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Relationship between Green Procurement and Performance of Bamburi Cement Plc in Kenya

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Abstract
Green procurement guarantees that corporate and governmental initiatives are effective in increasing market share, improving a company's brand, image, and profitability, and making operations greener. Organizations need to adopt Green procurement practices to manage and enhance their performance. However, the link between Green procurement and organizational performance remains inconclusive. This study, therefore, examined the relationship between green procurements and performance of Bamburi Cement PLC in Kenya and economic sustainability as an intervening variable. The study's particular objective is to assess the influence of green procurement practices on Bamburi Cement PLC's performance. Theories used in the study are Natural Resource-Based View Theory and Stakeholder Theory. A descriptive survey was employed and the target population was Managers and Supervisors of Bamburi Cement PLC in Kenya. Census was used in this study since the targeted population was 110. Closed ended questionnaires was the research instrument. To ensure the reliability of the instruments, the researcher conducted a pilot study at Rai Cement and employed the test-retest technique to identify any weaknesses. Quantitative data was analyzed using both descriptive and inferential statistics. The data was then presented through frequency tables and pie charts. The findings indicate a strong emphasis on utilizing environmentally friendly materials, as reflected by the notably high mean score of 4.0761 and a relatively low standard deviation of 1.45773. Similarly, the integration of environmental criteria into supplier assessment systems received a moderately high mean score of 3.8835, suggesting a proactive approach to supplier evaluation. The conclusion is that Green Procurement had a positive, linear and significant (p-value is less than 0.01) with the Organizational Performance. It accounted for 25.0% (R^2 = 0.250) variations in the Organizational Performance. It is recommended that organizations should prioritize the adoption of environmentally friendly procurement practices.

Keywords: Green Procurement, Economic Sustainability, Performance

Introduction

Worldwide organizations, manufacturing corporations are growing increasingly aware of the threat posed by environmental issues like depletion of resources, climate change, carbon emissions, and the usage of hazardous materials. Because of this unsettling, activists and policymakers have pushed for green initiatives, and several businesses, especially industrial companies worldwide, have responded by implementing green supply chain policies. Breen and Xie, (2012). The hardship of biological system administrations is diminishing the improvement of valuable open doors and could compromise future human prosperity. With ecological issues, for example, a dangerous atmospheric devation, ozone consumption, strong garbage removal and air contamination on the ascendency, business associations are viewed as the wellspring of the vast majority of natural issues (Rozar, Mahmood, Ibrahim, and Razik, 2013) [25]. A significant area of tasks on the board is the store network, which hugely affects the climate as far as emanations, contamination, local area wellbeing chances, and so on. These days, organizations are

endeavoring to lessen their negative ecological impacts by integrating natural contemplations into their store network processes.

Because of the cooperation between the systems, suppliers, and consumers, GSCM reduces greenhouse gas emissions and helps to detect and resolve supply chain sustainability concerns. Boon-itt, Wong, and Wong. (2018) [34] Thus, the definition of "green supply chain management" is the incorporation of environmental considerations into all aspects of supply chain management, such as product design, procurement and selection of raw materials, manufacturing procedures, delivery of the final product, and management of the product's end of life. Chang, Kenzhekhanuly, and Park (2013) [2] assert that environmental planning is an important business endeavor since implementing it may have long-term benefits and costs.

Eco-packaging, for instance, improves the quality and profitability of a company's products by shielding food from biological microbes, light, moisture, and air. Additionally, it offers information about the food product and its identification and shields food from physical harm (Siracusa & Rosa, 2018; Orzan, Francisca, Teodora & Giorgiana. (2018)) [29, 22]. Green activities, such as cutting waste and energy expenditures, may directly enhance organizations' reputations and finances. Foerstl, Schaltenbrand, and Schmidt, (2017) [30] said that by implementing environmental efforts, businesses can gain market share, improve their reputation, and increase efficiency. Alternatively, businesses risk losing money on operational and regulatory compliance fees. However, organizations are not only focused on cost and benefit considerations; they are also pressuring businesses to adopt environmental practices as part of implementing their environmental plans. As a result, companies and their supply chain partners are putting in more effort to reduce the environmental impact of their operations and are shifting toward more proactive strategies to address adverse environmental effects within their supply chains.

