

**FACTORS AFFECTING EFFECTIVENESS OF GREEN PROCUREMENT IN  
MANUFACTURING INDUSTRY IN KENYA A CASE STUDY OF UNILEVER  
EAST AFRICA LIMITED**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF  
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REQUIREMENT FOR THE AWARD OF THE DEGREE OF BUSINESS  
MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT  
UNIVERSITY OF AFRICA.**

**DECLARATION**

**Declaration by the Student**

This project is my original work and has not been presented for a degree in any other University

**Signature.....**

**Date .....**

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**ODL/BML/4/00146/3/2014**

**Declaration by the Supervisor**

This project has been submitted for examination with my approval as University Supervisor

**Signature.....**

**Date .....**

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**The Management University of Africa**

## **DEDICATION**

I dedicate this research project to my beloved husband Dr. Arthur Sichangi for the moral and financial support throughout my studies.

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## TABLE OF CONTENT

<b>DECLARATION</b> .....	ii
<b>DEDICATION</b> .....	iii
<b>ACKNOWLEDGEMENT</b> .....	iv
<b>TABLE OF CONTENT</b> .....	v
<b>ABSTRACT</b> .....	vii
<b>LIST OF TABLES</b> .....	viii
<b>LIST OF FIGURES</b> .....	ix
<b>LIST OF ABBREVIATIONS</b> .....	x
<b>DEFINITION OF TERMS</b> .....	xi
<b>CHAPTER ONE</b> .....	1
<b>INTRODUCTION OF THE STUDY</b> .....	1
<b>1.0</b> Introduction .....	1
<b>1.1</b> Background of the study .....	1
<b>1.2</b> Statement of the problem .....	4
<b>1.3</b> Objectives of the Study .....	5
<b>1.4</b> Research Questions .....	6
<b>1.5</b> Significance of the Study .....	7
<b>1.6</b> Scope of the Study .....	7
<b>1.7</b> Limitations of the Study .....	8
<b>1.8</b> Chapter Summary .....	8
<b>CHAPTER TWO</b> .....	9
<b>LITERATURE REVIEW</b> .....	9
<b>2.0</b> Introduction .....	9
<b>2.1</b> Theoretical Review .....	9
<b>2.2</b> Empirical Literature Review .....	10
<b>2.3</b> Summary of literature .....	25
<b>2.4</b> Research gaps/ critical review .....	25
<b>2.6</b> Chapter Summary .....	27

<b>CHAPTER THREE</b> .....	28
<b>RESEARCH METHODOLOGY</b> .....	28
3.0 Introduction .....	28
3.1 Research design .....	28
3.2 Target Population .....	28
3.3 Sample and Sampling Technique .....	29
3.4 Instruments .....	29
3.5 Reliability and Validity .....	30
3.6 Data Collection Procedure .....	30
3.7 Data Analysis and Presentation .....	30
3.8 Ethical Considerations .....	30
3.9 Chapter Summary .....	31
<b>CHAPTER FOUR</b> .....	32
<b>DATA ANALYSIS, PRESENTATION AND PRESENTATION OF FINDINGS</b> .....	32
4.1 Introduction .....	32
4.2 Presentation of Findings.....	32
4.3 Summary of Data Analysis .....	45
4.3 Chapter Summary .....	46
<b>CHAPTER FIVE</b> .....	47
<b>SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS</b> .....	47
5.1. Introduction .....	47
5.2. Summary of findings .....	47
5.3. Conclusion.....	48
5.4 Recommendation .....	48
5.5. Suggestions for further research .....	50
5.6 Chapter Summary .....	51
<b>APPENDICES</b>	
APPENDIX- I Letter of Introduction	
Appendix – II Questionnaire	

## ABSTRACT

This study is factors affecting effectiveness of green procurement in manufacturing industry in Kenya. The study had four objectives to achieve: To establish the effect of top management support on green procurement in manufacturing industry in Kenya. To find out the effect of ICT infrastructure on green procurement in manufacturing industry in Kenya. To assess the role of supplier selection on green procurement in manufacturing industry in Kenya. To establish how supply chain management practices affect green procurement in manufacturing industry in Kenya. The research design was a descriptive study. Data was collected using a questionnaire that was administered through drop and pick later method. Percentages and frequencies were used to analyze objective one and three whereas regression analysis was used to analyze the relationship between business integration and supply chain performance. The findings were presented in tables.

Based on the analysis of findings 85% indicated that top management support affects effectiveness of green procurement in manufacturing industry in Kenya in the organization thus limiting the organization to deliver its services to its people. The remaining 15% of the respondents said top management support does not affect. Analysis of findings indicates ICT infrastructure on effectiveness of green procurement in manufacturing industry in Kenya 69% of the respondents responded that ICT infrastructure affect effectiveness of green procurement in manufacturing industry in Kenya. While 31% of the respondents indicate ICT infrastructure does not affect. Analysis of finding 82% indicated that it affects effectiveness of green procurement in manufacturing industry in Kenya while the response of 18% indicated that Supplier selection is not a factor affecting effectiveness of green procurement in manufacturing industry in Kenya. In this concern the response of 87% whom were the majority response indicated that supply chain management practices affect effectiveness of green procurement in manufacturing industry in Kenya. The minority of the respondents (13%) stated supply chain management practices do not

## LIST OF TABLES

<b>Table 3.1</b>	Target Population .....	29
<b>Table 3.2</b>	Sample Size .....	29
<b>Table 4.1</b>	Response Rate .....	32
<b>Table 4.2</b>	Gender Analysis .....	33
<b>Table 4.3</b>	Management Levels.....	34
<b>Table 4.4</b>	Years Worked In the Organization .....	35
<b>Table 4.5</b>	Highest level of Education.....	36
<b>Table 4.6</b>	Effect of Top management support .....	37
<b>Table 4.7</b>	Extent to which Top management support .....	38
<b>Table 4.8</b>	Effect of ICT infrastructure .....	39
<b>Table 4.9</b>	Extent to which ICT infrastructure .....	40
<b>Table 4.10</b>	Effect of Supplier selection .....	41
<b>Table 4.11</b>	Extent to which supplier selection .....	42
<b>Table 4.12</b>	Effect of supply chain management practices .....	43
<b>Table 4.13</b>	Extent to which Supply chain management practices .....	44



## LIST OF FIGURES

<b>Figure 2.1</b>	Conceptual Framework .....	25
<b>Figure 4.1</b>	Response Rate.....	32
<b>Figure 4.2</b>	Gender Analysis.....	33
<b>Figure 4.3</b>	Management Levels .....	34
<b>Figure 4.4</b>	Years Worked In the Organization .....	35
<b>Figure 4.5</b>	Highest level of Education .....	36
<b>Figure 4.6</b>	Effect of Top management support.....	37
<b>Figure 4.7</b>	Extent to which Top management support.....	38
<b>Figure 4.8</b>	Effect of ICT infrastructure .....	39
<b>Figure 4.9</b>	Extent to which ICT infrastructure .....	40
<b>Figure 4.10</b>	Effect of Supplier selection .....	41
<b>Figure 4.11</b>	Extent to which supplier selection .....	42
<b>Figure 4.12</b>	Effect of supply chain management practices .....	43
<b>Figure 4.13</b>	Extent to which Supply chain management practices .....	44

## **LIST OF ABBREVIATIONS**

<b>CI:</b>	Corporate Image
<b>EAC:</b>	East African Community
<b>NGOs:</b>	non-government organizations
<b>SPSS:</b>	Statistical Package for Social Sciences

## DEFINITION OF TERMS

- Corporate image:** is the mental picture that springs up at the mention of a firm's name. It is a composite psychological impression that continually changes with the firm's circumstances, media coverage, performance, pronouncements, etc. Similar to a firm's reputation or goodwill, it is the public perception of the firm rather than a reflection of its actual state or position (Morgan, 2014).
- Customer service:** All interactions between a customer and a product provider at the time of sale, and thereafter. Customer service adds value to a product and builds enduring relationship. (Lovelock, 2014)
- Employee motivation:** is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress incentives or employee involvement (Salem, 2010).
- Employee training:** is the educational preparation for performing a job that is typically provided to staff by the business that has recently hired them before they become active in service to the company. Employee training is increasingly required to assist the work force in using modern techniques, tools, strategies and materials in their jobs. (Handly, 2009)

## **CHAPTER ONE INTRODUCTION OF THE STUDY**

### **1.0 Introduction**

This introductory chapter maps out the background of the study, research problem to research objectives and questions. Also explores the significance of the study, scope of the study and the chapter summary.

### **1.1 Background of the study**

Buyers and associations are progressively considering longer term supportability issues when they buy merchandise or administrations (McDonald and Oates, 2006). Be that as it may, as indicated by Chari and Chiriseri (2014), advance is moderate and the rate of green buys in the assembling business of Zimbabwe has remained extensively low for as far back as couple of years.

Green procurement is the choice of items and administrations that limit negative ecological effects and furthermore considers the proceeded with accessibility of such non-restoration assets to the future eras as per Brammer and Walker (2011).

Drumwright (1994) says making strides toward environmental friendliness has turned into an imperative natural issue in contemporary business rehearses around the world. In light of the developing significance of green acquisition and green provider advancement, Robinson and Stranberg (2008) express that different investigations have been led everywhere throughout the world, especially among European Union individuals and the Middle East on green assembling, difficulties of Green procurement and openings identified with natural duty.

Green procurement requires an organization to consider the expenses of securing crude materials, generation, transportation, stockpiling, utilize and transfer of the item says Matthews and Axelrod (2004). It is established in the rule of contamination counteractive action, wiping out dangers to human wellbeing and the earth in the meantime guaranteeing the accessibility of the regular assets to the who and what is to come.

Carlsson and Waara (2006) say that green items are delivered in a way that expends less characteristic assets or utilizations them all the more economically. Purchasing "green" then again, includes purchasing recyclable items that last more or deliver less

waste. Ryan (2009) says green items require less assets to make and work, so reserve funds can be made on vitality, water, fuel and other regular assets. Everywhere throughout the globe, both open and private division associations are concentrating on supportability in asset extraction, utilize and transfer (Gonzalez et al., 2008).

Carlsson and Waara (2006) found out that, while the western international locations are main users of green Public Procurement (GPP), a few developing countries are following fit. Carlsson and Waara (2006) assert that euru international locations are particular about environmental considerations in the awarding of contracts, and in settlement overall performance clauses. Corporations are below regulatory stress from government and the public to undertake green procurement coverage (UNEP, 2002).

green procurement is a way wherein open foundations meet their longings for merchandise, offerings and works in a way that accomplishes cost for money on a whole life cycle premise in expressions of creating benefits not least difficult to the association, but rather to society and the monetary framework, in the meantime as limiting harm to nature (Aurora influence contraption, 2008; DEFRA, 2006). Feasible procurement (or green Procurement) is a spending and venture technique regularly identified with open approach, despite the fact that it is likewise appropriate to the private quarter. it is identified with the more extensive time table of economical change. Conventional procurement has centered on value for cash issues best even as sustainable procurement includes achieving cost for cash on an entire lifestyles basis by means of considering the financial, environmental and social problems having to do with the goods and services offered, with an goal of decreasing viable severe outcomes. The Kenya's Public Procurement Act, as it stands now, appears to cope with best few of the sustainability issues. The undertaking is to outline a way to probably encompass economic, social or environmental issues within the method, whilst ensuring that, authorities' decisions, as some distance as procurement is involved are fair and transparent. Sustainable procurement is a international hassle and therefore Kenya is not an exception. The motive of this assignment is to find out the extent to which procurement practice in Kenya, embraces sustainability issues. Secondly, to carry out ability challenges current in procurement practices, which paintings against sustainable procurement in Kenya, hence assisting us move in the direction of sustainable procurement.

by and large, sustainable procurement has been targeting environmental safety. For example, Lamming and Hampson (1996) contended that; in production network administration the purchasing trademark is beginning to assume an additional essential part inside the predetermination strategy for associations and will need to have directions in range that may manage more than a couple of issues, a hefty portion of which eagerly influence the earth. Correspondingly, an examination by method for Vachon and Klassen (2006), worried about unpracticed production network administration, key themes progressed included researching the precursors of engagement with ecological issues in supply control. Feasible acquirement alludes back to the demonstration of coordinating a worry for more extensive social and natural impacts inside acquisition embraced by specialists or open area bodies. (Preuss, 2009; Walker and Brammer, 2009). Various examinations works have added to the discussion of achieving practical acquirement, specifically inside the development business. There have all the earmarks of being challenges in existing acquisition techniques and structure inside the creating nations (Boomsma, 2008) of which Kenya is part. Those difficulties make some state of lack in the potential needed to make certain manageability in broad daylight obtainment. Such difficulties are profoundly situated in the Kenyan acquirement structures and this observe looks to illuminate such requesting circumstances and forewarned arrangements. Brammer and Walker (2011), in their worldwide similar observe of supportable acquisition in people in general segment, saw out that, a couple of economical acquirement rehearses are prominent in the general population segment obtainment practice and that, the volume and nature of manageable acquirement hones differs significantly all through regions.

in lots of sectors of the economic system, there has been an evaluation in management practices closer to greater sustainable modes of operation. This has worried all facets of commercial enterprise operation, from procurement and manufacturing thru to advertising and marketing, sales, packaging and labeling. weather alternate and consciousness of the greenhouse emissions generated in the process of production of products and offerings will maintain the focus at the environmental overall performance of agencies and authorities nicely into the destiny (Carlsen, 2009). The above illustrates the significance of weather and environment on sustainable procurement. In a comparable context, Carlsen, (2009) stated that, procurement is an

vital aspect of environmental overall performance of commercial enterprise and authorities. a lot in order that, some groups now have dedicated Environmental control strategies [EMS], divisions, reporting procedures and auditing packages built in to their organizational shape. Procurement is positioned because the starting point for progressed environmental performance and transition towards extra economically viable, socially acceptable and environmentally accountable enterprise practices.

