Supply Chain Management Predictors of Sustainable Procurement and Inclusive Business in South Africa

FAITH MASHELE

STUDENT NUMBER: 0001792A

A thesis submitted in partial fulfilment of the requirements for the degree of the Doctor of Philosophy in Marketing in the School of Economic and Business Sciences, the University of the Witwatersrand

Supervisor: Professor Richard Chinomona

Co-supervisor: Professor Chengedzai Mafini

2018

DECLARATION

- The work in this dissertation is my own original work.
- All the sources which were used or referred to have been documented and recognised.
- This dissertation has not been previously submitted in full or partial fulfilment of the requirements for an equivalent or higher qualification at any other recognised educational institution.

....

Letshego Faith Mashele

November 2018

DEDICATION

This PhD thesis is dedicated to my beautiful daughter, Ndzalama and my beloved son, Thulaganyo Mashele. Thank you for inspiring me to become a better version of myself. Mommy loves you dearly.

ACKNOWLEDGEMENTS

To my Lord and Saviour, Jesus Christ – I am grateful for seeing me through this humbling experience. I am grateful for the Grace and the Mercies that continue to fill my life.

It is a pleasure to thank the following people who made this PhD journey endurable:

My husband, Jonas – I am grateful your support and for caring for our kids while I embarked on this life-changing experience.

My supervisor, Prof Richard Chinomona – thank you ever so much for taking a chance on me and for believing in my abilities. You are truly gifted and I am blessed to have crossed paths with you.

My co-supervisor, Prof. Chengedzai Mafini for providing invaluable input on my research project.

My heartfelt gratitude goes to my brother, Tinashe Chuchu – you are indeed an angel! I am grateful for your guidance, for your time and for believing in me. Thank you for holding my hand, my world is indeed richer because of your selflessness.

My pillar of strength – my mom, Joyce Mokubung. Thank you for nourishing my childhood dreams. Your prayers have surely seen me through difficult times and challenges. I love you.

My mother in law, Molly Mashele - May the Lord bless you always for being there for my babies and me. I appreciate your encouragement and your support.

To my friends Joy, Bontle, Tesca, Portia and Kgomotso. Thank you for cheering me on, and for always being there to listen. Thanks to Siphiwe Dlamini for being my "red-cap-gang partner"!

A special mention goes to Elaine Brown in the CIPS UK office; you are a star! Thank you to CIPS SA team and to all the CIPS members who responded to my research survey.

To the many other angels, whom I have not mentioned by name, thank you for showing up along this journey. Thank you to those who prayed for me, those who believed in me, those who gave me warm hugs and constantly cheered me on, particularly when days were heavy and gloomy ☺

Finally, I would like to express my gratitude to my family; particularly my beloved sister, Amantle Mokubung. Thank you for your prayers and for being my biggest cheerleader on this journey.

To the many generations that will follow; may this accomplishment encourage you to dream big and believe!

ABSTRACT

With the rise in volatility of local and global markets, organisations are becoming attuned to the need for creating sustainable economic value for stakeholders. Procurement channels, as a result, have become potential gateways for enabling market access and for encouraging participation by marginalised groups in the economy. For this reason, it was considered interesting to examine how inclusive business approaches, can be adopted as part of the procurement landscape as a tool for creating concerted socioeconomic and environmental value for both business and society. The purpose of this study therefore, was to investigate the potential supply chain antecedents of sustainable procurement and inclusive business in South Africa. The study was grounded in three theories, namely: stakeholder theory, institutional theory and resource-based view theory.

Structural equation modelling (SEM) was adopted to quantitatively test primary data that were collected from supply chain and procurement practitioners based in South Africa using an online self-administered survey. Out of the 385 responses that were received, 249 were usable and analysed using the Statistical Package for Social Sciences (SPSS version 23) and Analysis of Moment Structures (AMOS version 23) statistical software packages.

Through investigating the eight hypothesised relationships that were developed, this study theoretically positioned sustainable procurement to empirical literature that focuses on strategic partnerships, competitive advantage, familiarity with policies, trust within supply chains, organisational incentives and inclusive business. Secondly, it was observed that business models and strategies that are inclusive in nature, are able to facilitate increased access to procurement markets and resources. Managers thus, may consider establishing pilot projects and specialised programmes for promoting sustainable procurement initiatives.

