 59% were male. Statistics show that procurement staff in Humanitarian Organisations is composed of more males than females.

4.2.2 Respondents age groups

The study had a fair representation from all age groups save for the 18-24 ranges which only constituted 4.55% of the total population. The age groups that were considered during the study were as follows; 18-24, 25-34, 35-44, 45 and above with percentage representations of 4%, 31%, 40% and 22% respectively. There was a normal distribution on the age groups of the respondents, and this indicates that any form of bias on the information that was collected was reduced, and as such the conclusions that will be inferred by this study can be rational and accurate. However, most of the unreturned questionnaires were from the 18-24 ranges. The reason being there is lack of maturity

and valuing of important issues. Most of the respondents were aged between 35-44 years followed by age group of 25-34 years.

4.2.3 Number of years respondents worked in the humanitarian sector

Results indicated that most respondents have served the humanitarian sector for over ten years. A total of 56% have over 10 years, a quarter has served between six to ten years whilst only 6% have worked for less than one year. These results increased confidence in the responses given that the respondents have had enough time to analyze the procurement practices trends in the humanitarian sector thus can proffer meaningful contributions to the research study. A very small fraction of the respondents of 6% have less than a year in the humanitarian sector this means 2 out of the 44 respondents recently joined the sector.

4.2.4 Respondents' level of education

Figure 4.4 above show that most procurement staff in the humanitarian sector hold at least a bachelor's degree. Twenty-five (25) out of the forty-four (44) respondents are first-degree holders with two (2) holding a doctorate degree. None of the respondents were certificate holders. The five (5) diploma holders could account for assistants within the procurement departments. The respondents' level of education gave confidence to the researcher in that they should be able to comprehend the research questions and proffer sound contribution to the research study.

4.2.5 Position held in the organisation

Majority of the respondents were procurement officers with a total of 61%, this was followed by procurement assistants at 23% while 16% was constituted by procurement coordinators. It was assumed that coordinators usually assign such tasks as responding to study questionnaires to their subordinates as their schedules are usually tight. Assistants could have been hesitant to provide information required by the questionnaire or it could be attributed to the fact that assistants may not have adequate information on strategic matters within their organisations.

4.4 Number of years organisation has been in operation

Figure 3: Number of years organisation has been in operation

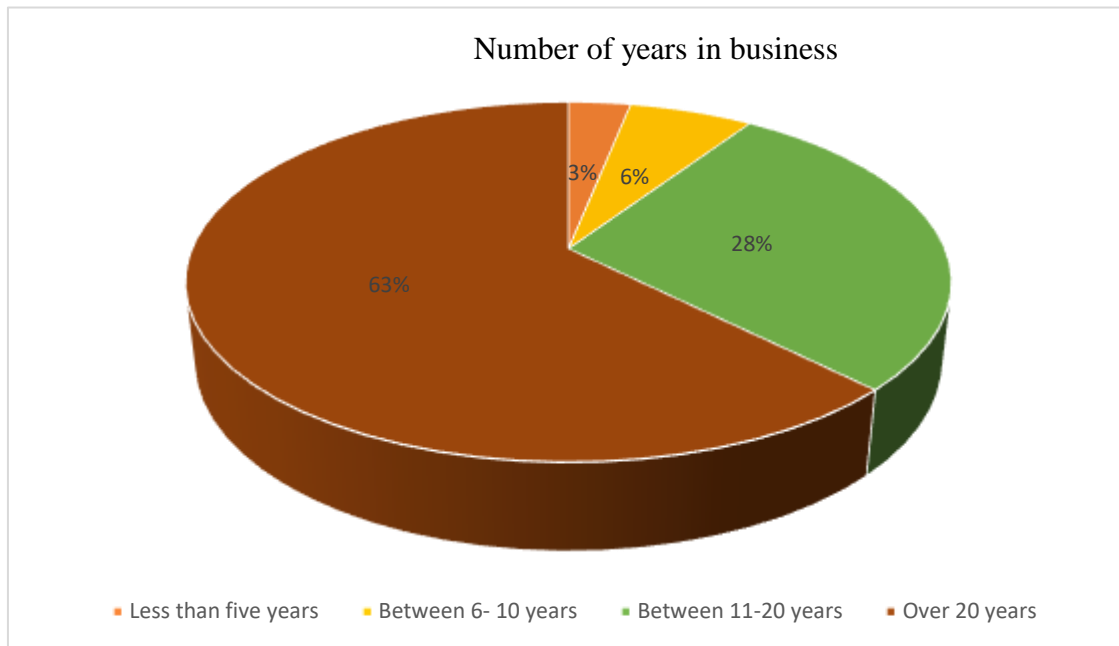


Figure 3: Number of years humanitarian organizations have been in operation.

(Source: research questionnaire)

The number of years the organisations have been in operation was considered in this study to ascertain whether the organisations have operated long enough to be able to evaluate the influence of strategic procurement practices. Most of the participating organisations have operated for over 20 years with 63% of the respondents indicating that they have been in operation for over twenty years. This means they have indeed operated for a considerable time enough to be able to evaluate the effects of strategic procurement practices on performance of the organisation in terms of both responsiveness and reliability during emergencies.

Alkilani et al., (2021) studied the influence of strategic procurement practices using three organisations that have been in operation for more than 20 years in the construction industry in Australia. His justification was also to obtain information from firms that have operated long enough to determine the effects of strategic procurement practices on

organisational performance. New entrants in the humanitarian sector are relatively few, with only 3% of the respondents indicating that they have been in operation for less than a year. This could be attributed to responses from the donor community to disasters that have been experienced lately in Zimbabwe such as cyclone Idai.