### **1.1.1 Profile of Unilever East Africa Limited**

Unilever is known as manageability boss inside the suppers and Beverage 'top notch zone' of the Dow Jones Sustainability Indices, for the twelfth back to back year. Alberto Culver investors vote for our obtaining of the business, bringing brands, for example, Tiresome, Alberto VO5, Nexxus, St Ives and simple into the Unilever portfolio. Our CEO, Paul Polman, vows Unilever's support for an undertaking broad go toward helping reasonable farming at the world financial exchange board in Davos. Unilever's turnover surpasses €50 billion, with all territories and classifications adding to blast. We've 14 producers each with pay of more noteworthy than €1 billion an year.

We safeguard to gain alluring ground nearer to gathering the Unilever Sustainable staying Plan objectives. more than 33% of horticultural uncooked substances are sourced reasonably and over half of processing plants harvest the motivation behind sending no loss to landfill. We achieve 224 million people through projects to decrease diarrhoeal affliction by hand washing with cleaning cleanser, give secure drinking water, offer oral wellness and enhance more youthful individuals' shallowness. Unilever is called as a champ of the commended 2013 Catalyst Award for our drives that grow open doors for ladies and business undertaking. The undertaking re-enters the Myanmar showcase with the dispatch of full endeavor operations alongside a fresh out of the plastic new assembling office and new central station in Yangon. Unilever scoops forty four honors on the sixtieth Cannes Lions worldwide expo of Creativity.

We dispatch the Unilever Sustainable dwelling youthful Entrepreneur Awards, a worldwide honors program intended to move more youthful people far and wide to address ecological, social and wellbeing inconveniences. despite a troublesome monetary environment, Unilever accomplishes a fifth progressive year of zenith and

primary concern increment. We hold to reshape our portfolio, making some of vital acquisitions over the yr together with the Talenti flawless best class frozen yogurt venture in North the usa and the Qinyuan water purging business in China. Unilever is named pioneer of the dinners, Beverage and Tobacco industry association inside the 2014 Dow Jones Sustainability Indices (DJSI) appraisal.

Unilever keeps up to uncover steady advantageous increment in unpredictable markets even as reinforcing the maintainability of our portfolio. For the fifteenth time in 16 years, Unilever move toward becoming named head of the nourishment, Beverage and Tobacco industry organization with a score of ninety two out of one hundred. We had been additionally chosen as a list factor of the Dow Jones Sustainability Indices (DJSI) following our cooperation inside the 2015 Robeco SAM corporate Sustainability evaluation. In January, we report that we've completed our objective of sending zero non-dangerous waste to landfill from our total system of processing plants, in the meantime as in June we procure a sparing of one million tons of CO2 outflows in see that 2008. 'Maintainable abiding brands' presently constitute 1/2 of our expansion and are growing twice as quick as our different brands. A developing number of our principle brands have consolidated supportability into the commitment they make to the world – their reason – and into their stock' substances and ways of life cycle. We make commitments to the arrival of the UN's Sustainable change wishes (SDGs) and join overall calls for development at the 2015 Paris atmosphere tradition (COP21). We declare that Unilever may be 'carbon fine' by 2030.

In 'Preparing Collective activity: USLP abridgement of advance 2015', we report that we're heading the correct way to achieve a great many people of our USLP targets and make a phenomenal call for aggregate movement to adapt to the most imperative difficulties experiencing the world.

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

Green procurement is grabbing unmistakable quality in correct composition, with understudies pointing at a conceivable looking for among Green procurement and definitive general execution. it's miles creating being used as an effective gadget to decrease the effects of affirmation at the earth and also to propel change of smooth era development (Prospect, 1992). Qinghu (2005) found that green procurement inside



the created countries involving China has transformed into a key methodology for establishments hunting down to wind up being natural supportable and impact general execution in times where there's expanded limitation, a huge amount of techniques and market stress and drivers. As showed by Otokiti and Awodun (2003) associations are paying more eagerness to their condition due to the diserse quality, turbulence and speedy changes and consequently enumerating and maintaining guidelines and methodologies as a way to deal with redesign their survival and improvement.

However in creating countries like Kenya, the Green procuring thought is yet to be gotten by strategies for a few associations. The Unilever east Africa controlled appearances asking for conditions in keeping forcefulness, by methods for fine, extended working costs particularly control related costs and efficient present to stop pass on of rough substances as a way to deal with make certain persevered close-by specialist being developed and most outrageous beneficial degree (Kiereini, 2011).

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The main objective of this study was to establish the factors affecting effectiveness of green procurement in manufacturing industry in Kenya.

#### **1.3.2 Specific Objectives**

- i. To establish the effect of top management support on green procurement in manufacturing industry in Kenya.
- ii. To find out the effect of ICT infrastructure on green procurement in manufacturing industry in Kenya.
- iii. To assess the role of supplier selection on green procurement in manufacturing industry in Kenya.
- iv. To establish how supply chain management practices affect green procurement in manufacturing industry in Kenya.

### **1.4 Research Questions**

- i. How does top management support affect the effectiveness of green procurement in manufacturing industry in Kenya?
- ii. In what way does ICT infrastructure affect the effectiveness of green procurement in manufacturing industry in Kenya?

- iii. To what extent does supplier selection affect the effectiveness of green procurement in manufacturing industry in Kenya?
- iv. How much do supply chain management practices affect the effectiveness of green procurement in manufacturing industry in Kenya?

## **1.5 Significance of the Study**

### **1.5.1 The management Unilever East Africa**

The study will likely to benefit managers of Unilever East Africa Limited by providing data and information that was not readily available to them in coming up with the effective strategies that is be used in order to be more effective and efficient in their green procurement practices.

### **1.5.2 The Government of Kenya**

The study was of great importance to the government in formulating policies and the regulations of the green procurement process, since the institution management was informed on how the rules and regulations specification affect procurement process which will led to introduction of consistence and systematic procedures for carrying out inspection to enhance what would have been delivered within the specified standards.

### **1.5.3 Other Researcher**

This research gives foundation data to explore further on other company and researchers who might need to do additionally look into around there. This examination will likewise encourage singular scientists to recognize holes in the flow research and do look into in these regions and would give a chance to different analysts that were to abiding this field to characterize it better.

## **1.6 Scope of the Study**

The study focused on factors affecting effectiveness of green procurement in manufacturing industry in Kenya. The researcher chose to do a study on Unilever East Africa Limited. Unilever East Africa Limited located in Industrial Area along Commercial Street. The study involved 203 with a sample size of 83 employees at the Unilever East Africa Limited. Management and staff was the main target in the study. This study was conducted for four months from May 2017 to July 2017.

## **1.7 Limitations of the Study**

The researcher encountered the following problems during the research of the project and used the mentioned measures so as to deal with constraints.

### **1.7.1 Lack of co-operation,**

Some respondents were uncooperative with the researcher because of lack of interest in the study. Most of them claimed that the study was of no importance to them therefore any need to participate. However, the researcher overcame this challenge by explaining to the respondents the reasons as to why they should cooperate and answer the questions. One being that the research was for academic purposes only.

### **1.7.2 Fear of victimization**

Some of the respondents especially the non-management staff were reluctant to fill questionnaires. They were afraid to elaborate on the explanations sought in the questionnaires because of fear of being victimized if they give negative information about the institution. However, the researcher assured the respondents their names were kept anonymous and that the information provided would be treated with utmost confidentiality and committed for academic purpose only.

## **1.8Chapter Summary**

This chapter contained the background of the study statement of the problem, objective of the study, research questions, justification of the study, and scope of the study and limitations of the study and lastly chapter summary.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter reviews the theoretical aspect of the study, it's the auxiliary information of the exploration and it is done to give the hypothetical record of the examination. It concentrates on the audit of past examinations on the theme of the exploration consider from a worldwide and neighborhood point of view. It likewise covers the goals of the examination recognizing the wellsprings of the data about the targets, the basic investigation of the hypothetical survey and the outline of the exploration think about.

#### **2.1 Theoretical Review**

##### **2.1.1 Globalization Theory**

With regards to Medu, (2002), development in natural test by method for organizations has bit by bit rise as a component of the general organization subculture and in flip, has served to re-build the techniques of organizations. Sarki and Tamarkin (2005) watched that natural execution originates from globalization as opposed to limitation. in view of Globalization there was a road for more prominent potential outcomes as are the dangers. Multinational associations are crossing outskirts and setting up backups along these lines debilitating adjacent organizations through expansive capital ventures, contemporary innovation, and the capacity to deliver merchandise at forceful costs. This had put weight on most enterprises to enhance their ecological general execution (Zhu &Sarki, 2006).

in accordance with Mohan and Sahay, (2000) the readiness and the expectations for the intensity of host businesses mean key and operation prerequisites which incorporate esteem agreeable improvement which enlist a few components of creating process comprehensive of basically In-Time (JIT), manager help arranging (ERP), general top of the line administration (TQM). different necessities are alongside Shortening Time-to hold and snappier pace-to-commercial center, which incorporates utilizes strategies comprehensive of stock keeping Unit (SKU) clarification , mass customization, process combination and internationally planned investigations and change. to investigate the effect of the ICT framework and the supplier support as fair factors, and their affect on the hierarchical execution, there's have to perceive the globalization hypothesis.

### **2.1.2 Resource Based Theory**

This theory based totally idea (RBT) is a budgetary apparatus used to choose the key advantages for be had to an organization. The first statute of the RBT is that the establishment for a forceful pick up of an organization lies for the most part inside the product of the heap of the valuable assets at the organization's transfer. to change a concise run focused advantage directly into a supported forceful pick up requires that those sources are heterogeneous in nature and not superbly versatile (Peteraf, 2005). Effectively, this translates into important assets that are neither immaculately imitable nor substitutable without first rate exertion (Hoopes, 2003). On the off chance that these conditions keep up, the organization's bundle arrangement of benefits can help the firm in managing the better than expected returns.

The useful resource-primarily based view of the company also emphasizes that treasured, rare, imperfectly imitable, and non substitutable resources result in aggressive gain (Barney, 2001). These resources can include belongings, talents, organizational methods, records, and so on, and are labeled into tangible and intangible resources. The RBV extends the useful resource based totally view through highlighting that the surroundings might be a constraining component impacting sustainable aggressive gain and as a result advocate that companies, which control the environmental hyperlink better than others, might generate more sustainable competitive advantage (Hart, 2005).

### **2.1.3 Organizational Theory**

Hierarchical standard inside business undertaking and control is provoked by an assortment of different fields and trains alongside brain research, humanism, political mechanical know-how, building and financial aspects (Hatch 2006; Pfeffer, 1997). there's need to comprehend the authoritative rule, jumping up from the administration discernment to give a clarification to of the hierarchical lead, outline and frameworks. The inventory network connections among organizations have realized a major investigate the association thought on the between authoritative degree.

Authoritative idea has prompted a broad programming of different administration practices and research. The utilization of the hierarchical thought to convey chain administration (Ketchen and Hult, 2007) independently is transforming into more snared. be that as it may, its impact and relationship to natural administration or green

acquisition has now not been looked into significantly. To comparatively expand this territory, there's need to ponder the writing of green acquisition inside the setting of various hierarchical hypotheses. The authoritative guideline will manual the examination in researching how the assorted degrees of administration and control impact the association between the fair-minded factors and the reliant variable.

## **2.2. Empirical Literature Review**

### **2.2.1 Top Management Support**

The conventional trade control literature has regularly pointed to the pivotal position top management aid plays in the implementation of organizational change, Fernandez al.,(2006). In the procurement and Green procurement literature, a comparable function is given to pinnacle management assist (Hoejmose and Adrien-Kirby, 2012). for example, a look at by means of Brammer and Walker (2011) observed management and pinnacle management assist to be important in the implementation of sustainable procurement. If managers are supportive and incorporate sustainable procurement in their techniques or goal putting, challenge groups will indeed procure sustainably (Brammer andWalker, 2011).

Pinnacle control guide may be defined as a force that attracts a undertaking team together to a path of action deemed very necessary for the application of Green procurement inside their procurement undertaking installation (Herscovitch and Meyer, 2002). top control support is taken into consideration as a very vital aspect which determined the variety of Green procurement in Green procurement literature (Erdmenger, 2003; Michelsen and de Boer, 2009). without the proper thoughts-set, consumers will make traditional picks. pinnacle control help is therefore a large determinant to what an organization can done, Hoejmose and Adrien-Kirb, (2012).

even though Green procurement literature identifies the relevance of top management support of the procurers and task groups to change, little interest is given to the traits of top management aid. Literature from the sector of organizational change gives more insights into top management support to adjustments. pinnacle management aid to change does not should be present from the onset of the procurement manner; it is able to arise after training or coerced involvement on the man or woman or system degree (McLaughlin, 1990). If public 28 procurers are required to change their

workouts or behaviour, they could come to be committed within the procedure (McLaughlin, 1990).