Lastly, the results have shown, a strong and positive relationship between organisational incentives and sustainable procurement. Policy makers and practitioners, thus, may use this study as a reference point for, adopting procurement policies and strategies that are aimed at promoting responsible and inclusive procurement practices.

KEYWORDS

Inclusive business, procurement, supply chain, sustainability, market access

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

List of Acronyms

Acronym	Meaning
AMOS™	Analysis of Moment Structures Software
B-BBEE	Broad-Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China, South Africa
CA	Competitive Advantage
CIPS	Chartered Institute of Procurement and Supply
FPP	Familiarity with Procurement Policies
GDP	Gross Domestic Product
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit
IDZs	Industrial development zones
IB	Inclusive business
IT	Institutional Theory
NFSD	South African National Framework for Sustainable Development
OI	Organisational Incentives
PPPFA	*Preferential Procurement Policy Framework Act 5 of 2000*
RBVT	Resource Based View Theory
SCM	Supply Chain Management

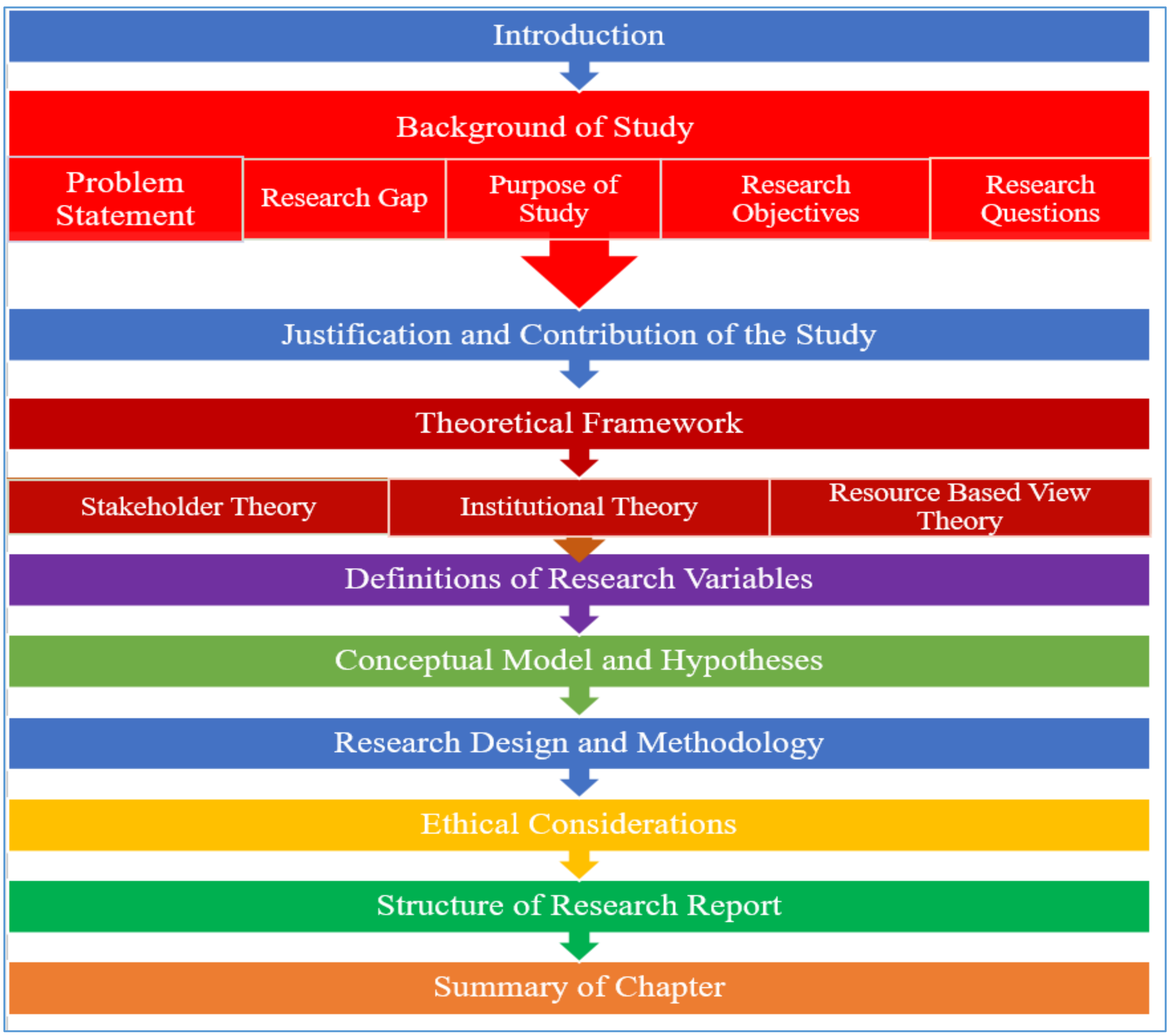
Acronym	Meaning
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
SMEs	Small and Medium sized Enterprises
ST	Stakeholder Theory
SUP	Sustainable Procurement
TWS	Trust within Supply Chain
UNDP	United Nations Development Programme