4.5 Analyzing data using descriptive statistics

The study sought to establish the strongest variable for the dimensions/ indicators of the strategic procurement practices on organisational performance. This was done by comparing the means of the variables describing strategic procurement practices namely, the supplier relationship management dimension, the strategic sourcing dimension, and the strategic cost management dimension, and as guided by questions answered in previous similar studies. To achieve this, the respondents were asked to rate their opinions on a five-point Likert scale with 1 denoting strongly disagree, 2 - disagree, 3- neutral, 4 - agree and 5 - strongly agree. Data was analyzed using descriptive statistics of mean and standard deviation. Variables with a mean close to 4.0 and above represented agreed and strongly agreed while those with a mean close to 3.0 represented “neutral” and those with a mean of 2.0 and below represented disagreed and strongly disagreed. At the same time, standard deviation was used to indicate the consensus of the respondents. The results are as shown in Table 6,7 and 8 below.

4.5.1 Ratings of Supplier Relationship Management

Table 6: Supplier relationship management ratings

Supplier relationship management	Mean	Standard Deviation	Min	Max
We have a database of pre-qualified suppliers who are reliable and efficient	4.80	1.02	Strongly disagree	Strongly agree
We have a mechanism to ensure effective feedback, consultation, and dialogue with suppliers	4.20	0.94	Strongly disagree	Strongly agree
We consider our major suppliers as a large part of the picture when developing our firm's strategy	4.01	1.05	Strongly disagree	Strongly agree
Supplier segmentation has contributed to proper management of supplier relations within the organisation	4.03	1.02	Strongly disagree	Strongly agree
We conduct continuous supplier training and engagements to facilitate increased compliance in terms of legal, contractual, corporate, and regulatory requirements.	3.80	1.01	Strongly disagree	Strongly agree

Source: Research questionnaire

The findings from Table 6 indicated that most of the respondents who participated in this study agreed to sub-constructs under supplier relationship management with a mean range of 3.80-4.80. It is interesting to note that most of the respondents strongly agreed that their organization had a data of pre-qualified suppliers who are reliable and efficient.

This sub-construct for the supplier relationship management stood out across all the surveyed employees of humanitarian organisations with the closest mean to 5 points out of maximum five points ($M=4.80$, $SD=1.20$).

The results agree with Krop and Iravo (2019) who concluded that supplier selection is one of the initiatives under supplier relationship management that should be incorporated by organizations. This is in agreement with Manyega and Okibo (2019) who reported successful supplier selection as the most important aspect and encouraged its practice in organizations interacting with suppliers as it is a source for competitive advantage. A well-managed and structured approach to supplier selection ensures that the suppliers selected have the skills and knowledge to do the job and that they are developed to their full potential.

4.5.2 Ratings of Strategic Sourcing

Table 7: Strategic Sourcing Ratings

Strategic Sourcing	Mean	Standard. Dev	Min	Max
We have implemented proper measures for risk mitigation	3.90	1.03	Strongly disagree	Strongly agree
Strategic sourcing has led to cost reduction for the organisation	4.01	0.87	Strongly disagree	Strongly agree
We undertake procurement planning to achieve growth	4.85	1.70	Strongly disagree	Strongly agree

Strategic sourcing has enhanced creation of sourcing strategies to improve efficiency of the procurement function	4.05	1.91	Strongly disagree	Strongly agree
We have strategic sourcing software which enhances sourcing function of procurement	4.20	0.87	Strongly disagree	Strongly agree

(Source: research questionnaire)

The analysis posits that strategic sourcing sub-constructs (SS1, SS2, SS3, SS4 and SS5) obtained a mean value of 3.90,4.01,4.85,4.05 and 4.20 respectively. It also received a standard deviation of 1.03,0.87,1.70,1.91,0.87 respectively. This output means that respondents agreed or strongly agreed with the sub-constructs statements. Also, the standard deviation corresponding to each subconstruct of strategic sourcing was lower than the mean, implying that data points tend to be very close to the mean.

This is consistent with Dumisani and Nyoni (2021) who in their research study on the efficacy of procurement strategies on operational performance of humanitarian organisations during Covid-19 lockdown period in Zimbabwe concluded that strategic sourcing enabled humanitarian organisations to successfully operate during the Covid 19 lockdown period in Zimbabwe. Nolan (2019) in agreement states that the shift towards strategic sourcing, enables the organisation to spread the risk of supply failure amongst multiple suppliers and enhances procurement performance which subsequently leads to improved organisational performance.

4.5.3 Ratings of strategic cost management

Table 8: Strategic cost management ratings

Strategic cost management	Mean	Standard Deviation	Min	Max
Strategic cost management enabled us to gain competitive advantage through reduced costs.	3.69	1.12	Strongly disagree	Strongly agree
We exceptionally surpassed our targets because of strategically managing costs	3.09	1.08	Strongly disagree	Strongly agree
We have managed to analyse cost information and use it to develop various interventions to achieve a sustainable competitive advantage	3.83	1.31	Strongly disagree	Strongly agree
We have been able to reduce operational costs and increase our impact and visibility	4.08	1.14	Strongly disagree	Strongly agree
We have been good stewards of resources entrusted to us and this has help improve our donor relations and trust resulting in more funding.	3.57	1.94	Strongly disagree	Strongly agree

Source: research questionnaire

From the results, the respondents strongly agreed that strategic cost management has enabled humanitarian organisations to gain competitive advantage through reduced costs. This is supported by a mean of 3.69 and standard deviation of 1.12. In addition, as shown by a mean of 3.09 and standard deviation of 1.08, respondents agreed to exceptionally surpassing targets because of strategically managing costs. Furthermore,

respondents agreed to managing and analyzing cost information and using it to develop various interventions to achieve a sustainable competitive advantage (M=3.83; SD=1.31), reducing operational costs and increasing impact and visibility (M4.08; SD=1.14) and having been good stewards of resources resulting in improved donor relations and more funding (M=3.57; SD= 1.94).