There are three unique orders of best administration bolster: full of feeling, continuation, and regularizing (Herscovitch and Meyer, 2002). Emotional best administration bolster is a yearning to offer help for change in view of a confidence in its intrinsic advantages (Herscovitch and Meyer, 2002). An illustration would be a conviction that maintainable obtainment is useful for the earth. Duration top administration bolster is the acknowledgment that there are costs related with inability to offer help for the change Herscovitch and Meyer, (2002). For instance the acknowledgment that not getting economically could lead to hefty fines (because of infringing upon ecological laws) or terrible press. Regulating top administration bolster is a feeling of commitment to offer help for change, for instance, on the grounds that in numerous different tasks in the association extend groups are securing reasonably. Herscovitch and Meyer (2002) showed that full of feeling and standardizing top administration support to a change brought about more elevated amounts of help than continuation top administration bolster.

Ageron et al., (2011) additionally closed comparably with respect to reasonable store network administration; that best administration bolster is essential and is typically key driver for fruitful feasible production network administration. The significance of best administration support could be halfway clarified by the way that best chiefs encourage, guarantee and send hierarchical assets to meet the objectives of associations and individual divisions, Hojmosse and Adrien-Kirby(2012, ). In general society segment, top administration bolster requires bolster from the political best as well as from top-level government workers (Fernandez and Rainey, 2006).

This is the act of creating green production network administration as a key hierarchical basic through duty and support of the basic from senior and mid-level directors. General administration bolster is a basic component of appropriation and usage of developments in an association, particularly natural frameworks. Authoritative developments may stay stuck at the underlying thought organize (Perotti et al., 2012).

Kumar and Chandrakar (2012) takes note of that best administration support can influence new framework activities achievement. Cross-practical endeavors like

GSCM are probably going to profit as well. Like most other major natural endeavors, GSCM is an expansive based unavoidable authoritative attempt with cross-utilitarian projects. Accordingly, it can possibly profit by top administration bolster. It is not quite recently top-level chiefs from whom bolster is required; bolster from mid-level administrators is likewise essential to fruitful usage of natural practices. Support from center administration levels is vital in light of the fact that natural administration is identified with all offices in an association, and cross-departmental participation is imperative to fruitful practices. Solid correspondence between business administrators and natural experts with administration bolster is additionally vital for powerful administration of both business and ecological issues.

The traditional alternate management literature has frequently pointed to the pivotal function top control assist plays inside the implementation of organizational exchange, Fernandez et al., (2006). Within the procurement and Green procurement literature, a comparable role is given to top management guide (Hoejmose and Adrien-Kirby, 2012). For example, a study via Brammer and Walker (2011) found leadership and top control help to be essential in the implementation of sustainable procurement. If managers are supportive and incorporate Green procurement in their strategies or aim putting, assignment groups will certainly procure sustainably (Brammer and Walker, 2011).

Ageron et al., (2011) additionally concluded in addition in regards to sustainable supply chain management; that pinnacle management assist is vital and is often a key driving force for a success sustainable deliver chain control. The importance of top control assist may be in part explained by way of the fact that top managers facilitate, ensure and set up organizational resources to fulfill the dreams of businesses and character departments, Hoejmose and Adrien-Kirby(2012, ). Inside the manufacturing sector, pinnacle management guide no longer only requires help from the political pinnacle but also from pinnacle-degree civil servants (Fernandez and Rainey, 2006).

### **2.2.2 ICT Infrastructure**

authoritative standard inside business venture and control is incited by an assortment of different fields and trains alongside brain research, human science, political innovative know-how, building and financial aspects (Hatch 2006; Pfeffer, 1997). there's need to comprehend the hierarchical rule, jumping up from the administration



recognition to give a clarification to of the authoritative direct, outline and frameworks. The store network connections among organizations have realized a basic investigate the association thought on the between authoritative degree.

ICT programming program that backings green acquirement must be in a position to guarantee procedures are helpful for the environment and its data sources and yields are not hazardous to the surroundings such are utilization of e-acquisition.

This diminishes utilization of paper hence less pulverization of the timberlands for papers. The equipment perspective ought to can possibly help the product and developing innovation and when it has depleted its ways of life cycle, it should be recyclable to something usable. Philipson (2011) specified that numerous organizations discard their types of gear too soon and make commitments to futile waste, regardless of the possibility that a machine enhance required does not need to be done in the entire venture.

as indicated by Buchalcevova and Gala (2012), the worldwide is available process turbulent quick changes with reception of the web correspondence and media and additionally computerization of the business undertaking methodologies and programs and subsequently expanding the part of ICT inside the general public. This has contributed significantly to the blast of the size and assortment of data offices and different ICTs. Gartner (2004) found that ICT eu creates around two rate of global Carbon discharges which is equivalent to what is produced inside the avionics endeavor.

Because of fast exchange era, there is likewise a development in transfer of old fashioned PCs, video show units and diverse advanced parts with a couple of years of getting them and along these lines make a commitment to e-squander. reliable with countrywide Environmental control Authority, (NEMA) Kenya has likewise wind up a goal for this type of waste. They are adding to landfills on the other hand of being reused and consequently earth and water poisons is famous considering that PC added substances include lethal materials.

Erik (2010) on perusing the capacity of apex control in convey chain control rehearses, so one can find the part of best administration in two retail organizations to

productively make utilization of conceivable outcomes given with the guide of SCM hones presumed that the zenith control position is characterized by utilizing presenting the 4 generalizations, the store network savant, the association boss, the controller and the coordinator for the fate. these sorts of have a position to play inside the a hit intense unpracticed obtainment in foundations.

Marilyn (1990), inside the inspect, meeting the Human valuable asset requesting circumstances of JIT by means of control advancement, chose prevalent specialized requesting circumstances and components identified with effective capable green acquirement programming. those components could all be arranged as human individuals from the family or hierarchical conduct issues and secured report abilities, administration commitment, representative devotion, and reasonable general execution appraisal dreams. No specialized variables are appraised as most import to program accomplishment. Administration change of tutoring projects of tutoring and change need to include an entire test case program, a grouping of starting pre-implementation sessions, and on-going tutoring. The substance of these periods must be really characterized. Administration change professionals need to catch these behavioral wishes since a behavioral concentration for such mechanical alterations are basic and the designing acknowledgment independent from anyone else isn't generally enough for the fruitful execution of such basic adjustments in an association.

Predictable with James, (2014) contends the WMS programming knows about the stock part for each select area at the present time, as fast as a stock development has been done. This has extensive ramifications for the recharging of the single item select areas, WMS is utilized to institutionalize work approaches and empower decent practice. The administration is mindful to ensure all representatives comprehend and utilize these procedures one of the basic employments of WMS is to organize decision. two straightforward methods of decision; Discrete choice, a focused on supporter's request is picked and composed for shipment as a specific compositions assignment. it's miles frequently utilized as a part of request content material and overseeing decision are basic. Wave decision can be planned and operational zed in unique strategies. A wave can be composed by method for a position of the distribution center in which in all amounts of all strategy required to finish all requests are settled each one in turn. by method for utilization of the wave decision,

representatives are commonly doled out obligation regarding a chose bit of the distribution center bringing down decision blunders.

The utilization of RF era and related WMS programming program gives some of advantages to a distribution center operation, together with, the capacity to test scanner tags for bed character, area names and item EAN codes, in this manner expanding the stock respectability inside a stockroom. stock pivot might be naturally be controlled, stock set away mass to select renewals and picking interest can be chosen in view of the standards given to the gadget .An entire history of the enthusiasm with respect to all stock movement, is recorded which might be examined, setting up the distribution center key execution pointers. New assortment of specialists calls for less training and are in this manner viable in less time. An additional preferred standpoint of using RF era is that the distribution center side interest and the related commitments are made and finished in genuine time (Wallenberg et al, 2006).

With regards to leasers (2008), stock taking has distinguished innovation which can be picking up support with coordination's, pros and helping to reshape the present day convey chain. FID applications, multi-organization deceivability structures, individuals empowering programming program, execution-pushed, making arrangements answers, and human store network control outfit. Utilizing RF personality period including labels and label peruser sister to recognize tune objects comprising of, device, beds of stock, or man or lady devices.

Time exists today that can tune, find, and uncover the circumstance or potentially assurance of convey chain property ordinarily shipment compartments, however additionally any transport that moves valid from a case or field to a vehicle shopping needs emergencies in a development of settings .In a couple of occasions, the organization unit can likewise decide to welcome, purchasing offices to adapt to hunting down what you offer. However at no case should an association unit commit the business to purchasing without in regards to the appropriate purchasing division. Approved purchasing technique must be utilized as a part of each case, to guarantee that the providers are chosen dispassionately. frequently focused offers transformed into utilized in order to procure top notch esteem .licensed contracts, created by methods for purchasing and jail branch (PLD), which incorporate approved formats

was utilized wherever conceivable to make certain totally covered purchasing activities ( Lessing's 2001).

The survival of organization inside the time of information construct absolutely economy depends upon in this to improve the era usefulness inside the sense, firms need to create sufficient systems. so you can adjust an a hit way, new innovation in material administration subject and furthermore to coordinate coordination's into the corporate strategy for winding up noticeably significantly more aggressive developing in assortment of organizations are underneath weight from their accomplices to exchange their traditional way of administration, each operationally hierarchically, supplanting them with incorporated framework that help increment the speed and smoothness of real and data so you can accomplish this kind of combination they might be making a speculation on new data and verbal trade era(ICT).It is viewed as that the ICT are the gadgets to make additional effective the verbal trade of the business information among association way bid to bar coding. The bar stacking are distinguishing proof advancements that permits data remedy and trade. These days as respects the records procurement innovations, the organization normally offers with a monstrous measure of merchandise and data which implies that that the records arrangement and exchange are crucial for realities control oversee. Adjust uncommon in measurements obtaining can enable organizations to supply customers merchandise all the more effectively and accurately. To achieve this objective organization must fascination in a few certainties obtaining innovation particle calculated recorded, such the optical filtering, the electronic pen word cushions (Smeltse, 2002).

Immense organizations are buying things electronically in light of the fact that it is modest to do as such and that they get budgetary of scale, inside a couple of years littler business will conform to sound. be that as it may, e-acquirement influences the venture? a portion of the conventional up close and personal factor of offering will reduce in crucial sureness inside the early degrees, the present pursuing with the clients can likewise never again be guaranteed as organizations forcing e-acquirement look for underneath to discover new suppliers .this increased resistance will bring about better edges in a given organizations. The very system of e-obtainment opens

up new markets for you. the fresh out of the plastic new way for you and your association to offer for work in parts you could in the past felt prohibited.

### **2.2.3 Supplier Selection**

One system of comprising of ecological criteria in unpracticed obtainment is through the supplier determination. Murray and Cupples (2001) acknowledge as valid with that purchasing need to mindfulness on the decision of top of the line suppliers and in like manner, fruitful unpracticed provider examination need to look at the provider set up of the item.

Colossal examinations have been proficient concerning the frameworks and strategies for picking suppliers at some stage in the Green securing strategy and different structures were progressed. Nocci(1997), for instance, pinpointed general execution benchmarks that endeavors ought to remember at some stage in the fresh procurement choice process and besides provoked philosophies for viably picking suppliers from an environmental perspective; while Shen, Olfat, Govindan, Khodaverdi and Diabat (2013), guided a feathery method for assessing green suppliers (the cushioned framework makes usage of logical qualities to cure hazards of human perception in the midst of the examination methodology.)

In view of the enormous extent of practices and techniques an association can investigate, multi-models decision enable outfit to have been made as a last item. every now and again, when a business makes or select a procurement assessment and choice approach, the association need to first pick what their specific necessities are. It is essential, along these lines, that there is an extent of choice methodologies and groups to look over as unmistakable frameworks may besides consider specific requirements (Wu, Zhang, Wu and Olson, 2010; Govindan, Rajendran, Sarkis and Murugesan, 2013 ).

Of their examination, Govindan et al. (2013) dissected a portion of the more typically used procedures in supplier choice. Their investigation relied upon the measure of on-line journals to be had that talk exceptional methods of procurement assurance. They saw that 77.77% (25 papers) of the papers they settled on associated a singular procedure in their examination. They speculate this could be an aftereffect of the

straightforwardness of having some aptitude in one procedure. 22.22% (eight papers) use an intertwined approach "with the goal of attempting to get a more noticeable handy programming given the complexities of a honest to goodness overall assurance structure (Govindan et al., 2013).

The best understood individual methodology in procurement choice, build totally in light of Govindan et al's. (2013) ask about, injury up clearly Analytical Hierarchy framework (AHP). in consent to Handfield, Walton, Sroufe and Melnyk (2002), AHP, at the beginning made by Saaty (1980), presents a structure wherein specific sorts of multi-measure choice issues are settled essentially in light of the relative needs of each standard in fulfilling a communicated reason. it's miles a get estimation (scoring) frame wherein subjective authoritative commitments on a couple of models are changed over into rankings which are then used to assess each possible open entryway. The importance of the utilization of AHP is that it treats a choice like it's far a machine. along these lines bewildered decision methodologies are made more noticeable adjusted through joining all to be had records (both quantitative and subjective) around a choice, (for instance, the choice to involve normal criteria all through the supplier choice strategy) deliberate. in like manner, the method for executing the examination urges the head to compose the criteria in a way that may besides in whatever other case not be feasible (Handfield et al., 2002; Govindan et al., 2013).

Govindan et al. (2013) also found that a notable facilitated approach changed into fused AHP. The basic driver for joining changed into that assorted techniques give particular purposes of intrigue that supplement the AHP approach. For all intents and purposes about the most prevalent gages, Govindan et al. (2013) found that the mind-boggling benchmarks considered for green procurement assessment are normal organization system and acceptable, regardless of the way that they found that some investigation had been established on the drivers including the level of natural obligation and the acknowledgment of fresh procurement joint exertion.