Zelbst, Green, Meacham, and Bhadauria, (2012) [6] concur that green supply chain management techniques enhance operational and organizational performance in addition to financial and environmental performance. According to Wan Hasrulnizzam *et al*. (2013) [16], implementing GSCM strategies enhances an organization's environmental protection efforts while also bolstering its financial stability. Three trajectories of organizational performance measurements-environmental, economic, and social, were distinguished by Teuteberg and Wittstruck (2010) [33]. Measuring the overall effectiveness, efficiency, and performance of an organization requires a thorough understanding of its dimensions. This study examines the influence of economic sustainability on the relationship between Green procurement and the organizational performance of Bamburi Cement Plc.

Organizational Performance is thus the concept of measuring the output of a particular process, and molding the process thus increases the output, efficiency or the effectiveness of the process. Accordingly, components of improved business performance include flexibility, removing waste from manufacturing processes, and satisfying customer expectations for prompt and high-quality delivery of goods and services (Green, Zelbst, Meacham and Bhadauria, (2012)) [6].

Numerous studies investigating the relationship between GSCM and organizational performance have focused on operational, economic, environmental, and social outcomes. However, these studies have largely restricted the performance framework to other GSCM practices, often evaluating organizational success only through financial performance. This approach overlooks green procurement, obtaining a comprehensive understanding of the overall impact of all GSCM practices on an organization's performance metrics has been challenging. This study aims to provide a comprehensive overview of green procurement as an element of GSCM practices and organizational performance factors, considering additional intervening variables that are also intertwined in the performance framework. A thorough understanding and conceptualization of the aspects of Organizational Performance relative to the necessary inputs that influence it are crucial for assessing overall Organizational Performance and effectiveness from multiple dimensions.

Many early researchers (Wong, Wong, Boon-itt, 2018) [34] have defined GSCM practices by categorizing them into internal and external dimensions, including internal environmental management, green purchasing, ecodesign, collaboration with customers, and investment recovery. This classification is a response to the foundational studies conducted by Zhu and Sarkis (2004) [38] and Zhu, Sarkis & Lai, (2008) [39]. This approach overlooks the close link between internal and external environmental management techniques, even if it makes the distinctions between them simpler to comprehend.

To construct greener supply chains, for instance, businesses in highly developed countries such as Germany are trying to develop closed-loop systems (Seuring, 2014). The resources that are produced and the planning cycle that guarantees the business's sustainability and the overall decrease in waste make up their core. Streamlining processes from the procurement of raw materials to the delivery of finished goods to the end consumer, along with developing effective systems to track all the information and resources used throughout the process, are considered key competitive advantages (Zhu and Sarkis, 2013).

Similar to this, many US firms are adopting and promoting green cycles (such as green buying, green assembling, green bundling, and green production) in light of the expenditure reserve funds, hence advancing the execution of store networks (Seuring, 2014). These various approaches are employed alongside those designed to enhance productivity and increase profits, as organizations may adopt environmentally conscious practices when they have the resources to do so (Toke, Gupta and Dandekar, 2012) [32].

In Turkish healthcare companies, Sari & Yanginlar (2015) [26] looked at the connection between business performance and green logistics methods. Reverse logistics, green distribution and marketing, and green purchasing and manufacturing methods were the three categories into which the research divided green logistics approaches. Three metrics—economic, environmental, and operational—were used to gauge the success of the firm. The study revealed a positive relationship between organizational performance and green logistics practices across three performance measures for Turkish hospitals.