4.6 Inferential Statistics

The following sets of tests were conducted as part of inferential analysis using a computer statistical package SPSS 23.0.

4.6.1 Reliability Test

Cronbach’s alpha analysis was carried out to determine the level of reliability and validity of the test items. Reliability is described as the dependability of measurement, or the extent to which a tool measures in a similar way every time it is employed under the same situation with the same subject. The greater the score, the extra reliable the developed scale is. Bryman and Bell (2018) indicated that a Cronbach's alpha of 0.7 is an acceptable reliability.

The instrument carried four constructs that is supplier relationship management, strategic sourcing, organisational capacity, and strategic cost management against organisational performance. Table 9 below presents the results on the Cronbach’s alpha tests done.

Table 9: Cronbach’s Alpha Test

Construct	Cronbach’s Alpha score	Number of items	Comments
Supplier relationship management	0.8690	5	Reliable
Strategic sourcing	0.8133	5	Reliable
Strategic cost management	0.8475	5	Reliable

Organisational performance	0.8637	5	Reliable
----------------------------	--------	---	----------

(Source, research questionnaire)

The findings in Table 9 show that all the variables were reliable since their Cronbach Alpha value was greater than 0.7 in which the supplier relationship management had the highest Cronbach Alpha value of 0.8690 and strategic sourcing had the lowest Cronbach Alpha value of 0.8133. Hence, the study instruments were considered reliable for the purpose of answering the study objectives.

4.6.2 Test for Normality

It is common that survey data using Likert scales is not normally distributed (Zeiss et al., 2019). In this study, the Shapiro Wilk test for normality was conducted to test whether the supplier relationship management variable was normally distributed. the results were presented in Table 10 below.

Table 10: Test for Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Supplier relationship management	.099	44	.096	.954	44	.019

a. Lilliefors Significance Correction

The result shows that the p-values for the supplier relationship management is greater than 0.05 indicating that supplier management variable was normally distributed at 5% level of significance.

4.6.3 Correlations Analysis

Correlation analysis is a technique used to describe the direction and strength of the linear relationship between two variables (Pallant, 2019). Correlation analysis was done to determine the strength and direction of association between strategic procurement practices and organizational performance of humanitarian organisations in Zimbabwe.

4.6.3.1 Supplier relationship management and organisational performance

Table 11: *Supplier relationship management and organisational performance*

		Supplier relationship management	Organisational performance
Supplier relationship management	Pearson Correlation	1	.810**
	Sig. (2-tailed)		.000
	N	44	44
Organisational performance	Pearson Correlation	.810**	1
	Sig. (2-tailed)	.000	
	N	44	44

. **. Correlation is significant at the 0.01 level (2-tailed).

The results indicates that there is a very strong positive relationship between supplier relationship management and organisational performance of humanitarian organisations in Zimbabwe. This is denoted by $r = 0.810$. Using $\alpha = 0.01$, in a 2-tailed test, the decision rule is that there is a significant relationship between supplier relationship management and organisational performance as this is being witnessed by p-value of 0.00 which less than 0.01. Considering the above values, this study therefore accepts;

H₁ hypothesis- Supplier relationship management significantly affects organisational performance positively

These results confirm the findings from previous studies. For instance, (Senelwa 2019; Kathambi et al.,2019; Wanjiku, 2019), all agreed that there is a very strong relationship between supplier relationship management and organisational performance. Similarly, Kamau and Thogori (2023) reconfirmed the positive and significant influence supplier relationship management has on organisational performance. From China (Dawson et al., 2019) and United Kingdom (Martin et al., 2019; Ngo et al., 2018) found overwhelming association between supplier relationship management and the performance of organisations.

From the region, Wanjiku (2019), found that supplier relationship management had a positive statistical relationship on firm performance in state corporations in Kenya. This agrees with Muswere (2020) who noted that there exists a strong relationship between supplier relationship management and performance of banking sector in Zimbabwe.

4.6.3.2 Strategic Sourcing and organisational performance

Table 12: Strategic *sourcing and organisational performance*

		Strategic Sourcing	Organisational Performance
Strategic Sourcing	Pearson Correlation	1	.541**
	Sig. (2-tailed)		.000
	N	133	133
Organisational Performance	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	44	44

** . Correlation is significant at the 0.01 level (2-tailed)

The results from the table indicate a positive relationship between strategic sourcing and procurement performance among Humanitarian Organisations in Zimbabwe ($r = 0.830$,

$p < .01$). Using $\alpha = 0.01$, in a 2-tailed test, the relationship was significant since the p value 0.00 was less than 0.01 (significant level). In light of the above values, this study therefore accepts;

H₂ hypothesis- *Strategic sourcing significantly affects organisational performance positively*

The results of the study agreed with (Yamoah and Yornu 2019; Tesfaye 2019; Westhuizen and Ntshingila 2020; Mutanga 2021; Kamau and Thogori 2023) who posits that there is a very strong relationship between strategic sourcing and procurement performance in their respective studies conducted in various sectors within the region. In closely related studies, Mawonde and Nyoni (2021) obtained similar findings in the humanitarian sector in Zimbabwe. They concluded that strategic sourcing has a positive and significant effect on operational performance of humanitarian organisations during the Covid-19 lockdown period in Zimbabwe.