Kraljic (as referred to in Murray and Cupples, 2001) maintained a portfolio framework which has the components 'supply grandstand multifaceted nature/procurement power' and 'chief ponder/quality'. This lets in for the territory of

the things into four classes: bottleneck, key, non-essential and utilize contraptions" (Murray and Cupples, 2001).

With this grid, cost fit recognizing evidence can be expert close to the sorts of Green purchases which are most prominent fitting for procurement assessment. Murray and Cupples (2001) agree with that, the usage of Kraljic's adjustment, clients (or shopping managers) can without quite a bit of an extend strategy natural shopping from an ordinary position. They moved styles that clients can use to driving recognize in which and how they have to care their thought on and furthermore to demonstrate to them proper methodologies to approach green supplier examination.

A green procurement examination should be associated with all understandings. While recognizing to which contracts it might be material, thought wishes to be gone up against the advantage of participating in the strategy. Some of these charges fuse the open entryway charges of shopping, information social event and evaluation charges and trip costs from daring to all aspects of the procurement destinations. In this manner it may be pushed that a green supplier assessment should handiest be executed to those Green purchases that are viewed as having high cost (or high need) and insinuating absurd environmental peril. In viewing which framework as used, uncommonly for associations that don't have the capacity or understanding to draw out a colossal natural procurement assessment, Murray and Cupples (2001).

#### **2.2.4 Supply Chain Management Practices**

Unpracticed or green convey chain control is characterized in light of the fact that the vital, self-evident, reconciliation and accomplishment of a business venture's social, natural, and financial focuses inside the systemic coordination of key between authoritative business techniques for enhancing the long haul execution of the organization and its store network accomplices. This implies particular criteria ought to be connected by utilizing all inventory network buddies. On the equivalent time, mindful natural and social conduct must be advanced as pleasantly for the benefit of the entire chain (wu and dunn, 2012).green convey chain administration practices can talk over with a spread of games and activities actualized by an organization in an attempt and diminish their impact on the home grown condition (awaysheh and klassen, 2010). The unpracticed store network administration rehearses include:

Pivot coordination's it's far the course of action of making game plans, approving and controlling the green, financially savvy buoy of rough substances, in method stock, completed items and related information from the reason for admission to the point of starting spot with the true objective of recuperating or making regard or for proper exchange. Thing audit calls for supervisor with the objective that you can pivot the typical coordination's spill out of providers to customers all together that stock respected stirred up may be arranged through clients and back to providers in a promising and regard extreme way (xie and breen, 2012). It'd be the commitment of the pharmaceutical relationship to extend the opposite coordination's frameworks and the float options if you have to maintain a strategic distance from the failure of the customers, fake pills, and retreat of outsourced pills. This will likewise contain creating credit guidelines to manual the benefits method for the clients and providers and making an arrangement of estimations for the shipper associations. Everything about sub methodologies are described through diversions, for instance, begin of a retreat request, choosing the right controlling to hold the converse coordination's at any rate regard, keeping away from fake tablets, crediting purchasers and suppliers, consequently examining the benefits and general execution of the opposite stock system (kumar et al, 2008).

The "green procurement" can be characterized as the procedure of authoritatively presenting and incorporating ecological inconveniences and issues into the shopping procedure, looking for to gather things and offerings portrayed through a low ecological impact this is stock earth lovely in nature and delivered the utilization of naturally benevolent procedures. The activities to restrict natural impact in inbound inventory network, with regards to the "green acquirement" strategy incorporate eco-ordered item buy, reception of ecological norms into the supplier evaluation gadget ecological and coordinated effort with providers (colicchia et al, 2011).

Beyond necessities that procurement departments have historically been promoting over the years, inclusive of the respect of labor conditions and non-discrimination, new troubles get up about reinforcing environmental necessities closer to suppliers. Green procurement permits higher compliance with present norms, improvement of logo image for consumers and higher ranking with the aid of non-financial notation establishments shoppers will preferably choose providers with certified approaches iso 14001 as an example, to create a balance in green procurement businesses will



inspire providers who have low uncooked fabric intake, controlled emissions and pollution degrees and raw cloth tracking. Moreover they generally tend to select products created from a huge percentage of recycled and recyclable substances, and stamped through reliable eco-labels (loebich and donval, 2011).

In green procurement, the staffs stressed can likewise detect that different weights put upon them drive them to settle on decisions that don't line up with a green obtainment procedure. This may recommend that there's war among weights on assortment of specialists and they find the additional of these to be riding them nearer to saving the more prominent traditional system. Such clashes of impetuses might be some other hindrance to green obtainment. This will be despite reality that many gatherings are archiving green procurement systems of their yearly surveys (morgan, 2010).

It is fascinating to find to what amount these arrangements truly affect the procurement determinations inside an endeavor. The genuine business decisions are perhaps to be principally in view of various contrasting weights, and the way wherein such weights cover could be critical to an official choices made. 24 further, it's been prompted that, in specialists obtainment as a case, one division may acquire more esteem that may lessen costs for each other office, resulting in a conventional charge markdown (office for surroundings nourishment and country issues, 2007). On the off chance that practically identical statute were connected to a business, one division can be deterred from picking a more prominent green procurement choice, despite the general endowments to the association, in order to keep inside departmental spending plans. The impact of this might be exceptionally a considerable measure contingent upon the hierarchical state of the organization being referred to. At last, every other plausible boundary is the impetus of character group of laborers individuals to improve manageability execution. Resistance from faculty could sketches to undermine endeavors of the organization at a superior stage. This resistance should come as a final product; for example, of workforce feeling that they're being given more work or having additional weights put on them. For this situation, they'll be hesitant to exchange their practices if they do now not see significant acclaim for his or her endeavors.

This is a gscm practice which requires that maker's design items that point of confinement admission of materials and vitality, that encourage the reuse, reuse, and

mending of thing substances and segments, and that maintain a strategic distance from or lessen the utilization of dangerous stock inside the creation procedure. Ecodesign and bundling will comprise of bundling plan for diminished natural effect, bundling re-cycle or re-utilize and utilization of biodegradable substances (green jr et al, 2012).

As per jumadi and zailani (2010) an abatement inside the thing regular impact should be possible no longer slightest complex through the sensible thing plans, yet moreover a proper use through buyers. On this vibe, customers must breeze up extra careful about the normal consequences related to the stock they're the use of, so sensibility can be viewed as a regard displayed part for the overall population, and furthermore a perceiving feature for associations. Extraordinary districts fundamental recognized watching out for the available frameworks towards green thing diagram and use, particularly thing configuration, and packaging design. Concerning thing plan, possible strategies lie in discount of thing normal effect inside the pass on chain and markdown of thing environmental impact in the supporter use.

This includes the use of carbon dioxide refrigeration structures, cures and supervises of post start releases, usage of alternative fills (e.g. Purifier powers), treatment and reuse of hazardous misuses, procedure streamlining execution of waste-to-quality framework, misuse markdown, and reuse and reusing methodologies. Carbon dioxide seize and markdown of hydro fluorocarbons (hfc) and unsurprising with fluorocarbons (p.c) and using carbon dioxide refrigeration structures (colicchia et al, 2011).

There are some of duties keeping an eye on the regular impact of the collecting section. The proposed techniques to greening the era methodology can be compacted into the going with class' discount of data assets this is use of pushes planned for cutting down utilization of information resources and, therefore, the misfortunes of substances and quality at some stage in the gathering framework. On this experience, lean creation practices and general great control can realize wandered forward common shows and markdown of misuses and risky releases to individuals and condition e.g. Unfaltering and liquid misuses, air surges and noise (ruler and lenox, 2001).

Reflecting more broad issues to achieve green change, green securing have starting late gotten an excessive level of amazing quality in scope circles all around (brammer and walker, 2011). Green procurement works at the ordinary procurement practice which it hopes to widen through the gathering of sensibility measures. Securing is described as obtainment of things, functions and additionally organizations from the vendor (this could be an individual or office).

Procurement is the purchase of items and ventures. This will join something from office supplies, to improvement materials, to the organizations of transitory specialists and sub-legally binding laborers. Procurement is the whole related with a moving toward receipt telgen et al. (2007b). Open procurement is thusly the entire that outcomes in a moving toward charge for an open master. For open acquisition "the aggregate" is named into things organizations, and works. Procurement is one way in which associations have collaboration with each other and it may be seen as that the exercises of an undertaking are best as green as those of its suppliers.

The procurement structure is considered as related to sourcing (making plans: require si identity and evaluation, provider decision) contracting, following and appraisal, and encouraging; develop totally in light of the model definition by technique for telgen et al.(2007b). Green obtainment is a "method for securing things, works and offerings from a supplier that gives the surest aggregate of whole nearness costs and purposes important to fulfill the purchaser's requirements. It's miles a structure wherein organizations meet their goals for things, organizations, works and utilities in a way that fulfills cost for cash on a whole lifestyles foundation with respect to making inclinations no longer handiest to the business undertaking, yet in addition to society and the economy, while constraining mischief to nature.

Green procurement is about the procedure for purchasing items and offerings that considers the social, financial and natural effect that such buying has on individuals and get-togethers. Procurement is the purchase of stock and ventures. This can consolidate something from office parts, to creation materials, to the organizations of legally binding specialists and sub-brief laborers.

Obtainment is the total related with a moving toward charge telgen et al. (2007b). Open securing is accordingly everything that outcomes in a moving toward charge for an open authority. For open obtaining "the total" is arranged into items organizations, and works. Securing is one route in which associations connect with each other and it could be seen as that the exercises of an endeavor are best as green as the ones of its suppliers. Green procurement pulls in energy to the commitment of a relationship for sports outside its own stand-out obstacles

Muchiri (2011) observes that waste control may likewise contain supply diminishing the reuse and re-use misuse organization programs focuses on control of waste after it's been made. Then again source markdown focuses on the balancing activity or the refund of wastage all through creation instead of adjusting to it after it's been made with the purpose of enough making usage of advantages with the guide of researching how business is performed, how materials are used, and what things are gained. Source refund can be secure degree thorough of; the use of reusable in slant to extra materials, discarding positive things, restore and support of provisions, using extreme things, the utilization of reused things.

### **2.3 Summary of literature**

The writing audit affirms that there is a connection between GSCM practices and inventory network execution. Though there is mindfulness on GSCM rehearses in different nations and associations around the globe, it doesn't make a difference in Kenya where no examinations have been done on GSCM practices and SCP in the assembling business in Kenya. It is in this way obvious that there is have to discover the GSCM practices and SCP in assembling organizations in Kenya. The current writing shows the nonattendance of economical acquisition in the sub-Saharan and particularly the Kenyan circumstance. Manageable Procurement considers the ecological, social and financial results of: Design; non sustainable material utilize; make and creation strategies; coordinations; benefit conveyance; utilize; operations; upkeep; reuse; reusing alternatives; transfer; and providers capacities to address these outcomes all through the store network.

Practically, the social and ecological concerns basic economical procurement are averagely tended to through general society acquisition law and additionally the regular acquirement and store network administration exercises. For instance issues of costs, ease of use, quality, productivity in conveyance are the primary concentration of the provider offer assessment as well as provider determination process. Therefore, this paper tries to add to the writing crevice as far as the consistence to supportable procurement.

#### **2.4 Research gaps/ critical review**

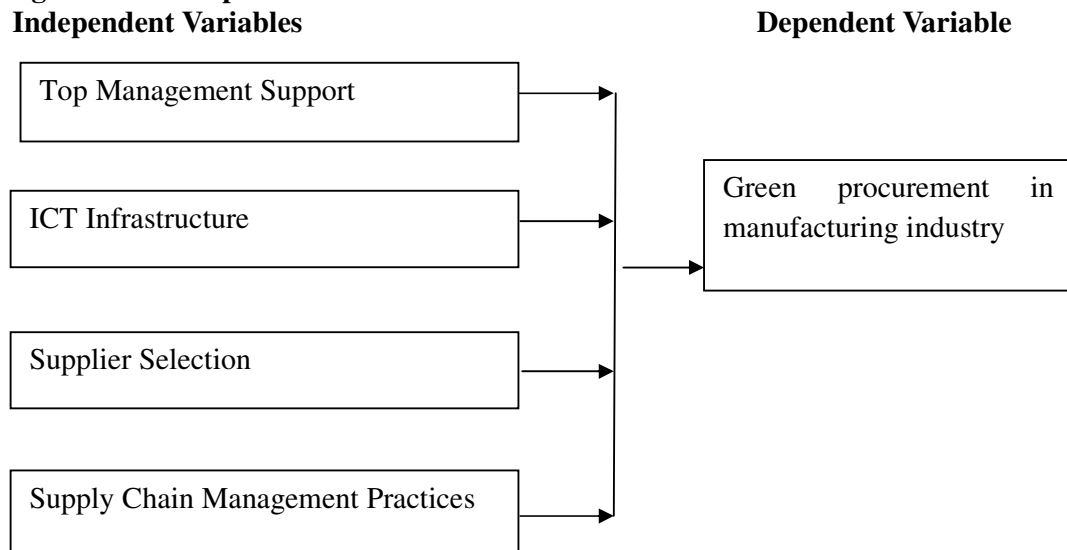
Consistent with Kenya national cleanser production middle (KNCPC, 2012), Unilever manufactures a complete of 192,836 heaps in line with 12 months of merchandise from a uncooked material input of 239,602-tones/consistent with 12 months. Out of this manufactured general, forty nine,022 t/yr equivalents to 25% of the overall production incorporates of packaging the usage of plastic carrier baggage (KNCPC, 2012). Of the total plastic service luggage used in packaging, approximately 50% are much less than 15 microns in thickness, and are typically used for carrying patron merchandise (KNCPC, 2012).