Research has shown that implementing green supply chain management (GSCM) in Africa improves supply chain efficiency (Economic Commission for Africa, 2010). Ofori (2010) [20] identified a positive relationship between GSCM and environmental performance in Nigeria, facilitated

through green innovation. Similarly, supply chain suppliers' engagement in green practices improves manufacturing firms' performance in Kenya (Nixon, 2011; Nderitu & Ngugi, 2014; Čater,Čater, Prašnikar & Ivašković, (2018)) [19, 18].

The enactment of the Constitution of Kenya, in 2010 marked a pivotal moment in the country's environmental policy development. Praised as a green constitution, it features detailed provisions with significant implications for sustainable development (RoK, 2010) [23]. These include the right to a clean and healthy environment, enshrined in the Bill of Rights. Chapter V of the constitution is entirely dedicated to land and environmental matters. It also encompasses a range of social, political, and economic rights of an environmental nature, such as the right to clean water, food, and shelter (RoK, 2010) [23]. The new constitution envisioned a green economy where all participants in the nation's economic growth are expected to carry out their activities in ways that minimize environmental impact (RoK, 2010) [23]. It established a framework for managing the natural environment across the entire supply chain through Green Supply Chain Management (Kamande, 2011) [13]. This aligns with the sustainable development goals outlined in Kenya's Vision 2030 roadmap for progress (RoK, 2007) [24].

This research, conducted at Bamburi Cement Plc in Kenya, explored the relationship between green procurement and organizational performance. Bamburi Cement PLC is a company located in Kenya and specializes in the manufacture and sale of cement and cement-related products. It owns and manages Haller Nature and Environmental Park developed from rehabilitated quarries. The Company's subsidiaries include Bamburi Special Products Ltd, which is engaged in manufacturing concrete paving blocks and other cement products under the brand name Bamburi Blox, and Lafarge Eco Systems Ltd, which is involved in the Company's mining reserve lands and rehabilitates its quarries. The Company's other subsidiaries are Bamburi Cement Ltd, Uganda HimCem Holdings Limited, Kenya Cement Marketing Ltd, Diani Estate Limited,Portland Mines Limited and Seruji Management Limited. The Company is a subsidiary of Lafarge Group (Bamburi, 2013) [1]. Bamburi Cement Ltd is an organization established in 1951 by the Cementia Holding A.G Zurich director Felix Mandi in Kenya (Inside View, 2013) [10]. Through several subsidiaries, Bamburi Cement PLC mainly deals in cement manufacturing and sale. The company also sells its products through several brands namely Plasta Plus, Multi-Purpose, Supaset, Nguvu Cement, and Power Plus Cement. Its headquarters are located in Nairobi Kenya (Insideview, 2013) [10] but operates in Uganda also. Bamburi Cement PLC is estimated to hold a 40% market share, according to a December 2012 report by Dyer and Blair Investment Bank. Bamburi Cement PLC is said to contribute 33% of the total cement consumed in the Kenyan market; and is the top-performing cement company in Kenya. These factors elicit interest in the company as a case study, in a bid to gain more insight on how they remain the top performers.

Objective of the Study

To assess the influence of green procurement on the performance of Bamburi Cement PLC in Kenya.

Hypothesis

$H_0$1: Green procurement doesn't influence the performance of Bamburi Cement PLC in Kenya.

Literature Review

Theoretical Framework

A theoretical framework situates research within a specific discipline or subject area and offers direction for a study (McMillan and Schumacher, 2006). This study was informed by two theories Natural Resourced Based View Theory and Stakeholder Theory.