4.6.3.3 Strategic cost management and organisational performance

Table 13: Strategic cost management and organisational performance

		Strategic cost management	Organisational performance
Strategic cost management	Pearson Correlation	1	.760**
	Sig. (2-tailed)		.000
	N	44	44
Organisational performance	Pearson Correlation	.760**	1
	Sig. (2-tailed)	.000	
	N	44	44

** . Correlation is significant at the 0.01 level (2-tailed)

The results indicate a very strong positive relationship between strategic cost management and organisational performance of humanitarian organisations in Zimbabwe. This is denoted by $r=0.760$. Using $\alpha = 0.01$, in a 2-tailed test, the decision rule is that there is a significant relationship between between strategic cost management and organisational performance as this is being witnessed by p-value of 0.00 which less than 0.01.

The results confirm findings from previous studies such those conducted by (Muswere 2020). Waithira (2021) also found the same effect on strategic cost management and performance of manufacturing firms in Kenya. Results from his study showed that strategic cost management plays a significant role in the performance of firms hence organisations should invest in strategic cost management to enhance their performance. Pereira et al., (2022) attested to the same results in their study conducted in Brazil. Not to be outdone, Adigbole et al., (2020), confirms the same findings in their research on manufacturing industry in Nigeria.

4.6.4.3 Regression Coefficients

A multiple regression analysis was required for the study to ascertain the relationship between the parameters of performance of humanitarian organisations in Zimbabwe based on established hypothesis.

The regression equation for this was identified as; $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$, whereby;

Y = Organisational Performance

β_0 = Constant

X1 = Supplier relationship management

X2 = Strategic sourcing

X3 = Strategic costs management

ϵ = Error

Table 14: Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.602	.245		10.540	.000
Supplier relationship management	.380	0.70	.335	2.818	.000
Strategic sourcing	.359	.058	.591	2.874	.000
Strategic costs management	.285	.071	.437	3.916	.000

a. Dependant Variable: Organisational Performance

****Significance level of 5 percent.**

The regression coefficients presented in table 14 indicates that supplier relationship management can statistically and significantly influence organizational performance of

humanitarian organisations ($\beta=0.380$, $t= 2.818$, $p<.05$). This means that a unit increase in supplier relationship management will yield an increase in performance of humanitarian organisations in Zimbabwe by 0.380.

In the same vein strategic sourcing can statistically and significantly influence organizational performance of humanitarian organisations in Zimbabwe ($\beta = 0.359$, $t = 2.874$, $p<.05$). This means that a unit mean index increase in strategic sourcing applied increases the organizational performance by a positive mean index value of 0.359.

Additionally, strategic costs management variable can statistically and significantly influence organizational performance of humanitarian organisations ($\beta = 0.285$, $t = 3.916$, $p<.05$). This means that a unit increment in strategic costs management will certainly lead to a 0.285 increment on performance of humanitarian organisations in Zimbabwe.

These results provide the inference that supplier relationship management is more of a contributor to the performance of humanitarian organisations in Zimbabwe, followed by strategic sourcing, and strategic costs management being the least contributor to performance of humanitarian organisations in Zimbabwe.

4.6.4.4 ANOVA Test

Table 15: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.027	3	25.507	76.105	.000 ^b
	Residual	13.657	106	.129		
	Total	115.695	110			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Supplier relationship management, strategic sourcing, strategic cost management

In this study, the ANOVA test was done at $\alpha = 0.05$. The overall model was statistically significant, ($F(3,06) = 76.11$, $p < 0.05$, $R^2 = 0.82$). Therefore, the model can be used to predict the influence of strategic procurement practices on performance of humanitarian organisations in Zimbabwe.

4.6.4.5 Model Summary

Table 16: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.925 ^a	.821	.863	.10372

Multivariate regression analysis was used to assess the relationship between independent variables and the dependent variable (organisational performance of humanitarian organisations in Zimbabwe). The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables.

The r-squared for the relationship between the independent variables and the dependent variable was 0.821. This implied that 82.1% of the variation in the dependent variable (organisational performance of humanitarian organisations in Zimbabwe) could be explained by independent variables (supplier relationship management, strategic sourcing, and strategic cost management).

The strategic procurement practices (supplier relationship management, strategic sourcing, and strategic cost management) that were studied revealed that there exists a strong relationship between supplier relationship management, strategic sourcing and strategic cost management and performance of humanitarian organisations in Zimbabwe,

which is represented by adjusted R^2 . This is a clear indication that the three independent variables contribute approximately 82.1% to the performance of humanitarian organisations in Zimbabwe while factors and aspects that have not been studied in this research contribute to 17.9% to the performance of humanitarian organisations in Zimbabwe.

4.6 Chapter Summary

The chapter presented the research findings of the research study. The data presentation process involved the scanning of data as well as sifting of the collected data. Data was presented in this chapter in the form of tables, pie charts and text. The presentation of the data focused on the problems and sub-problems of the research study. The results showed a positive correlation between strategic procurement practices and organisational performance of humanitarian organisations. The next chapter presents the study's summary, conclusions, and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary, conclusions, recommendations, limitations, and areas of further studies as informed by findings from the previous chapter. The conclusions help answer the research questions while recommendations are meant for management and other stakeholders as outlined in the significance of study section. The chapter also suggests areas for future studies.