Chapter 1

INTRODUCTION AND BACKGROUND TO THE STUDY

"Inclusive business approaches go beyond corporate social responsibility, philanthropy, and impact investment by connecting poor people to markets. They encompass business approaches that directly improve the lives of the poor by making them part of the value chain of companies' core business as suppliers, distributors, retailers, or customers" (G20 Development Working Group, 2015, p.3)

Figure 1-1: Overview of Chapter 1



1.1 Introduction

The influential role of procurement as a platform to deliver sustainable outcomes and objectives for governments and organisations has, over the past decade, gained awareness across the globe (Bolton, 2006; Rainey, 2008; Brammer & Walker, 2011; Loosemore, 2016). In 2015, the United States of America passed a decree that endorsed sustainable procurement by adopting sustainability considerations and responsible sourcing in the phases of federal procurement (Republic of the United States of America, 2015). The enactment of this law affirmed the commitment of the leading global economy towards achieving sustainable development through the procurement platform. In the same year, the Organisation for Economic Co-operation and Development (OECD) endorsed the shift from compliance driven outlook of procurement towards a strategic procurement perspective that is inclined towards creating sustainable economic growth and inclusive societies (OECD, 2015)**.**

In South Africa, procurement has been positioned as a key government policy lever to deliver on economic objectives to historically marginalised minorities in the country. The National Development Plan (NDP) has asserted the influence of procurement by both the public and private sectors towards industrial development whilst creating employment opportunities and growing the economy (National Planning Commission, 2011). According to the Industrial Policy Action Plan (IPAP) Report issued by the Department of Trade and Industry in 2015, public procurement represents more than 15% of the GDP for most developing economies. The report highlights the magnitude of the contribution of procurement by both the private and the public sectors to the local economy and economic development (Department of Trade and Industry, 2015).

1.2 Context of Study

Procurement is deployed by various leading institutions as a conduit to deliver on triple-bottom-line objectives in response to the evolving global context. The United Nations Development Programme (UNDP) recognises public procurement as a key intervention that stimulates inclusive development markets and supports sustainable development (United Nations Development Programme, 2010a).

In 2014, the World Bank initiated a reform of its procurement policy with a view to introducing a procurement framework that is responsive to the needs of stakeholders and clients and with a view to aligning the existing systems to the World Bank's mandate on sustainable development (Green, 2015).

The influence of procurement in South Africa is recognised by Section 217 of the *Constitution of the Republic of South Africa* which provides the manner in which public procurement should be executed and provides for allocation of preferences with a view to afford economic opportunities to historically disadvantaged groups and transform the economic landscape (Republic of South Africa, 1996). *The Preferential Procurement Policy Framework Act 5 of 2000* and its associated regulations embody the government's commitment towards achieving economic development through the procurement function (Republic of South Africa, 2017).

The government has continued to use legal prescripts in order to reform the procurement fraternity and leverage on its broad buying power. The South African government, through the Economic Development Department, in 2011 introduced a local procurement accord between government, business, labour and community representatives in order to bolster procurement from local suppliers. The accord outlines commitments by the various stakeholders and recognises the potential development impact and inclusive growth in the economy through procurement channels (Economic Development Department, 2011).

1.3 Relevance of Study

Porter and Kramer (2011) advocate a paradigm shift that involves deriving economic value and creating solutions to address societal value through collaboration between business and society instead of the traditional approach of shifting the responsibility of solving social problems to the government. Furthermore, there is mutual interdependence between business and society which can be harnessed to create ecosystems that consist of successful businesses that operate in successful communities (Porter & Kramer, 2011).