Notwithstanding the firm being the contributing 1% to the to the country's GDP, its activities have been associated with the improved use of plastic luggage regularly used to bundle the manufactured items. now not most effective are plastic bags a supply of aesthetic pollutants as these bags are dotted all over bushes, parks and roadsides which negatively influences tourism they are additionally a threat to biodiversity. farm animals and wildlife, as an example, get entangled or mistakenly ingest plastic luggage even as empty plastic baggage that fill with rainwater are breeding grounds for malaria-sporting mosquitoes (UNEP 2005).

The company faces foremost challenges inclusive of dependency on imported uncooked substances, high value of energy, environmental troubles, excise duty on plastic purchasing bags and risk of ban on the use of plastic in EAC area (KAM, 2013). This look at offered a vital discussion of the consequences of sustainable procurement on firm performance as each a idea and a exercise to deliver out its sensible implications in the execution of procurement techniques, and identifying capability gaps for future research.

## 2.5 Conceptual Framework

**Figure 2.1 Conceptual framework**  
**Independent Variables**



Source; author,(2017)

## 2.6 Chapter Summary

This chapter looked into the hypothetical part of the investigation, it's the optional information of the examination and it is completed to give the hypothetical record of the examination where it had three hypotheses; Globalization Theory, Resource Based Theory and Organizational Theory. It concentrates on the survey of past examinations on the point of the exploration think about from a worldwide and nearby viewpoint. It likewise covers the destinations of the investigation recognizing the wellsprings of the data about the targets, the basic examination of the hypothetical audit and the outline of the exploration ponder.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter discusses the research methodology that was used to achieve the objectives set for this study. This included the research design, the target population sample size of the study, validity of sample, reliability, data collection instruments, data analysis technique.

#### 3.1 Research design

The Research plan for the examination was a spellbinding report. As indicated by (Salaria, 2012) elucidating research is dedicated to the social event of data about winning conditions or circumstances with the end goal of portrayal and understanding. This sort of research technique is not just hoarding and organizing actualities but rather incorporates legitimate examination, translation, correlations, recognizable proof of patterns and connections. Chege, (2012) utilized the plan in her examination on Green store network administration practices and inventory network execution of private healing facilities in Nairobi, Kenya. This plan was regarded suitable as it enabled the analyst to reach inference on the variables influencing the adequacy of green procurement on the assembling division in Kenya

#### 3.2 Target Population

Lyon (2015) characterizes target populace as all inclusive arrangement of the investigation of all individuals from genuine 'or speculative arrangement of individuals, occasions or questions which an agent wishes to sum up the outcome. The objective populace of the investigation for the most part got from the staff of Unilever East Africa. The examination utilized target populace of 111 people.

**Table 3.1 Target Population**

<b>Category</b>	<b>Target Population</b>	<b>Percentage</b>
Top Management	4	4
Middle Management	9	9
Support Staff	98	87
<b>Total</b>	<b>111</b>	<b>100</b>

### 3.3 Sample and Sampling Technique

As per (Mugenda and Mugenda, 2012), inspecting technique alludes to a methodical procedure of choosing people to speak to the bigger gathering from which they were chosen. The analyst utilized stratified arbitrary inspecting way to deal with cover the aggregate populace. Scholars have led examine on the specimen size to help specialists in testing outline with the goal that blunder may be decreased to achieve more elevated amount of trust in the gauge Kothari, (2004) states that an example size of 30% to 45% could be considered. Subsequently the examination suggests that this investigation was test 42% of the whole populace of the representatives in the association. From the objective populace of 111 people 42% yield a specimen size of 47 respondents. A specimen is an extent of the objective populace that is illustrative of the entire populace from which it is attracted request to sum up the exploration discoveries.

**Table 3.2 Sample Population**

Category	Target Population	Sample population	Percentage
Top Management	4	3	4
Middle Management	9	4	9
Support Staff	98	40	87
<b>Total</b>	<b>111</b>	<b>47</b>	<b>100</b>

### 3.4 Instruments

The study used primary data which was collected with the help a structured questionnaire. The use of the primary data was to establish the effectiveness of green procurement in manufacturing industry in Nairobi. The study respondents were the Unilever East Africa procurement department staff or other persons carrying the same responsibility. There was an introduction to the questionnaire explaining the study topic and the purpose of the study. Drop and pick method was used as a method of administering the questionnaire so that the respondent could fill the questions at their convenient time.



### **3.5 Reliability and Validity**

Harper (2012) contends that for a survey to deliver helpful outcomes, it must have legitimacy and unwavering quality. On the off chance that the survey can really test what it is expected for, it alludes to legitimacy, though, unwavering quality measures the importance. To test the unwavering quality and legitimacy of the survey, a pretest was done. The poll was managed to 6 respondents not in the investigation test in order to build up whether the survey measures what it indicates to quantify.

### **3.6 Data Collection Procedure**

As indicated by Chandran (2012), Questionnaires give a high level of information institutionalization and appropriation of summed up data among any populace. They are helpful in an unmistakable report where there is have to rapidly and effectively get data from individuals in a non-undermining way. Essential information was gathered utilizing polls which contained shut and open finished inquiries and furthermore liker-scale sort of inquiries to decide the elements influencing representative relations in the manufacturing sector.

### **3.7 Data Analysis and Presentation**

Essential information gathered was coded and examined with the assistance of the Statistical Package for Social Sciences (SPSS). The investigation utilized graphic measurements, for example, mean scores and standard deviations. Inferential measurement like connection and relapse examination was done to build up the impacts of acquirement process on execution of region government. The outcomes were introduced utilizing tables, diagrams and outlines for simplicity of comprehension.

### **3.8 Ethical Considerations**

#### **3.8.1 Informed Consent**

Before conducting the research the researcher did a pre visit to the organization and seek information from the organization management and the researcher was involved the management on the extent and what information the researchers seek.

#### **3.8.2 Voluntary Participation**

The research was voluntary and non of the respondent was coverd to take part in the research however the researcher took time to explain to the respondents the

importance of this research to them and to the research and any participation was highly appreciated

### **3.8.3 Confidentiality**

All data that was collected in the organization was only for education purpose and no information was reproduced without the consent of the organization and the researcher.

### **3.8.4 Privacy**

The respondents were assured that the information they shared was confidential and was all respondents were not allowed to give their personal details and all information was coded

### **3.8.5 Anonymity**

An "entirely unknown" study configuration is one in which it is difficult to follow information or data back to the examination subject from whom it was acquired. At the end of the day, the information can't be recognized to a specific research member, not even by the specialist. The exploration did an aggregate division, the examination configuration required in the formation of a code connecting the subject's character to a nom de plume, the personality of the subject can be followed to the information, composed assent frame was gathered, and this agree shape must be isolated from the information that the subject gives.

## **3.9 Chapter Summary**

This chapter focused on the research design and methodology employed to gather data for the study. In this chapter, the researcher discussed the research design, sources and type of data, sampling design, and data collection techniques and instruments as well as data collection procedures and data analysis. And the ethical consideration observed in the study.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND PRESENTATION OF FINDINGS

#### 4.1 Introduction

This part exhibits information investigation, discoveries and discourse of the examination in accordance with the exploration objective. The examination objective was to discover factors influencing viability of green procurement in manufacturing industry in Kenya contextual investigation of Unilever east Africa Limited. The information was examined utilizing elucidating insights and results introduced in type of tables and figures for simple, basic and clear understanding of information.

#### 4.2 Presentation of Findings

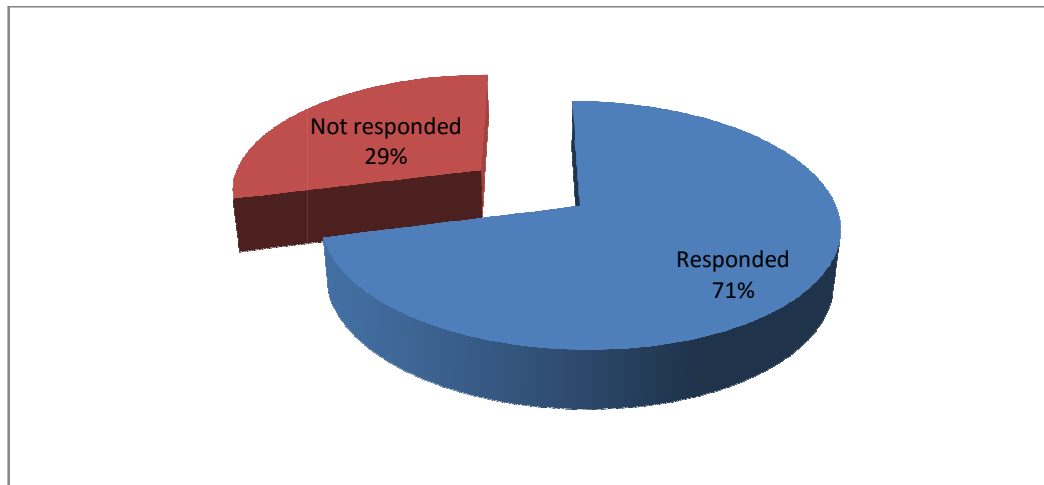
##### 4.2.1 Response Rate

**Table 4.1 Response Analysis**

Category	Frequency	Percentage
Responded	33	71
Not responded	14	29
<b>Total</b>	<b>47</b>	<b>100</b>

Source Author (2017)

**Figure 4.1 Response Analysis**



Source: Author (2017)

From the analysis in table 4.1 and figure 4.1 indicates the response rate for the actual representation of the population. Out of 47 questionnaires distributed 33 were returned, that is 71% of the total population and only 14 which is 29% was not returned.

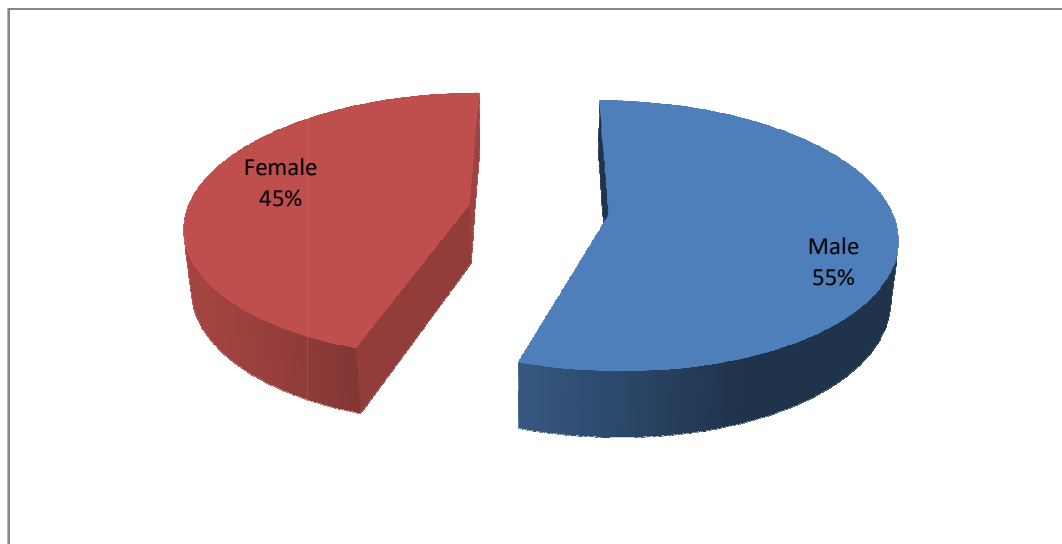
#### 4.2.2 Gender

**Table 4.2 Gender Analysis**

Category	Frequency	Percentage
Male	18	55
Female	15	45
<b>Total</b>	<b>33</b>	<b>100</b>

Source Author (2017)

**Figure 4.2 Gender Analysis**



Source: Author (2017)

Analysis from table 4.2 and figure 4.2 shows that 55% of the respondents were male while 45% were Female. This can be interpreted that majority of the respondents were Male.

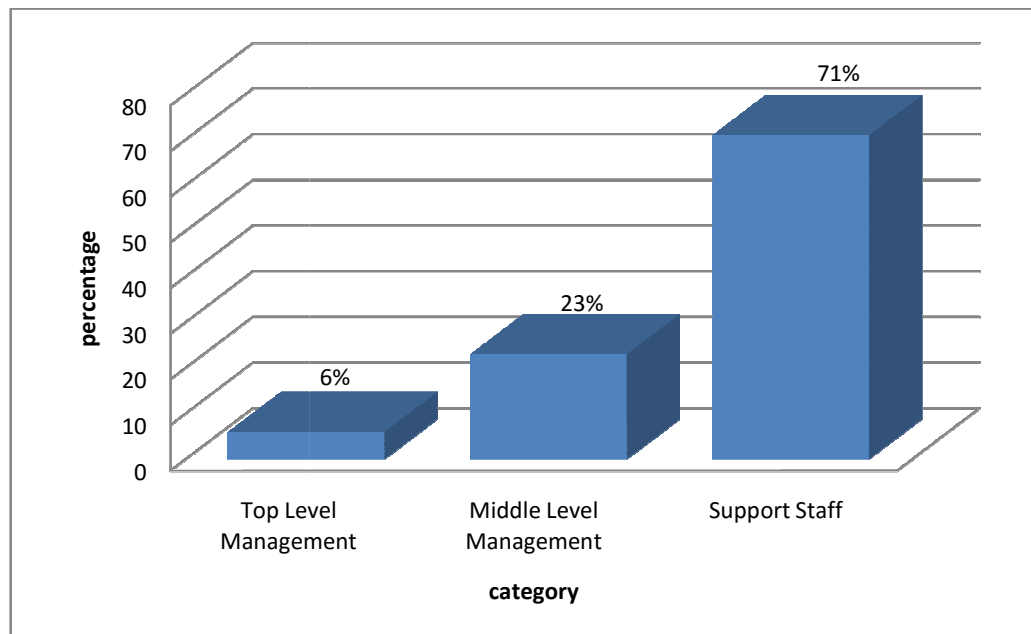
### 4.2.3 Analysis of Management Level

**Table 4.3 Management Level Analysis**

Category	Frequency	Percentage
Top Level Management	2	6
Middle Level Management	7	23
Support Staff	24	71
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4.3 Management Level Analyses**



Source: Author (2017)

Table 4.3 and figure 4.3 indicate the response of the management levels of persons who filled the questionnaires. Top management respondent by 6%, middle management 23%, while the response of support staff being the highest with 71%.