5.1 Summary of findings

The main objective of the study was to investigate the influence of strategic procurement practices on the performance of humanitarian organizations in Zimbabwe, with a focus on Harare Province. To answer the research questions, the researcher measured strategic procurement practices in terms of supplier relationship management, strategic sourcing, and strategic cost management. On the other variable, organizational performance was measured in terms of responsiveness and reliability. Most respondents were male with 59% and 41% female. Inquiry on the position level of respondents indicated that the bulk of them were officers in the procurement department. Coordinators and assistants also participated in this study. Most of the participating organizations have been operational for over 20 years and more than half of the participating staff have worked in the humanitarian sector for more than 10 years. The study revealed that there was a positive very strong positive relationship between strategic procurement practices and organisational performance of humanitarian organisations and that the supplier relationship management, strategic sourcing and strategic cost management contribute approximately 82.1% to the performance of humanitarian organisations in Zimbabwe while factors and aspects that were not studied in this research contribute to 17.9% to the performance of humanitarian organisations in Zimbabwe.

5.2 Conclusions of the study

5.2.1 Supplier relationship management and organizational performance

In the first objective, the study sought to find out the influence of supplier relationship management on performance of humanitarian organizations in Zimbabwe. Based on the findings of this study, the researcher concludes that supplier relationship management has a positive and significant influence on performance of humanitarian organisations in Zimbabwe.

5.2.2 Strategic sourcing and organizational performance

In the second objective, the study sought to determine the influence of strategic sourcing on performance of humanitarian organizations in Zimbabwe. Findings revealed that strategic sourcing has a positive influence on performance of humanitarian organizations in Zimbabwe.

5.2.3 Strategic cost management and organisational performance

In the third objective, the study sought to determine the influence of strategic cost management on organizational performance of humanitarian organisations in Zimbabwe. From the findings, the study established that strategic cost management has a positive and statistically significant influence on organisational performance.

5.3 Hypothesis Testing

Table 17: *Hypothesis testing*

Hypothesis	Decision
H ₁ : There is a positive relationship between supplier relationship management and organizational performance	Accept
H ₂ : There is a positive relationship between strategic sourcing and organizational performance	Accept

H ₃ : There is a positive relationship between strategic cost management and organizational performance	Accept
--	--------

5.3 Recommendations

The positive and significant effect of strategic procurement practices on organisational performance reveals that humanitarian organisations should consider strategic procurement practices as a sustainable strategy for competitiveness. The following recommendations are therefore suggested:

5.3.1 Supplier relationship management and organizational performance

The study established that supplier relationship management has a statistical significance on performance of humanitarian organisations, hence,

- Humanitarian organisations are recommended to aim at developing and maintaining long-term relationships with the suppliers by having mechanisms that ensure effective feedback, consultation, and dialogue with suppliers. This is in the best interest of humanitarian organisation in view of the critical roles they perform and the huge uncertainty in demand and supply as well as the pressure to provide services timely during crises.
- Humanitarian organisations are recommended to continuously engage with suppliers through capacity buildings, continuous supplier training to facilitate increased compliance and improve product design and quality.

5.3.2 Influence of strategic sourcing on organisational performance

The study established that strategic sourcing has a positive influence on performance of humanitarian organisations, thus;

- Humanitarian organisations are recommended to adopt supplier optimization policies and sourcing strategies that improves efficiency and reduces costs of the

procurement function to ensure that delays resulting from the procurement process are corrected and the organisation can positively influence its performance through procurement department.

5.3.3 Influence of strategic cost management on organisational performance

The study established that strategic cost management has a positive influence on performance of humanitarian organisations, therefore;

- Humanitarian organisations are recommended to evaluate their strategic procurement practices in terms of cost management, analyse their cost information and use it to develop strategies to reduce costs and gain competitive advantage. Cost management is very crucial in view of the donor fatigue characterizing the humanitarian sector. Funding partners now prefer to engage organisations that are good stewards of resources entrusted to them thus it is in the best interest of humanitarian organisations to seriously embrace strategic cost management as a procurement practice.

5.4 Limitations

This study faced a few limitations such as limited time, and types of strategic procurement practices under study. The study was carried out over a period of five months from January to May 2023. Out of the various types of strategic procurement practices organizations can employ, this study focused on only three that is, supplier relationship management, strategic sourcing, and strategic cost management. As a result of these limitations, the study makes recommendations for future areas of study.

There was a lack of maximum cooperation from the staff during data collection phase of the study. However, the researcher managed to convince employees of the organizations and outsiders of the importance of their contribution to the study and the researcher managed to obtain relevant information that resulted to the attainment of the objectives of the study.

5.5 Areas of further study

Given the limitations of this study, the researcher recommends future studies focus on the entire humanitarian sector to increase the knowledge base. This study only focused on three types of strategic procurement practices whereas literature revealed more strategic procurement practices such as contract management, technology utilization, and organizational capacity. Considering such revelation, future studies should also seek the influence of other strategic procurement practices in the humanitarian sector as the study revealed that supplier relationship management, strategic sourcing, and strategic cost management could only explain 82.1% of performance among humanitarian organizations in Zimbabwe.