According to Rainey (2008), business considerations are influenced by the regulatory environment and usually reflect social and economic concerns which are prevalent in society and have an impact on the environment. In addition, Rainey (2008) suggests that public policy dynamics create a platform to address such concerns with the aim to incite opportunities between the business community and civil society in order to collaborate and co-create solutions. Qobo (2013) asserts that various governments have utilised local procurement as a policy lever to complement socioeconomic objectives and increase competitive advantage for local suppliers through the introduction of new local markets and industries, thus increasing the demand for products and services.

According to Turley and Perera (2014), the existing legal environment in South Africa is conducive to advancing socioeconomic priorities through public procurement. In addition, the South African landscape is suitable for pursuing social and economic objectives, as well as environmental considerations, using the leverage that exists in the public procurement system (Turley & Perera, 2014). Bolton (2006) argues that positioning procurement as a policy instrument for government in South Africa may be considered a means to redistribute economic wealth and foster the development of small enterprises whilst contributing to economic development.

1.4 Research problem

It has increasingly become important for organisations to act responsibly as a duty towards multiple stakeholders (Doh & Quigley, 2014). Consequently, organisations in public and private sector are continuously seeking ways to improve governance controls and mitigate risks associated with irresponsible business practices (Hoejmose, Roehrich & Grosvold, 2014). In 2015, Mr. Kimi Makwetu, the South African Auditor-General, revealed that R21, 7 billion of the government's purse was lost on fraud and irregular expenditure (Areff, 2015). Conversely, government expenditure for the 2014/2015 financial year-end was estimated at R1.1 trillion (Department of Trade and Industry, 2015). Furthermore, more than 30% of the national and provincial government departments that were audited in that period, had material findings relating to procurement and supply chain management. In the same year (2015), the National Treasury issued a diagnostic report on the state of procurement in the public sector and outlined policy deficiencies as well as weaknesses in the implementation of procurement processes. This report highlighted the prevalence of unethical behaviour stemming from fraud and corruption, inefficient procurement processes, fragmented policy prescripts, inadequate regulation for supporting small and medium enterprises (SMEs) and incidents of non-compliance to established procurement policies (National Treasury, 2015).

Notably, the National Treasury report suggests that a stringent evaluation system is applied to allocate preference points in the award of public procurement contracts (National Treasury, 2015). This standard however, does not allow for flexibility to conform to the dynamic socioeconomic landscape that shapes the empowerment objectives nor addresses the impact of the global obligations around sustainable development (Theodorakopoulos, Ram & Kakabadse, 2015). It has been suggested that, in many developing economies, the value of goods and services that are procured by the government is estimated at more than 15% of GDP. For this reason, Phakathi (2015) advocates that procurement from business and government are potential gateways for inclusive growth through connecting informal sectors to the formal economy which will increase the impact of sustainability and the development of societies. Furthermore, Phakhathi (2015) proposes a shift in perspective and a need to create and pursue imminent opportunities for inclusive growth across the African continent and the globe.

Simanis and Duke (2014) point out that organisations are able to use profits to contribute towards building better societies. In addition, through identifying challenges for customers and addressing gaps in the market, it is possible to channel organisational resources towards playing a meaningful and impactful role in sustainable development (Simanis & Duke, 2014). For Maswaganyi (2016), the procurement of locally produced products and services in South Africa has been slower than anticipated, notwithstanding the commitments that are embodied in the local procurement accord. Ensor (2016) argues that processes for issuing of government regulatory directives have contributed to the tardiness in the adoption and facilitation of the procurement of local goods and services. It is against this background that this research study assesses the possibility of using procurement as a mechanism for promoting sustainable development in South Africa. This study utilises supply chain management predictors for drawing empirical evidence in support of finding mechanisms for advancing socioeconomic opportunities through procurement platforms.

1.5 Research Gap

Marais (2008) points out that academic research that has been conducted around how to leverage economic markets as a conduit for the benefit of local and social development is scant. Furthermore, there is little empirical evidence on the adoption of inclusive business models in developing economies (Rösler, Hollmann, Naguib, Oppermann, & Rosendahl, 2013). Consequently, research suggests that there is a need to gauge efforts and the interest of organisations around inclusive business (G20 Leaders Summit, 2016). Notably, the role of procurement as an enabler for inclusive growth aimed at advancing social and economic objectives has been highlighted (National Planning Commission, 2011; Loader, 2013; Loosemore, 2016). In South Africa, Hank, Davies and Perera (2008) examined the level of implementation for social and environmental programmes by the government. Ambe and Badenhorst-Weiss (2012) investigated the challenges that are faced by organisations in the public procurement sector. Hlakudi (2012) focused on the impact of preferential procurement on small enterprises. Cant and Wiid (2013) assessed challenges that are facing SMEs, whilst Chiloane-Tsoka (2013) investigated the effectiveness of affirmative procurement processes in assisting small businesses and women entrepreneurs in South Africa.