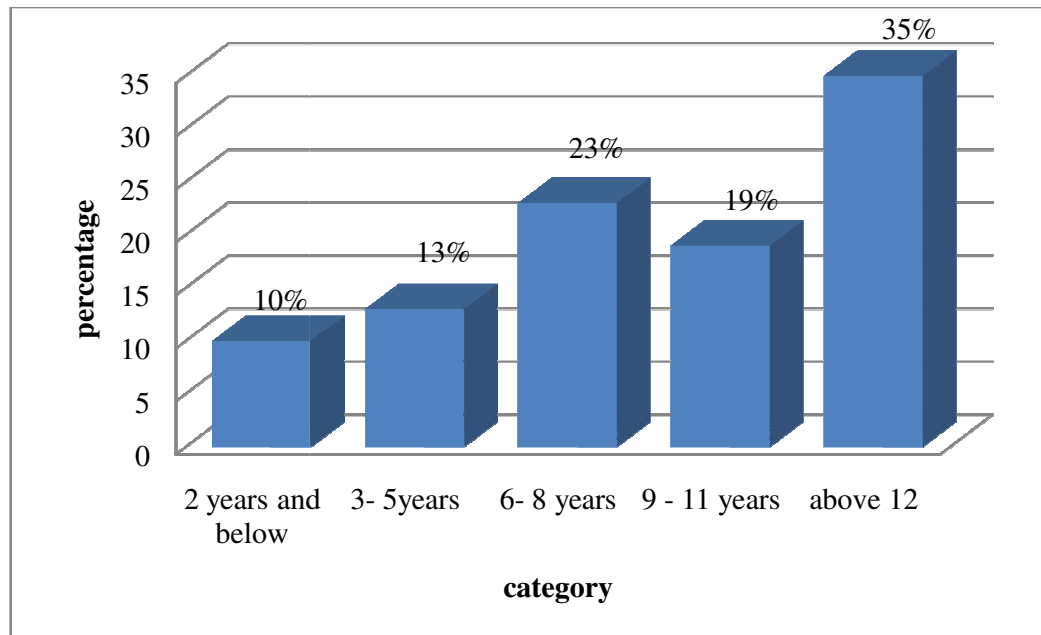
#### 4.2.4 Analysis of Years of Services

**Table 4.4 Years of Services Analysis**

Category	Frequency	Percentage
2 years and below	3	10
3- 5years	4	13
6- 8 years	7	23
9 - 11 years	6	19
above 12	13	35
<b>Totals</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4.4 Years of Services Analysis**



Source: Author (2017)

Table 4.4 and figure 4.4 indicates the analysis of work experience. 10% had less than 5 years, 13% had 5-8 years' experience, 23% had 9-13 years, 19% had 14-18 years and 35% above 18 years of experience.

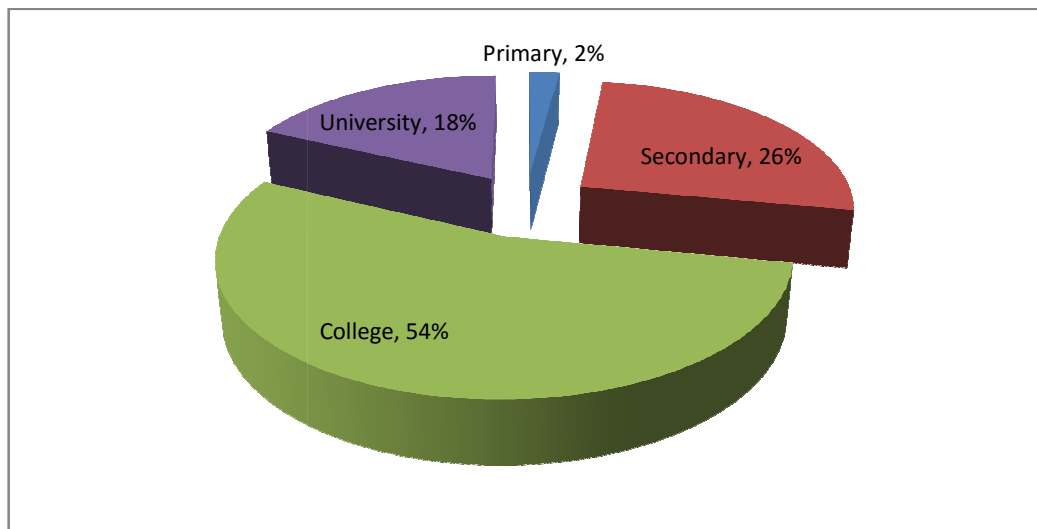
#### 4.2.5 Analysis of Highest Level of Education

**Table 4.5 Highest level of Education**

Category	Frequency	Percentage
Primary	1	2
Secondary	9	26
College	17	54
University	6	18
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4.5 Highest level of Education**



Source: Author (2017)

Table 4.5 and figure 4.5 indicated that majority of the respondents 54% had college level of education as their highest level of education. 26% of respondents had secondary education while 18% were graduates. 2% of respondents had primary education. This indicates therefore that most of the respondents were learned,

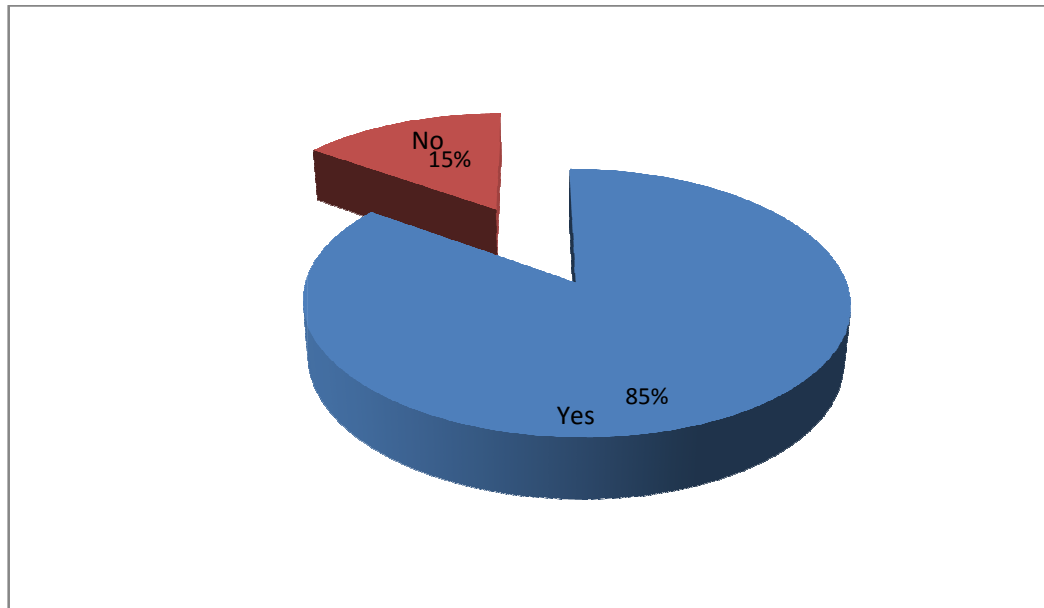
#### 4.2.6 Top management support

**Table 4.1 Effect of Top management support on effectiveness of green procurement in manufacturing industry in Kenya**

Category	Frequency	Percentage
Yes	28	85
No	5	15
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4. 1 Effects of Top management support on Effectiveness of green procurement in manufacturing industry in Kenya**



Source: Author (2017)

According to table 4.6 and figure 4.6 shows the effects of Top management support on Effectiveness of green procurement in manufacturing industry in Kenya, 85% indicated that top management support affects effectiveness of green procurement in manufacturing industry in Kenya in the organization thus limiting the organization to deliver its services to its people. The remaining 15% of the respondents said top management support does not affect effectiveness of green procurement in manufacturing industry in Kenya.



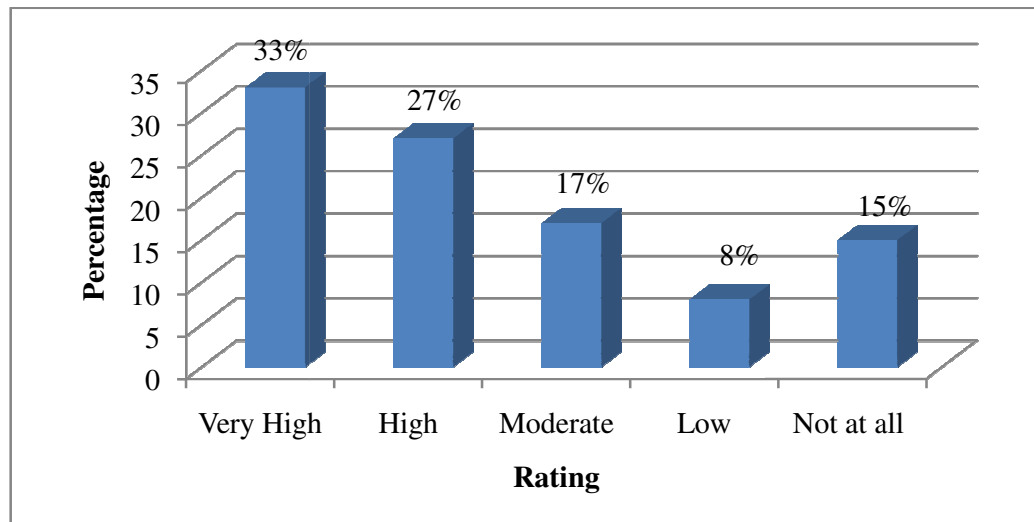
#### 4.2.7 Rating Top management support

**Table 4.2 Extent to which Top management support Affects Effectiveness of green procurement in manufacturing industry in Kenya**

Category	Frequency	Percentage
Very High	11	33
High	8	27
Moderate	6	17
Low	3	8
Not at all	5	15
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4.2 Extent to which Top management support Affect Effectiveness of green procurement in manufacturing industry in Kenya**



Source: Author (2017)

Table 4.7 and figure 4.7 shows that 33% of the respondents believe that top management support affect effectiveness of green procurement in manufacturing industry in Kenya very high. 27% of the respondents said that top management support affects effectiveness of green procurement in manufacturing industry in Kenya high,17% rated top management support affects effectiveness of green procurement in manufacturing industry in Kenya moderately and only 8% said that top management support affected effectiveness of green procurement in

manufacturing industry in Kenya lowly and 15% of the respondents stated top management support does not affect effectiveness of green procurement in manufacturing industry in Kenya.

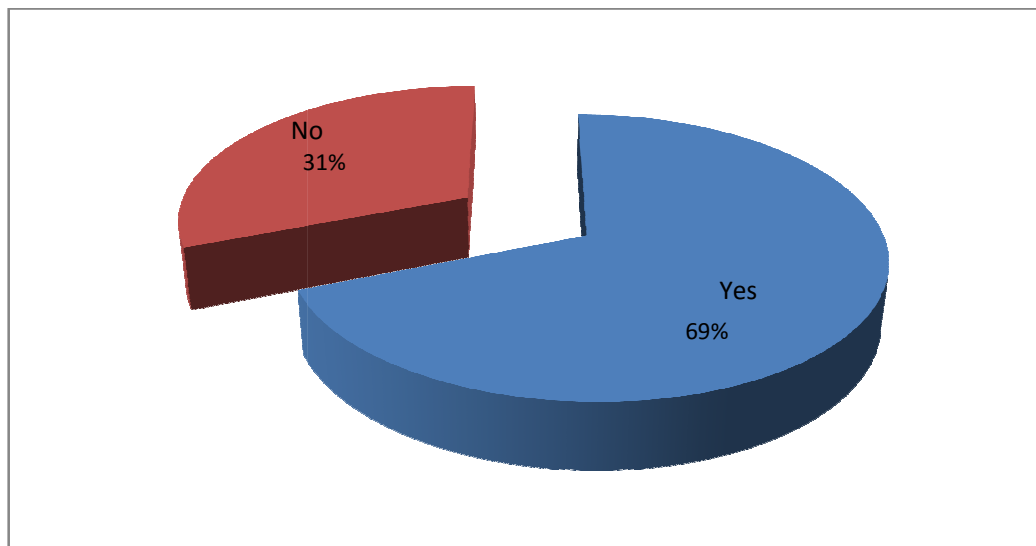
#### 4.2.8 ICT infrastructure

**Table 4. 3 Analysis of ICT infrastructure on Effectiveness of green procurement in manufacturing industry in Kenya**

Category	Frequency	Percentage
Yes	23	69
No	10	31
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4. 3 Analysis of ICT infrastructure on effectiveness of green procurement in manufacturing industry in Kenya**



Source: Author (2017)

According to 4.8 and figure 4.8 analysis of ICT infrastructure on effectiveness of green procurement in manufacturing industry in Kenya 69% of the respondents responded that ICT infrastructure affect effectiveness of green procurement in manufacturing industry in Kenya. While 31% of the respondents indicate ICT infrastructure does not affect effectiveness of green procurement in manufacturing

industry in Kenya. This show that high percentage of employees of the organization believes that there is ICT infrastructure is significant factor in effectiveness of green procurement in manufacturing industry in Kenya.