5.6 Chapter Summary

This chapter marks the end of the study by presenting a summary of the research findings, conclusions, and recommendations. Considering the study conclusions and recommendations, areas for future studies were highlighted.

REFERENCES

- Agarwal, S., Kant, R., & Shankar, R. (2019). Humanitarian supply chain management frameworks: a critical literature review and framework for future development. *Benchmarking: An International Journal*, 26(6), 1749–1780.
- Akaranga, S. I. and Makau, B. K. (2019). Ethical Considerations and their Applications to Research: A Case of the University of Nairobi. *Journal of Educational Policy and Entrepreneurial Research*, 3 (12): 1 - 9.
- Alam, Sharif and Gonzales (2018): Procurement Systems in Selected Institutions/Sectors in Bangladesh: A Critical Analysis.
- Anderson, Sweeney & Williams (2020): Statistics for Business and Economics 11th Ed. South Western, Cengage Learning, USA
- Anderson, J. C., Thomson, J. B. L., & Wynstra, F. (2020). Combining value and price to make purchase decisions in business markets. *International Journal of Research in Marketing*, 17 (4), 307–329.
- Annum, G. (2019). *Research Instruments for Data Collection*. Retrieved May 25 05, 2023, from <http://www.campus.educadium.com>resinstrsemi>
- Bleady, A., Ali, A.H., Ibrahim S.B. (2018) Dynamic Capabilities Theory. Pinning down a shifting concept. *Academy of Accounting and Final Studies Journal*. Volume 22, Issue 2.
- Barney, J. B. (2019). Purchasing, supply chain management and sustained competitive advantage: The relevance of resource-based theory. *Journal of Supply Chain Management*
- Brandon-Jones, A_ and Knoppen, D_ (2020), "The role of strategic purchasing in dynamic capability development and deployment: A contingency perspective", *International Journal of Operations & Production Management*, Vol. 38 No. 2, pp. 446-473.

Calvi, R., Servajean-Hilst, R. (2020) Shades of the Innovation-Purchasing function – the missing link of Open Innovation. *International Journal of Innovation Management*, World Scientific Publishing.

CIPS. (2020). *Supplier Performance Management: Monitoring the Performance of Suppliers*. Retrieved from Chartered Institute of Purchasing and Supplies: <https://www.cips.org/en/knowledge/procurement-topics-and-skills/srm-and-sc-management/supplier-relationship--management/supplier-management/>: (accessed 10 March 2023).

Coldwell, D. and Herbst, F. (2023). *Business Research*. Cape Town: Juta and Co. Ltd.

Cooper, D. and Schindler, P. S. (2023). *Business Research Method* (12 ed.). New York: McGraw-Hill.

Corbos, R.A., Bunea O.I, Jiroveanu, D.C.(2023).The Effects of Strategic Procurement 4.0 Performance on Organisational Competitiveness in the Circular Economy. *Logistics 2023*

Cresswell, J. W. (2018). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. London: Sage Publication Limited.

Deloitte. (2020). Supplier Relationship Management (SRM) Identifying and maximising the value of strategic supplier partnering. London, UK. Retrieved from Deloitte: <https://www2.deloitte.com/content/dam/Deloitte/ch/Documents/process-and-operations/ch-en-operations-supplier-relationship-management.pdf>: (Accessed on 8 May 2023)

Euthyme M.,(2021).Strategic Purchasing and Performance of Public Procurement in Rwanda.A case of Rwanda Basic Educatuion Board.

Fouka, G. and Mantzorou, M. (2019). What are the major Ethical Issues in Conducting Research? Is there a conflict between the Research and the Nature of Nursing? *Journal of Science Health*, 5(1): 3 - 14.

Handfield, R.B., Monczka, R.M., Giunipero, L.C. and Patterson, J.L. (2019), *Sourcing and Supply Chain Management*, 5th ed., South-Western Cengage Learning, Boston, MA.

Hana, D., (2020). The effects of the Covid-19 pandemic on humanitarian aid operations in Jordan. Brattleboro, Vermont, USA.

Johnson P.F., Leenders M.R., McCue C. (2018): A comparison of purchasing's organizational

Kamau J.and Thogori, M.(2023).Influence of Strategic Procurement Management Practices on Procurement Performance of Tier One Commercial Banks in Kenya. *International Journal of Social Science Management and Entrepreneurship*, 7(2023), 236-248.

Krejcie, R. V., and Morgan, D. D. W., (1970). Determining sample size for research activities. Educational and psychological measurement.

Vega, D., (2019). Case studies in humanitarian logistics research. J. Humanitarian. Logistics. *Supply chain management*.

Kihanya T.W. Wafula , M.K., Ojiambo Onditi , E. ,Munene A.M.(2019): The Role of Strategic Sourcing on Organization's Performance: A Case Study of Jomo Kenyatta University of Agriculture and Technology. *International Journal of Scientific and Research Publications*, Volume 5, Issue 5, May 2015.

Kotula, M., Ho, W., Dey, P., & Lee, C. (2019). Strategic sourcing supplier selection misalignment with critical success factors: Findings from multiple case studies in Germany and the United Kingdom. *International Journal of Production Economics*, 166, 238-247.