In like manner, Turley and Perera (2014) focused on where to start, and surveyed the manner in which state-owned enterprises, local and provincial governments and private sector suppliers were dealing with sustainable procurement activities. Ambe (2016) looked at the public procurement landscape, procurement practices and emerging trends. Okubena (2016) closely examined issues relating to accountable and transparent procurement in the South African local government, while Chamberlain and Aanseuw (2017) looked at South African cases involving inclusive procurement, collaborative business approaches and partnerships in agriculture. Thus, from the literature surveyed, it was apparent that there is limited evidence of research that relates to inclusive practices, particularly involving procurement channels. For this reason, this study addresses this gap and establishes a link between sustainable procurement and inclusive business approaches in South Africa.

1.6 Purpose of study

The purpose of this study was to investigate the potential supply chain predictors of sustainable procurement and inclusive business in South Africa.

1.7 Research Objectives

This section explores the theoretical and empirical research objectives of this study.

1.7.1 Theoretical objectives

The following theoretical objectives were developed:

- To review literature on strategic partnerships
- To assess literature on competitive advantage
- To analyse literature on familiarity with procurement policies
- To evaluate literature on trust within supply chains
- To review literature on organisational incentives
- To evaluate literature on sustainable procurement
- To examine literature on inclusive business

1.7.2 Empirical objectives

Given the purpose of the study, the following empirical objectives were developed:

- To investigate the influence of strategic partnerships on sustainable procurement amongst supply chain professionals in South Africa.
- To examine the influence of competitive advantage on sustainable procurement amongst supply chain professionals in South Africa.
- To explore the influence of familiarity with procurement policies on sustainable procurement amongst supply chain professionals in South Africa.
- To study the influence of trust within supply chains on sustainable procurement amongst supply chain professionals in South Africa.
- To explore the influence of organisational incentives on sustainable procurement amongst supply chain professionals in South Africa.

- To investigate the influence of strategic partnerships on inclusive business amongst supply chain professionals in South Africa.
- To examine the influence of competitive advantage on inclusive business amongst supply chain professionals in South Africa.
- To investigate the influence of sustainable procurement on inclusive business amongst supply chain professionals in South Africa.

1.8 Research Questions

- Do strategic partnerships lead to sustainable procurement amongst supply chain professionals in South Africa?
- Does familiarity with policies lead to sustainable procurement amongst supply chain professionals in South Africa?
- Does competitive advantage lead to sustainable procurement amongst supply chain professionals in South Africa?
- Does trust within supply chains lead to sustainable procurement amongst supply chain professionals in South Africa?
- Do organisational incentives lead to sustainable procurement amongst supply chain professionals in South Africa?
- Do strategic partnerships lead to inclusive business amongst supply chain professionals in South Africa?
- Does competitive advantage lead to inclusive business amongst supply chain professionals in South Africa?
- Does sustainable procurement lead to inclusive business amongst supply chain professionals in South Africa?

1.9 Justification and Contribution of the Study

According to a report issued by the UNDP African Facility for Inclusive Markets (AFIM) (2013), public procurement accounts for a significant portion of national budgets, representing around 25% to 30% of GDP in developing nations. The report suggests that South Africa has the most robust inclusive procurement programme in the sub-Saharan region through its Broad-Based Black Economic Empowerment (B-BBEE). The contribution of the present study is as follows:

i. **Contribution to theory:** this study proposes a lens that integrates stakeholder, institutional and resource-based theories which are usually considered separately across areas of research and management.
ii. **Contribution to research:** it is anticipated that academia stands to benefit from empirical evidence and will gain new approaches that would potentially enhance the comprehension of the study's proposed variables and how these variables are related.
iii. **Contribution to practitioners:** this study will inform procurement and supply chain practitioners on how to consider inclusive sustainable development practices in procurement decisions.
iv. **Contribution to government and regulators:** this study will contribute towards the development of progressive policies and regulation for inclusive business and sustainable development in a procurement context.