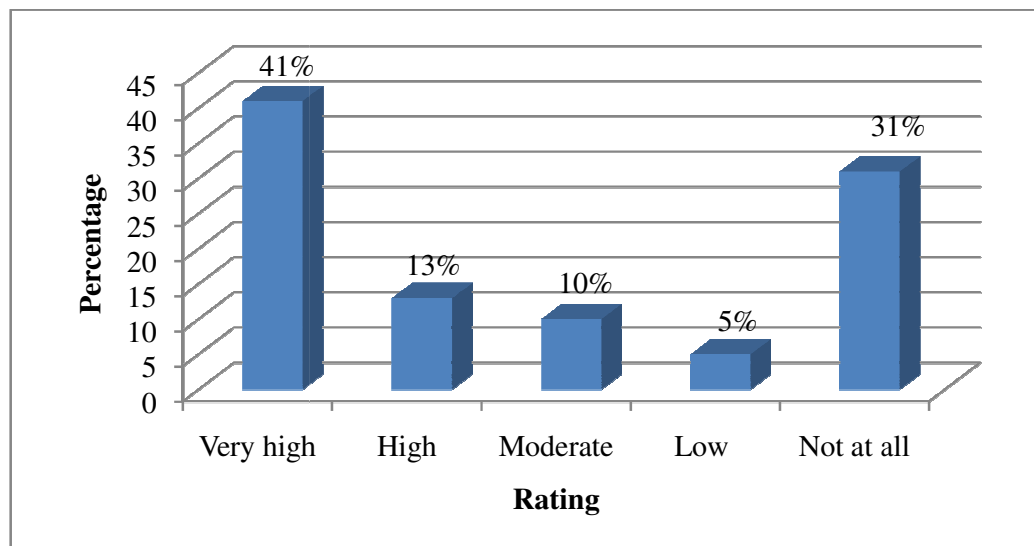
#### 4.2.9 Rating ICT infrastructure

**Table 4.4 Extent to which ICT infrastructure Affects Effectiveness of green procurement in manufacturing industry in Kenya**

Category	Frequency	Percentage
Very high	13	41
High	5	13
Moderate	3	10
Low	2	5
Not at all	10	31
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4. 4 Extent to which ICT infrastructure affects Effectiveness of green procurement in manufacturing industry in Kenya**



Source: Author (2017)

According to table 4.9 and figure 4.9 showing the extent to which ICT infrastructure affects Effectiveness of green procurement in manufacturing industry in Kenya , 41% of the respondents rated ICT infrastructure affects effectiveness of green procurement

in manufacturing industry in Kenya very high, 13% of the respondents who responded on the effect of ICT infrastructure rated high, while 10% said that ICT infrastructure affect effectiveness of green procurement in manufacturing industry in Kenya to moderate extent and 5% of the respondents showed that ICT infrastructure affects effectiveness of green procurement in manufacturing industry in Kenya at low extent and finally 31% of the respondents stated ICT infrastructure does not affect effectiveness of green procurement in manufacturing industry in Kenya. On the basis of the results it can be concluded that ICT infrastructure affects effectiveness of green procurement in manufacturing industry in Kenya.

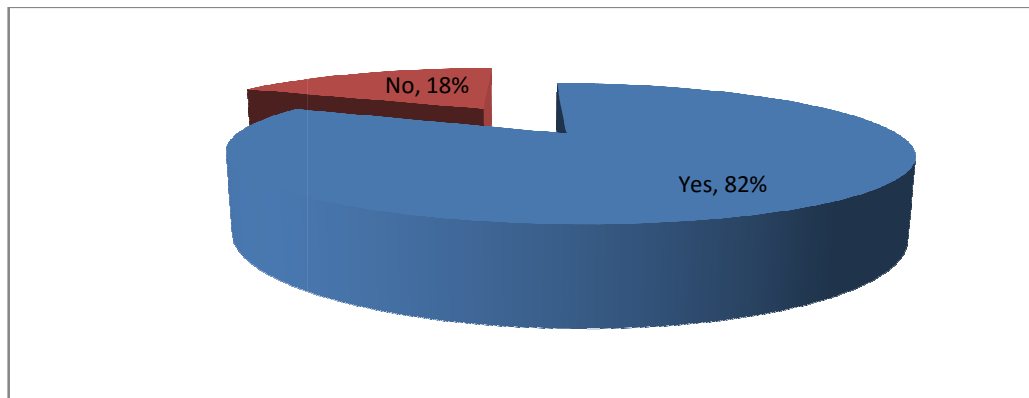
#### 4.2.10. Supplier selection

**Table 4.5 Analysis of whether Supplier selection is a factor affecting Effectiveness of green procurement in manufacturing industry in Kenya**

Category	Frequency	Percentage
Yes	27	82
No	6	18
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4. 5 Analysis of whether Supplier selection is a factor affecting Effectiveness of green procurement in manufacturing industry in Kenya**



Source: Author (2017)

From the table table 4.10 and figure 4.10 indicate analysis of whether Supplier selection is a factor affecting effectiveness of green procurement in manufacturing industry in Kenya. Analysis of finding 82% indicated that it affects effectiveness of

green procurement in manufacturing industry in Kenya while the response of 18% indicated that Supplier selection is not a factor affecting effectiveness of green procurement in manufacturing industry in Kenya. By comparing the response as they were given by the respondents it can be noted that Supplier selection is a factor affecting effectiveness of green procurement in manufacturing industry in Kenya by the organization.

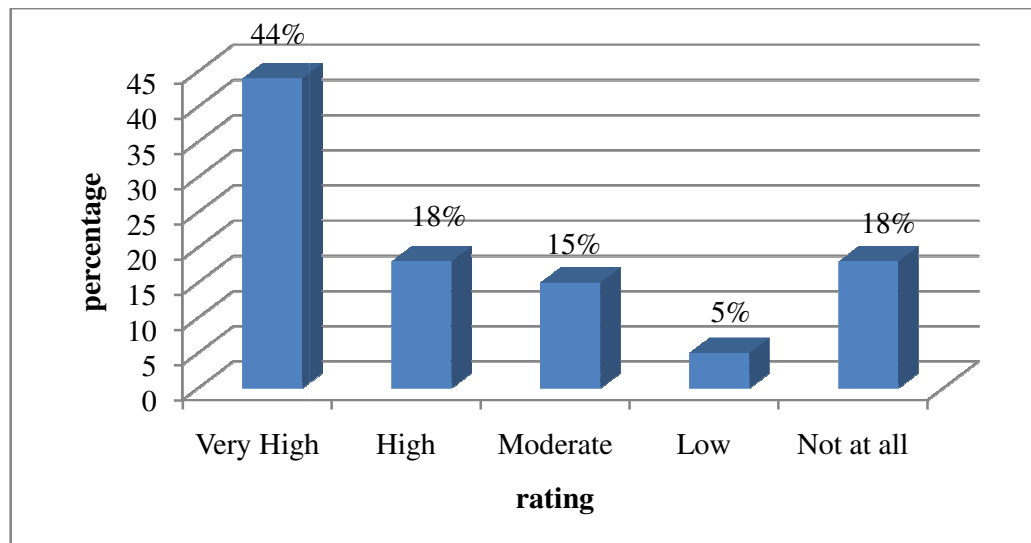
#### 4.2.11 Rating Supplier selection

**Table 4. 6 Extent to which Supplier selection affects effectiveness of green procurement in manufacturing industry in Kenya**

Category	Frequency	Percentage
Very High	14	44
High	6	18
Moderate	5	15
Low	2	5
Not at all	6	18
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4. 6 Extent to which Supplier selection affects Effectiveness of green procurement in manufacturing industry in Kenya**



Source: Author (2017)

Table 4.11 and figure 4.11 indicate extent to which supplier selection affects effectiveness of green procurement in manufacturing industry in Kenya. The response of effect of supplier selection on the effectiveness of green procurement in manufacturing industry 44% of the respondents rated very high 18% rated highly, 15% of the respondents rated supplier selection affects effectiveness of green procurement in manufacturing industry moderately while 5% of the respondents rated low. Finally 18% of the respondents stated supplier selection does not affect effectiveness of green procurement in manufacturing industry. This indicates that Supplier selection affects effectiveness of green procurement in manufacturing industry in Kenya at very high extent.

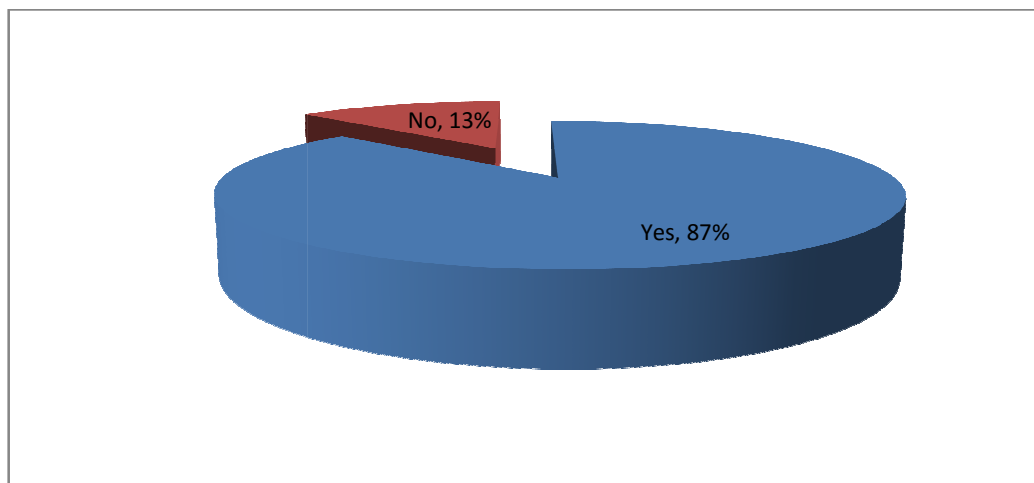
#### 4.2.12. Supply chain management practices

**Table 4.7 Whether supply chain management practices affects effectiveness of green procurement in manufacturing industry in Kenya**

Category	Frequency	Percentage
Yes	29	87
No	4	13
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4.7 Whether supply chain management practices affects effectiveness of green procurement in manufacturing industry in Kenya**



Source: Author (2017)

Table 4.12 and figure 4.12 indicate the response got on whether supply chain management practices affects effectiveness of green procurement in manufacturing industry in Kenya. In this concern the response of 87% whom were the majority response indicated that supply chain management practices affect effectiveness of green procurement in manufacturing industry in Kenya. The minority of the respondents (13%) stated supply chain management practices do not affect effectiveness of green procurement in manufacturing industry in Kenya.

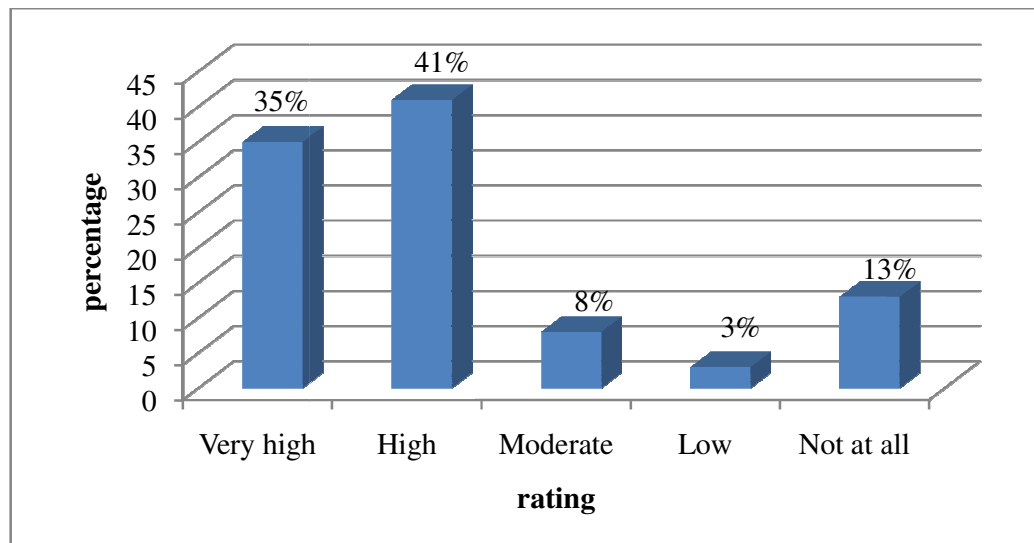
#### 4.2.13. Rating Supply chain management practices

**Table 4.8 Extent to which supply chain management practices affects Effectiveness of green procurement in manufacturing industry in Kenya**

Category	Frequency	Percentage
Very high	11	35
High	14	41
Moderate	3	8
Low	1	3
Not at all	4	13
<b>Total</b>	<b>33</b>	<b>100</b>

Source: Author (2017)

**Figure 4. 8 Extent to which supply chain management practices affects Effectiveness of green procurement in manufacturing industry in Kenya**



Source: Author (2017)

The table 4.13 and figure 4.13 indicate extent to which supply chain management practices affects effectiveness of green procurement in manufacturing industry in Kenya. The response of the effect has having very high been 35%, the rating of effect as high was 41% and there was the effecting rating as moderate with 8%. Finally there was a response of effect as being low was those who responded to that category gave 3%. While 13% of the respondents stated supply chain management practices does not affect effectiveness of green procurement in manufacturing industry. This indicated that the supply chain management practices affects effectiveness of green procurement in manufacturing industry in Kenya to a high extent.