Kothari, C. (2019). *Research Methodology and Technique*. New Dehli: New Age International

- Lin, W. (2019). Agnostic notes on regression adjustments to experimental data: Re-examining Freedman's critique. . *The Annals of Applied Statistics*, 7(1), 295-318
- Lysons, K., & Farrington, B. (2018). *Procurement & Supply Chain Management, 9th ed.* UK: Pearson.
- Manyega, V., & Okibo, W. (2019). Effects of Supplier Selection on Procurement Performance of Public Institutions A Case Study of Kisii County, Kenya. *International Journal of Economics, Commerce and Management United Kingdom*, 3(9), 595-610.
- Mawonde, D. and Nyoni, J., (2021). The Efficacy of Procurement Strategies on Operational Performance of Humanitarian Organisations during Covid-19 lockdown period in Zimbabwe. *International Journal of Research and Innovation in Social Sciences*. 11(2021)2454-6186.
- Miemczyk, J., Johnsen, T.E. and Macquet, M. (2019), "Sustainable purchasing and supply management: a structured literature review of definitions and measures at the dyad, chain and network levels", *Supply Chain Management: An International Journal*, Vol. 17, No. 5, pp. 478-496.
- Monczka, Robert M & Moczka, Robert M. & Handfield, Robert B & Gjunipero Larry C & Patterson, James L (2018): *Purchasing and Supply Chain Management* (sixth edition). Boston, MA Cengage Learning.
- Monczka, R. M., Handfield, R. B., Guinipero, L. C., Patterson, J. L., & Waters, D. (2020) *Purchasing & supply chain management*. London: Cengage
- Mogre, R. and Lindgreen, A. and Hingley, M. (2019) Tracing the evolution of purchasing research: future trends and directions for purchasing practices.' *Journal of business and industrial marketing*

Mwangi, N. W. (2021). Influence of Procurement Cost Optimization on Performance of Manufacturing Firms in Kenya *International Academic Journal of Procurement and Supply Chain Management*, 3(2), 193-214.

Musau E. G. (2019): Determinants of Procurement function and its Role in Organizational Effectiveness: *Journal of Business and Management*.

Mwanjumwa G. & Dr. Simba F.T, (2019): Factors Influencing Procurement Performance in Humanitarian Relief Organisation, *International Journal of Scientific and Research Publications*, Volume 5, Issue 9.

Nason R.S. & Wiklund J. (2018): An Assessment of Resource-Based Theorizing on Firm Growth and Suggestions for the Future: *Journal of Management*.

Nikolaos G. Theriou, Vassilis Aggelidis, Georgios N. Theriou (2019): A Theoretical Framework Contrasting the Resource-Based Perspective and the Knowledge-Based View

Olga Anisimova (2019): *Journal on Quality Management in Purchasing*

Orio G.J. (2020): Analyzing the impact of Strategic Procurement Practices on the effectiveness of procurement function in public sector. *International Journal of Creative Research Thoughts: Volume 8, ISSN 2320-2882*.

Poucke V. E., Van Weele, P. Matthyssens (2020): The interrelationship between purchasing maturity, internal customer satisfaction and purchasing performance: an empirical case study

Poucke V.E Paul Matthyssens (2019): The development of Purchasing Maturity and its impact on internal service quality and supplier satisfaction, Antwerp Belgium.

Ruiz de Lira, J. M. (2020): The strategic role of the purchasing function - Strategic alignment: Stockholm, Sweden

Saunders, M. L. (2019). Research methods for business students. New Delhi: Pearson Education Limited 5th Ed.

Sharif-ul-Alam A. and Gonzales R. (2018): Procurement Systems in Selected Institutions/Sectors in Bangladesh: A Critical Analysis.

Shaw, F.N. (2019), The Power to Procure: A Look inside the City of Austin Procurement Program, Applied Research Projects, Texas State University.

Shitseswa E. Ayub & Jackline Akoth Odero (2018): Effect of procurement practices on procurement performance of public sugar manufacturing firms in Western Kenya: *International Journal of Management Research & Review*. IJMRR/April 2017/ Volume 7/Issue 4/Article No-15/521-535

Schweiger J. (2020): Development of a Purchasing and Supply Management Maturity Framework: *Journal on Operations and supply chain Management* Vol. 8.

Teece D. (2019): Dynamic capabilities as (workable) management systems theory: Cambridge University Press and Australian and New Zealand Academy of Management.

United Nations Development Programme (2021). Policy Brief. A preliminary assessment of the socio-economic impact of coronavirus (Covid-19) on Zimbabwe.

Van Weele, A. 2019. Purchasing and supply chain management – Analysis, Planning and Practise. Surrey: Thomson Learning.

Van Weele, A., Van Raaij, E. (2018): The Future of Purchasing and Supply Management Research: About Relevance and Rigor. *Journal of Supply Chain Management*.

Walter Nyamongo Mokogi, Dr. Christopher Mairura, Dr. Kepha Ombui, (2019): Effects of Procurement Practices on the Performance of Commercial State Owned Enterprises in Nairobi County *International Journal of Scientific and Research Publications*, Volume 5, Issue 6, June 2019

Wanjiku F. (2019). Effects of Strategic Procurement Practices on Organisational Performance in Public Organisations. A case of Kenya Scholl of Revenue Administration.

Wambua, C.M. and Kagiri, A. (2019). Effect of Procurement practices on organisational performance of multinational corporations in Kenya. A case of Oracle Technology Kenya Limited. *The Strategic Journal of Business and Change Management*. Vol 6, 5(2019) page 1061-1078; 2312-9492.

World Food Programme (2020). Update on the impact of Covid-19 on food and nutrition security in West and Central Africa.

Zeis, C. *et al.* (2019) 'Goodness-of-Fit Tests for Rating Scale Data: Applying the Minimum Chi-Square Method', *Journal of Economic and Social Measurement*, 27(1, 2), pp. 25–39.