Natural Resource Based View Theory

The NRBV (Hart, 1995) extends the Resource-Based View by emphasizing that firms can build sustainable competitive advantage by managing environmental resources and constraints. A competitive edge is created by valuable, uncommon, imperfectly imitable, and non-substitutable resources, according to the firm's RBV theory (Melville, Kraemer, and Gurbaxani, 2004) [15]. According to Cardeal and Antonio (2012), the resource-based view (RBV) takes specific resources into account and observes that Organization and Valuable, Rare, and Inimitable resources (VRIO) are the foundation of a competitive edge. These resources, which include knowledge, organizational processes, capacities, and assets, can be categorized as tangible or intangible. Hart (1995) suggests that the Resource-Based View (RBV) stresses the importance of utilizing environmental advantages to achieve a competitive edge, as the environment can serve as a barrier affecting business competitiveness. Core competencies, however, represent a collection of skills that enable a company to outperform its competitors in the market (Lawson and Lorenz, 1999). According to the RBV, companies must allocate resources effectively to capitalize on their core competencies.

In this study NRBV fits because; Green procurement, green distribution and transportation, and green investment recovery are strategic capabilities, Improved performance is an outcome of environmentally grounded resource configurations and Economic sustainability aligns with NRBV's emphasis on long-term competitiveness grounded in ecological responsibility.

The theory faces criticism for being too static, ignoring external market forces, and suffering from tautological logic. It fails to define how to build capabilities and often treats natural resources as mere competitive assets rather than sustainable, long-term investments, perpetuating.

Stakeholder Theory

Edward Freeman (1984) is widely recognized as the originator of this theory, he argued that businesses should create value for all stakeholders including employees, customers, suppliers, and communities rather than only shareholders.

Evaluating GSC suppliers is crucial, particularly as environmental demands increase, impacting both individual businesses and the entire manufacturing network. When suppliers adopt environmentally friendly practices, they have the power to force the manufacturer to adjust, such as modifying its products and cycles to meet the demands of the advancement (Koh *et al*., 2012) [4]. Costs related with greening might obstruct shoppers from buying green items as green creation requires additional expenses. Customers may gravitate toward less priced, non-green manufactured alternatives. The benefits of greener innovation include increased production (Vasilind *et al*., 2006), the preservation

of native resources and habitat, and the use of green technology as a potent instrument for gaining a competitive edge (Green tech, 2010) [7].

The study primarily focused on Bamburi Cement PLC's recovery of surplus inventories, Recycling, the sale of scrap Rehabilitation and Biodiversity as part of its green supply chain management practices, contributing to improved environmental hygiene and also recreational facilities for the stakeholders.

This theory focus on its impracticality in balancing conflicting interests, lack of clear prioritization for decision-making, and violation of fiduciary duties to shareholders. It undermines market principles, treats stakeholders as homogeneous groups, and introduces excessive negotiation, reducing corporate efficiency

Empirical Review

The commitment of top management, which also positively and significantly affects environmental collaboration with suppliers, and the environmental collaboration of purchasing organizations with suppliers, which positively and significantly affects their adoption of green procurement, are the driving forces behind green procurement (Yen and Yen, 2012) [36]. Government rules, client pressure, anticipated commercial rewards, and company ownership are other motivators. When making purchase selections, green procurement incorporates performance and economic considerations with environmental considerations. Reducing the environmental impact of sourcing in order to achieve resource efficiency is GP's ultimate goal. (Ramasankrishnan, 2015; Malaba, 2014).

Islam, Turki, Murad, and Karim (2017) [11] looked at how environmentally friendly purchasing practices affected organizational performance. 400 procurement directors or managers working for public and private sector companies across a range of Saudi Arabian areas and industries (manufacturing, agriculture, construction, services, SMEs, and mining) completed a questionnaire that was used to gather data. The survey was given to the randomly chosen sample, and it had to be completed. The study included multivariate, descriptive, and quantitative analytical techniques. Regression analysis and correlation were utilized to investigate the relationship between the independent and dependent variables in more detail. The findings of Islam *et al*. (2017) [11] showed a strong positive correlation between financial success and sustainable procurement strategies. The tiny and marginally favorable correlation between financial performance and sustainable procurement procedures is the main distinction between the results of this study and those of most previous investigations. In this examination, only a quantitative research study design was used. This research looked at additional performance metrics in addition to financial ones in order to determine the link between green procurement methods and organizational success. Both qualitative and quantitative research study design were employed. Respondents were from across various fields and this can negatively impact the comparability of data collected as SP practices are not always broadly applied and may be inconsistent. To overcome this gap, data was collected from a specific sectors of cement manufacturing company thus data collected was comparable.