### **4.3 Summary of Data Analysis**

#### **4.3.1 General Information**

Out of 47 questionnaires distributed 33 were returned, that is 71% of the total population and only 14 which is 29% was not returned. Analysis on gender shows that 55% of the respondents were male while 45% were Female. This can be interpreted that majority of the respondents were Male. The analysis of findings indicates the Top Management respondent by 6%, middle management 23%, while the response of support staff being the highest with 71%. The analysis of work experience 10% had less than 5 years, 13% had 5-8 years' experience, 23% had 9-13 years, and 19% had 14-18 years and 35% above 18 years of experience. The analysis of findings indicated that majority of the respondents 54% had college level of education as their highest level of education. 26% of respondents had secondary education while 18% were graduates. 2% of respondents had primary education.

#### **4.3.2 top management support**

Based on the analysis of findings 85% indicated that top management support affects effectiveness of green procurement in manufacturing industry in Kenya in the organization thus limiting the organization to deliver its services to its people. The remaining 15% of the respondents said top management support does not affect effectiveness of green procurement in manufacturing industry in Kenya.

#### **4.3.3 ICT infrastructure**

Analysis of findings indicates ICT infrastructure on effectiveness of green procurement in manufacturing industry in Kenya 69% of the respondents responded



that ICT infrastructure affect effectiveness of green procurement in manufacturing industry in Kenya. While 31% of the respondents indicate ICT infrastructure does not affect effectiveness of green procurement in manufacturing industry in Kenya. This show that high percentage of employees of the organization believes that there is ICT infrastructure is significant factor in effectiveness of green procurement in manufacturing industry in Kenya.

#### **4.3.4 Supplier selection**

Analysis of whether Supplier selection is a factor affecting effectiveness of green procurement in manufacturing industry in Kenya. Analysis of finding 82% indicated that it affects effectiveness of green procurement in manufacturing industry in Kenya while the response of 18% indicated that Supplier selection is not a factor affecting effectiveness of green procurement in manufacturing industry in Kenya. By comparing the response as they were given by the respondents it can be noted that Supplier selection is a factor affecting effectiveness of green procurement in manufacturing industry in Kenya by the organization.

#### **4.3.5 Supply chain management practices**

Analysis of findings indicates the response got on whether supply chain management practices affects effectiveness of green procurement in manufacturing industry in Kenya. In this concern the response of 87% whom were the majority response indicated that supply chain management practices affect effectiveness of green procurement in manufacturing industry in Kenya. The minority of the respondents (13%) stated supply chain management practices do not affect effectiveness of green procurement in manufacturing industry in Kenya.

#### **4.3 Chapter Summary**

This chapter is composed of presentation and data analysis of the research findings following research objectives, the limitation of the study and the chapter summary is included. The demographic data of the respondents was investigated in this chapter whereby the data is analyzed inform of pies and charts.

**CHAPTER FIVE**  
**SUMMARY OF THE FINDINGS, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1. Introduction**

The purpose of the study was to explore the actors affecting effectiveness of green procurement in manufacturing industry in Kenya. This chapter presents findings of the study, conclusions and recommendations. It also provides suggestion as to what areas future researchers should focus on their research project.

**5.2. Summary of findings**

**5.2.1 How Does Top management support Affect Effectiveness of green procurement in manufacturing industry In Kenya?**

The analysis of findings shows that 33% of the respondents believe that top management support affect effectiveness of green procurement in manufacturing industry in Kenya very high. 27% of the respondents said that top management support affects effectiveness of green procurement in manufacturing industry in Kenya highly,17% rated top management support affects effectiveness of green procurement in manufacturing industry in Kenya moderately and only 8% said that top management support affected effectiveness of green procurement in manufacturing industry in Kenya lowly and 15% of the respondents stated top management support does not affect effectiveness of green procurement in manufacturing industry in Kenya.

**5.2.2 How Does ICT infrastructure Affect Effectiveness of green procurement in manufacturing industry In Kenya?**

showing the extent to which ICT infrastructure affects Effectiveness of green procurement in manufacturing industry in Kenya , 41% of the respondents rated ICT infrastructure affects effectiveness of green procurement in manufacturing industry in Kenya very high, 13% of the respondents who responded on the effect of ICT infrastructure rated high, while 10% said that ICT infrastructure affect effectiveness of green procurement in manufacturing industry in Kenya to moderate extent and 5% of the respondents showed that ICT infrastructure affects effectiveness of green procurement in manufacturing industry in Kenya at low extent and finally 31% of the respondents stated ICT infrastructure does not affect effectiveness of green procurement in manufacturing industry in Kenya. On the basis of the results it can be

concluded that ICT infrastructure affects effectiveness of green procurement in manufacturing industry in Kenya.

### **5.2.3 How Does the Supplier selection Affect Effectiveness of green procurement in manufacturing industry In Kenya?**

The response of effect of supplier selection on the effectiveness of green procurement in manufacturing industry 44% of the respondents rated very high 18% rated highly, 15% of the respondents rated supplier selection affects effectiveness of green procurement in manufacturing industry moderately while 5% of the respondents rated low. Finally 18% of the respondents stated supplier selection does not affect effectiveness of green procurement in manufacturing industry. This indicates that Supplier selection affects effectiveness of green procurement in manufacturing industry in Kenya at very high extent.

### **5.2.4 How Supply chain management practices does Affect Effectiveness of green procurement in manufacturing industry In Kenya?**

The response of the effect has having very high as 35%, the rating of effect as high was 41% and there was the effecting rating as moderate with 8%. Finally there was a response of effect as being low was those who responded to that category gave 3%. While 13% of the respondents stated supply chain management practices does not affect effectiveness of green procurement in manufacturing industry. This indicated that the supply chain management practices affects effectiveness of green procurement in manufacturing industry in Kenya to a high extent.

## **5.3. Conclusion**

Economical production network administration; that best administration bolsters is vital and is normally key driver for effective practical store network administration. The significance of best administration support could be mostly clarified by the way that best supervisors encourage, guarantee and convey authoritative assets to meet the objectives of associations and individual divisions. In the general population segment, top administration bolster requires bolster from the political best as well as from top-level common.

Because of fast change in innovation, there is likewise an expansion in transfer of old PCs, screens and other electronic segments with a couple of years of gaining them and thus add to e-squander. As indicated by National Environmental Management

Authority, (NEMA) Kenya has likewise turned into a goal for this sort of waste. They are adding to landfills as opposed to being reused and subsequently earth and water contamination is famous considering that PC segments contain lethal materials.

Because of the extensive variety of practices and philosophies an association can browse, multi-criteria choice help devices have been made accordingly. Regularly, when an association chooses to create or pick a provider assessment and choice technique, the association should first figure out what their particular necessities are. It is basic, along these lines, that there is a scope of choice techniques and applications to browse as various strategies may take into account distinctive prerequisites.

Turn around Logistics It is the way toward arranging, executing and controlling the proficient, savvy stream of crude materials, in process stock, completed products and related data from the purpose of utilization to the point of beginning with the end goal of recovering or making esteem or for appropriate transfer. Item review expects association to have the capacity to turn around the typical coordination's spill out of providers to clients with the goal that stock considered unsatisfactory can be situated by clients and came back to providers in an auspicious and practical way. It would be the duty of the pharmaceutical organizations to build up the invert coordination's systems and the stream alternatives with a specific end goal to maintain a strategic distance from the disappointment of the clients, fake medications, and return of outsourced drugs.

## **5.4 Recommendation**

### **5.4.1 Top management support**

This is the act of creating green store network administration as a vital authoritative basic through duty and support of the basic from senior and mid-level administrators. General administration bolster is a basic component of selection and execution of developments in an association, particularly natural frameworks. Based o the examination discoveries its suggested that green store network administration; that best administration bolster is essential and is generally key driver for effective feasible inventory network administration. The significance of best administration support could be mostly clarified by the way that best chiefs encourage, guarantee and

convey hierarchical assets to meet the objectives of associations and individual divisions.

#### **5.4.2 ICT Infrastructure**

The examination uncovered that, low specialized and administration limit, low multi partner approach, higher introductory cost of green items, absence of social drive and in addition challenges in ICT application, are central point that are keeping the simple fulfillment of maintainable acquisition in Ghana. It is suggested that, there ought to be a re-outlining of the nation's obtainment approaches and methodology, to incorporate manageability fixings as far as least natural effect, yet additionally as far as creating the best social effects. By doing this, administration can see numerous multiplier benefits inside and crosswise over society all in all including proficiency picks up, vitality use decreases, monetary funds, enhanced access to administrations and better working conditions.

#### **5.4.3 Supplier Selection**

Extensive variety of practices and systems an association can browse, multi-criteria choice help devices have been made therefore. Frequently, when an association chooses to create or pick a provider assessment and choice strategy, the association should first figure out what their particular necessities are. It is basic, thusly, that there is a scope of determination strategies and applications to look over as changed techniques may take into account diverse prerequisites in view of the exploration discoveries it was prescribed provider examination are ecological administration framework and quality, however they found that a few investigations ought to be founded on the drivers, for example, the level of natural duty and the level of green provider cooperation.

#### **5.4.4 Supply Chain Management Practices**

The examination uncovered that, acquirement rehearses are notable, since the vast majority of the outfits thought about the Public Procurement Act. There is be that as it may, restricted learning, similarly as utilization of feasible obtainment techniques in the acquisition procedure were worried, with around 64% consenting to this. It is additionally prescribed that acquisition substances are given obtainment units that are overseen quality work force who have the fundamental information and essential practical acquirement preparing and abilities. This should be possible by giving

acquisition experts with in-benefit preparing and openings, to increase proficient obtainment capabilities

### **5.5. Suggestions for further research**

Based on the findings of the study, the researcher makes the following suggestions for further research; Further research to be done on effects of strategic sourcing in enhancing procurement process and, factors affecting effectiveness of green procurement in manufacturing industry in Kenya.

### **5.6 Chapter Summary**

This part secured information investigation, discoveries and discourse of the examination in accordance with the exploration objective. The examination objective was to discover factors affecting effectiveness of green procurement in manufacturing industry in Kenya case study of Unilever east Africa Limited. The information was broke down utilizing engaging measurements and results exhibited in type of tables and figures for simple, basic and clear elucidation of information conclusion lastly proposal of the examination.

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## **Appendix I: Questionnaire**

**Serial No.....**

The questionnaire is meant to collect information on the factors affecting effectiveness of green procurement in manufacturing industry in Kenya a case study of Unilever East Africa limited. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as was applicable. The information provided was treated as strictly confidential and at no instance will your name be mentioned in this research. This research is intended for an academic purpose only.

### **SECTION A: GENERAL INFORMATION**

#### **1. Gender Analysis**

Male { }  
Female { }

#### **2. Management Level Analysis**

Top Level Management { }  
Middle Level Management { }  
Support Staff { }

#### **3. Years of Services Analysis**

2 years and below { }  
3- 5years { }  
6- 8 years { }  
9 - 11 years { }  
Above 12 { }

#### **4. Highest level of Education**

Primary { }  
Secondary { }

College { }  
University { }

**SECTION B: TOP MANAGEMENT SUPPORT**

5. Does top management support affect the effectiveness of green procurement in manufacturing industry in Kenya?

Yes

No

Explain.....  
.....  
.....

6. To what extent does top management support affect the effectiveness of green procurement in manufacturing industry in Kenya?

Very high { }

High { }

Moderate { }

Low { }

Not at all { }

Briefly explain your answer.....  
.....  
.....

**SECTION C: ICT INFRASTRUCTURE**

7. Does ICT infrastructure affect the effectiveness of green procurement in manufacturing industry in Kenya?

Yes

No

Explain.....  
.....  
.....

8. How does ICT infrastructure affect the effectiveness of green procurement in manufacturing industry in Kenya?

Very high { }

High { }

Moderate { }

Low { }

Not at all { }

Explain.....  
.....  
.....

**SECTION D: SUPPLIER SELECTION**

9. Does supplier selection affect the effectiveness of green procurement in manufacturing industry in Kenya?

Yes

No

Explain.....  
.....  
.....

10. To what extent does supplier selection affect the effectiveness of green procurement in manufacturing industry in Kenya?

- Very high { }
- High { }
- Moderate { }
- Low { }
- Not at all { }

Explain.....  
.....  
.....

**SECTION E: SUPPLY CHAIN MANAGEMENT PRACTICES**

11. Do supply chain management practices affect the effectiveness of green procurement in manufacturing industry in Kenya?

- Yes
- No

Explain.....  
.....  
.....

12. To what extent do supply chain management practices affect the effectiveness of green procurement in manufacturing industry in Kenya?

- Very high { }
- High { }
- Moderate { }
- Low { }
- Not at all { }

Explain.....

.....  
.....  
.....

**THANK YOU FOR YOUR COOPERATION**