1.10 Theoretical Framework

This study is underpinned by three theories, namely: stakeholder theory, institutional theory and resource-based view theory. An in-depth discussion of the three theories is provided in Chapter 3.

1.11 Definitions of Research Variables

This section provides a brief theoretical overview of each of the variables of this research study. A more comprehensive discussion is provided in Chapter 3. The definitions for the study's constructs and the associated references are provided in Table 1-1.

Table 1-1: Definition of variables

Variable	Description	References
Strategic partnerships	Inter-organisational supply relationships that are formed	Kotabe, Mol and Murray, 2008; Kim & Lee, 2010;

Variable	Description	References
	in order to improve organisational capabilities and socio-economic objectives.	Allred, Fawcett, Wallin and Magnan, 2011; Theodorakopoulos, 2012; Sikhwari, 2016
Competitive advantage	The favourable position and associated benefits that an organisation gains over its competition in a market.	Rao & Holt, 2005; Thakkar, Kanda and Deshmukh.,2008; Theodorakopoulos et al., 2015; Hitt, Xu and Carnes., 2016; Lee, Foo, Leong and Ooi., 2016
Familiarity with policies	Understanding procurement policies is an important enabler, as the knowledge thereof provides organisations with competencies that are required to promote the adoption of sustainable procurement practices.	Brammer & Walker (2011); Butler (2011) Meehan & Bryde (2011); Islam & Siwar (2013); Theodorakopoulos et al. (2015);
Trust within supply chains	The level of reliance, conviction and positive expectation that supply business relationship partners have with each other.	Xiao, Zheng, Pan, & Xiao, (2010); Van de Vijver, Vos and Akkermans (2011); Hoejmose et al. (2014); Touboulic & Walker, (2015a); Sikhwari (2016)
Organisational Incentives	Extrinsic motives that incite and channel business behaviour and practices in a particular manner.	Hernández-Espallardo, Rodríguez-Orejuela and Sánchez-Pérez (2010); Brammer & Walker (2011); Morali & Searcy (2013);

Variable	Description	References
		Terpend & Krause (2015); Asgary & Li (2016)
Sustainable Procurement	Responsible and ethical sourcing of products, goods and services that are harmless to society and the environment.	Preuss (2009); Meehan & Bryde (2011); Crespin-Mazet & Dontenwill (2012); Amann, Roehrich, Eßig and Harland (2014); Meckenstock Barbosa-Póvoa and Carvalho (2016)
Inclusive Business	Business approaches for promoting the participation of previously marginalised groups and increasing the impact of sustainable development objectives.	McKague, Wheeler, Cash, Comeault and Ray, (2011); Bonnel & Veglio (2011); Hahn (2012); Golja & Požega (2012); Virah –Swamy (2015)

Source: Own Compilation

1.12 Structure of the Research Report

The structure of the research report is presented below and shows that this research report consists of eight chapters;

Chapter 1: Introduces the research topic and provides the background to the study.

Chapter 2: Reviews literature related to the research context.

Chapter 3: Analyses literature used for the present study. The theory grounding the study is investigated and an empirical review of the study's research variables is provided.

Chapter 4: Explores the research conceptual model and discusses the development of the study's hypotheses.

Chapter 5: Discusses the research methodology adopted for the study. The research design, target population, research instrument, sampling techniques and data analysis approach are outlined.

Chapter 6: Presents the research results and explores the analysis of the measurement model for data

Chapter 7: Focuses on the interpretation and discussion of the research results

Chapter 8: Provides a conclusion to the study, recommendations, implications of the results and, finally, suggestions for further research.