Anane (2020) evaluated the moderating effect of supplier collaboration in a research comparing the organizational performance and green procurement practices of Ghana Water Co. Ltd. and Bayport Savings and Loans Plc. A common questionnaire was used to gather primary data from 160 employees of Bayport Savings and Loans Plc. and Ghana Water Co. Ltd. The research methodology used in the study was quantitative. SPSS was used to examine the data. According to Ghana Water Co. Ltd. and Bayport Savings & Loans, the study concluded that green procurement was a significant factor influencing organizational success. Additionally, the study found that supplier collaboration significantly affects organizational performance from the viewpoints of Bayport Savings and Loans and Ghana Water Co. Ltd. From the perspective of Ghana Water Co. Ltd., the study has once again shown how supplier connections considerably lower the association between organizational success and green procurement. Nonetheless, the study's findings, according to Bayport, dramatically reduce the correlation between green procurement and organizational performance. According to the study, staff resistance, a lack of top economic sustainability, and the cost of completely implementing green procurement are some of the barriers to adopting green procurement, according to Bayport Savings and Loans Plc and Ghana Water Co. Ltd. In conclusion, the study found no appreciable variations in the challenges, supplier cooperation, and supplier performance between the green procurement practices of Ghana Water Co. Ltd. and Bayport Savings and Loans Plc. The study suggests that in order to improve performance, business organizations should employ green buying techniques.

A research (Bor, Ngugi & Odhiambo, 2019) attempted to model the link between performance in Kenya's food and processing business and green procurement. The study used an explanatory research methodology and was grounded in reasoned action theory. The target population composed of the key staff in supply chain, production and safety and environment or equivalent managers working for 187 food and beverage processing firms in Kenya. An alternative hypothesis was created and evaluated in order to achieve the goal, and a census of all 187 food and beverage processing companies was conducted using the purposeful sampling approach. A standardized questionnaire was utilized as the data gathering tool. Descriptive and inferential statistics were used to analyze the data, and further statistical tests were performed as part of the investigation. Results of the study depicted a strong positive correlation between green procurement and performance in the food and beverage industry and thus concluded that in the event that green procurement is practiced; performance is bound to be improved (Bor *et al*., 2019). As a supplement, the report advised manufacturing companies to fully embrace and execute green purchasing practices in accordance with all relevant laws. In this study, variables that moderate the results of green procurement procedures have not been given enough consideration. The current study aims to close this gap by investigating moderating variables that may completely reveal this link.

Research Methodology

Area of Study

The study was carried out in Mombasa County which is the main manufacturing and business headquarters of Bamburi Cement PLC in Kenya. The smallest county in Kenya, covering an area of 229.7sq km. It borders Kilifi County to the North, Kwale County to the South West and the Indian Ocean to the East. Mombasa boasts of the only seaport in

Kenya serving both Kenya and its landlocked neighbors. Has an international airport, a train system, a ferry system and a highway making it well-suited for its role as an import and export hub in the region.

Research Design

The research design employed included descriptive survey. Researchers can gather, condense, and evaluate data with the intention of interpreting it using a descriptive survey study methodology (Orodho, 2002). Due to its adaptability for data collecting to provide feedback on the research questions, it also allows the researcher to highlight the characteristics of the variables of interest Mugenda and Mugenda (2003). There is hence reason to believe that this study's most appropriate design was descriptive survey to bring out the main relationship between GSCMP and Bamburi cement PLC performance.

Data Analysis

According to James and Busher (2009), combining the two approaches results in a more thorough and detailed description that essentially covers all facet of the phenomenon being studied. The study sought to validate, cross-validate, and corroborate its findings using quantitative data analysis techniques.