Zica, R. M. F., Gonçalves, C. A., Martins, H. C., & Gonçalves, M. A. (2018). The resource-based theory and its adherence to a superior performance strategy: An analysis in small companies in Brazil. *Corporate Ownership & Control*, 13(3-3), 434-444. <http://doi.org/10.22495/cocv13i3c3p2>. (Accessed on 10 February 2023)

Zweygarth, M. (2021) Procurement policies and requirements: JOINT UNICEF, UNFPA & WHO meeting with manufacturers, Copenhagen.

APPENDIX 1: LETTER OF INTRODUCTION FROM GREAT ZIMBABWE UNIVERSITY



Munhumutapa School of Commerce

Department of Management Studies

P O Box 1235

MASVINGO

Tel: 0867700803s

Mashava Campus

MASVINGO

E mail: manageinentstudiess@gzu.ac.zw

GREAT ZIMBABWE UNIVERSITY

2 March 2023

TO WHOM IT MAY CONCERN

Dear Sir / Madam

RR: APPLICATION TO UNDERTAKE RESEARCH IN YOUR ORGANISATION

This letter serves to confirm that **Jesca Chikopa**, Registration Number **M156847** is a student undertaking a Master of Commerce Degree in Strategic Management at this University and is required to undertake a dissertation on a relevant topic in terms of qualifying requirements of the degree program.

His/Her topic is:

Accessing the influence of Strategic Procurement Practices on the performance of Humanitarian Organisations in Zimbabwe. A case of Harare Province.

You are kindly requested to allow the student to undertake this research in your organization.

Strict research ethical considerations will be taken into account.

Thank you.

A handwritten signature in blue ink, appearing to be 'J. Marumbwa', written over a dotted line.

J. Marumbwa
CHAIRPERSON



APPENDIX 2: SURVEY QUESTIONNAIRE

AN ASSESSMENT OF THE INFLUENCE OF STRATEGIC PROCUREMENT PRACTICES ON PERFORMANCE OF HUMANITARIAN ORGANISATIONS IN ZIMBABWE. A CASE OF HARARE PROVINCE

Study Information

The aim of this questionnaire is to collect data from procurement employees at humanitarian organisations in Zimbabwe to assess the influence of strategic procurement practices on performance of humanitarian organisations in Zimbabwe. The responses you give will be treated with utmost confidentiality and for academic purposes only.

Concerns

The writer re-assures you that all responses you provide will be kept confidential and stay anonymous. This survey should take less than five minutes to answer. Participation is at the respondent's free consent. Respondents are free to withdraw from the study at any time as they see fit and will not be held to account.

Gratitude

Your time and effort spent in responding to this questionnaire is greatly appreciated.

Thank you very much.

Jesca Chikopa

Section A. Demographic Details

Please tick where appropriate

1. Gender of respondent

Male	
Female	

2. Position held in the organization

Coordinator	
Officer	
Asssitant	

3. Number of years worked in the humanitarian sector

Less than one year	
Between 1 - 5 years	
Between 6-10 years	
Over ten years	

4. Highest level of education

Certificate	
Diploma	
Bachelors	
Masters	

PhD	
-----	--

SECTION B

Section B1: Strategic procurement practices

The following relate to strategic procurement practices which organisations can adopt, indicate the extent to which you have applied the following practices.

	Not applied at all	Rarely applied	Mostly applied
Supplier relationship management			
Strategic sourcing			
Strategic costs management			

Section B2 Influence of strategic procurement practices on performance

The following relate to possible influence of strategic procurement practices on performance of humanitarian organizations. Indicate the extent to which you agree or disagree with the following variables.

Use the scale given below to answer questions in this section.

1= Strongly disagree, 2 =Disagree, 3= neutral, 4 = agree, 5 = Strongly agree

Please tick where appropriate

Supplier relationship management	1	2	3	4	5
We have a database of pre-qualified suppliers who are reliable and efficient					
We have a mechanism to ensure effective feedback, consultation, and dialogue with suppliers					
We consider our major suppliers as a large part of the picture when developing our firm's strategy					
Supplier segmentation has contributed to proper management of supplier relations within the organisation					
We conduct continuous supplier training and engagements to facilitate increased compliance in terms of legal, contractual, corporate, and regulatory requirements.					
Strategic sourcing					
We have implemented proper measures for risk mitigation					
Strategic sourcing has led to cost reduction for the organization					
We undertake procurement planning to achieve growth					
Strategic sourcing has enhanced the creation of sourcing strategies to improve the efficiency of the procurement function					

We have strategic sourcing software which enhances the sourcing function of procurement					
Strategic cost management					
Strategic cost management enabled us to gain competitive advantage through reduced costs.					
We exceptionally surpassed our targets because of strategically managing costs					
We have managed to analyse cost information and use it to develop various interventions to achieve a sustainable competitive advantage					
We have been able to reduce operational costs and increase our impact and visibility					
We have been good stewards of resources entrusted to us and this has helped improve our donor relations and trust resulting in more funding.					

SECTION C

Use the scale given below to answer questions in this section.

1= Strongly disagree, 2 =Disagree, 3= neutral, 4 = agree, 5 = Strongly agree

6 a. Our organisation responds to emergencies:

	1	2	3	4	5
Within a week					
Within Two weeks					
Within a month					

6 b. We always have relief consumables within our warehouses

	1	2	3	4	5
Always					
Occasionally					
Rarely					

END OF QUESTIONNAIRE