1.13 Chapter Summary

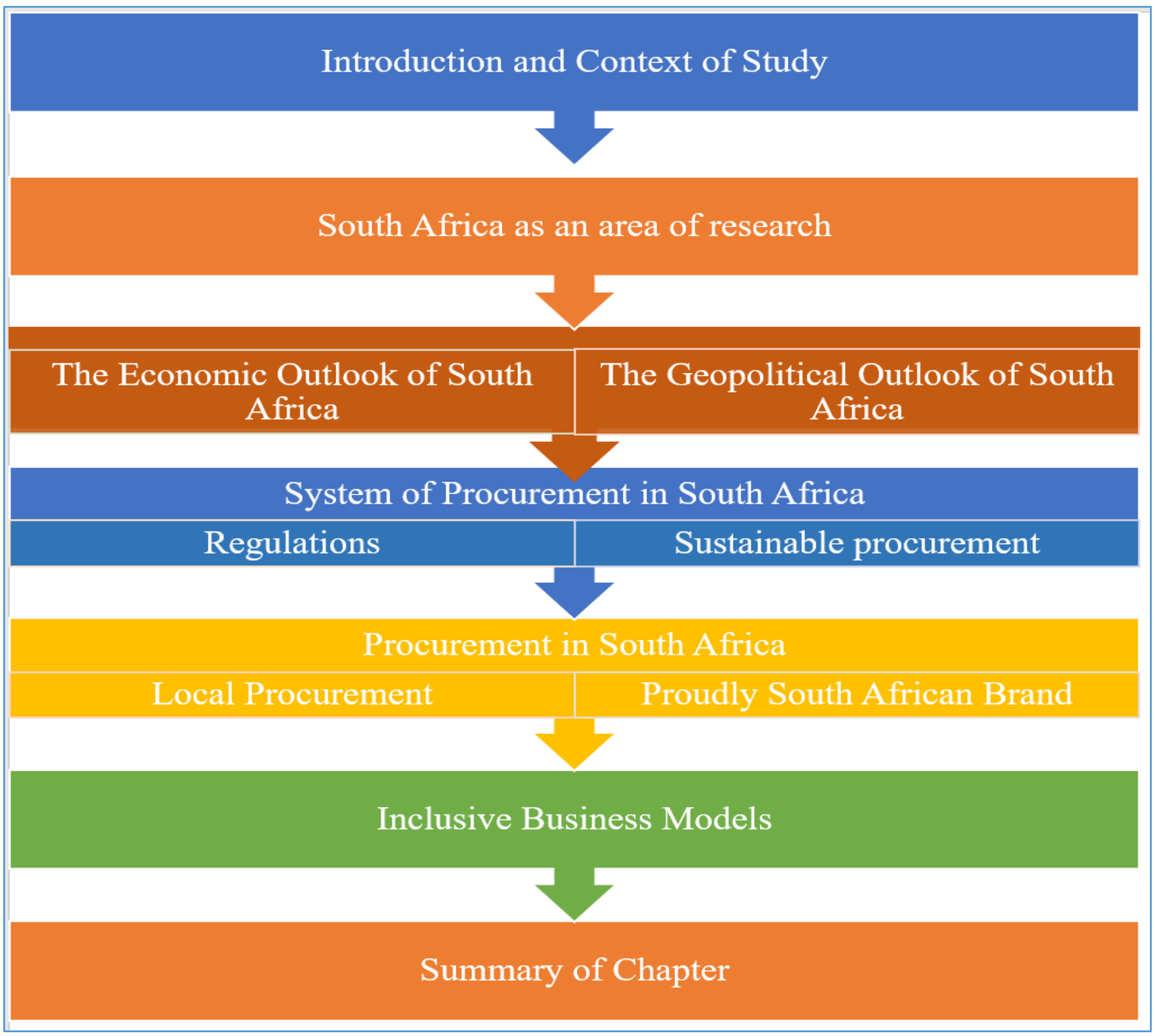
The purpose of this chapter was to introduce the research topic for this study, namely, Supply Chain Management Predictors of Sustainable Procurement and Inclusive Business in South Africa. The chapter commenced by outlining the relevance of the study and identifying the research problem. This was followed by the aims of the study, including the theoretical and empirical objectives. The contribution of the study to theory to practitioners and regulators was presented. It is suggested that academia stands to benefit from empirical evidence that would potentially bolster the comprehension of the study's proposed variables and the suggested relationships. The next chapter presents a discussion of South Africa as a research area.