Regression analysis was utilized to evaluate and identify the relationships between the study's dependent and independent variables after the completed questionnaires were checked for completeness, validity, and reliability.

Research Findings

Findings on Green Procurement and Organization Performance

Of the 110 respondents who were given the research questionnaires, 105 were returned representing 95.5% response rate. The descriptive statistics provide a comprehensive overview of respondents' perceptions and implementation of green procurement practices. Overall, the findings indicate a strong emphasis on utilizing environmentally friendly materials, as evidenced by the notably high mean score of 4.0761 and relatively low standard deviation of 1.45773. Similarly, the integration of environmental criteria into supplier assessment systems received a moderately high mean score of 3.8835, suggesting a proactive approach to supplier evaluation. However, there is room for improvement in environmental collaboration with suppliers, as indicated by the lower mean score of 3.1680 and higher standard deviation of 1.70484, reflecting greater variability in responses. The requirement for suppliers to hold environmental certification was perceived moderately, with a mean score of 3.7507, indicating a degree of importance placed on supplier compliance. Conversely, while the purchase of biodegradable materials received a lower mean score of 2.9485, efforts to acquire energy-saving equipment garnered a significantly higher mean of 4.1382, though with a larger standard deviation of 2.04165, suggesting varying degrees of emphasis on this aspect. Additionally, the mean scores for purchasing eco-friendly packed goods, recyclable products, and sourcing from compliant suppliers ranged from moderate to high, highlighting a commitment to environmentally responsible procurement practices. Efforts to foster environmental awareness among employees and procure raw materials in bulk both received moderate mean scores, with standard deviations indicating varying levels of response consistency. The mean score of 4.0921 and the comparatively low standard deviation of 1.41697 indicate that respondents made a significant effort to create a database including data on suppliers' environmental activity. Overall, these findings offer valuable insights into the organization's approach to green procurement practices, identifying areas of strength and potential opportunities for enhancement in sustainability efforts.

The study investigates the relationship between "Green Procurement" and "Organizational Performance" using regression analysis. The coefficient of determination (R Square) shows that Green Procurement explains around 25% of the variability in organizational performance. Even after adjusting for predictors, the adjusted R Square remains stable at 0.243. The standard error of the estimate, was around 0.191, and it measures the average distance between observed and predicted values. The inclusion of "Green Procurement" significantly improves the model fit, with an F Change statistic of 34.305 and a p-value <0.001, indicating statistical significance. The ANOVA results affirm the regression model's significance, with a notable F-statistic of 34.305 ($p < 0.001$), suggesting an effective explanation of variability in organizational performance. Testing the null hypothesis "H_{01}: Green Procurement has no significant influence on Organizational Performance in Bamburi" yields a model equation: $Y = 2.100 + 0.332X_1$, where Y represents Organizational Performance, X_1 is Green Procurement, and β_0 and β_1 are constants. The models intercept term was 2.100, denoting predicted organizational performance when Green Procurement is zero. The coefficient for Green Procurement, 0.332, suggests that each unit increase in this predictor corresponds to a 0.332 unit rise in organizational performance. The standardized coefficient (Beta) of 0.500 underscores the relationship's strength and direction. The associated t-statistic for Green Procurement is 5.857, with a p-value <0.001, indicating its significant predictive capability at the 0.05 significance level. Green Procurement thus emerges as a substantial predictor of organizational performance, indicating a positive impact on performance outcomes.

Conclusion

Green Procurement had a positive, linear and significant with the Organizational Performance. Green Procurement accounted for 25% variations in the Organizational Performance. Given that Green Procurement demonstrated a significant positive linear correlation with Organizational Performance, organizations should prioritize the adoption of environmentally friendly procurement practices. This includes sourcing materials and products that have minimal environmental impact, promoting sustainability throughout the supply chain.

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