Chapter 2

INCLUSIVE PROCUREMENT IN SOUTH AFRICA

"Enabling small, local firms to supply or distribute goods and services to larger enterprises creates more efficient supply chains. At the same time, it maximises development benefits by helping local companies to grow and create jobs" (Chamberlain & Aanseuw, 2017, p.viii)

Figure 2-1: Overview of Chapter 2



2.1 Introduction

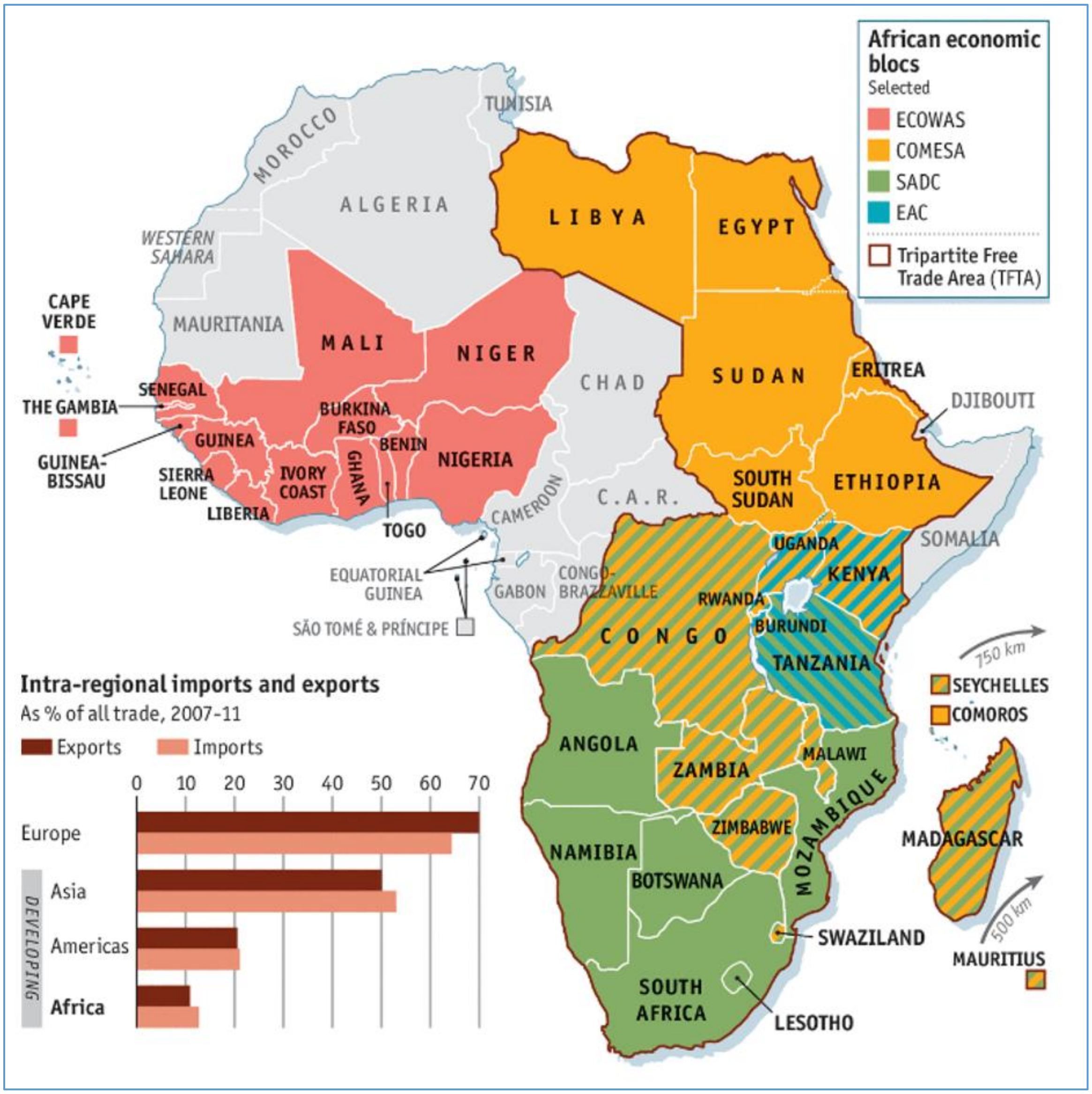
This chapter focuses on the research context of this study. A discussion of South Africa, as an area of research, is presented. Thereafter, the economic outlook, which includes the growth and productivity prospects of the South African economy, is discussed. This is followed by a review of the geopolitical positioning on the economic climate and society. A thorough review of the system of procurement in South Africa is then presented. In like manner, the chapter explores the adoption of local procurement as a potential enabler for closing the gaps that are outlined in the research problem. The role of the Proudly South African campaign as a conduit for driving conscious awareness for locally produced goods and services is observed. The chapter concludes by examining the phenomenon of inclusive business in South Africa.

2.2 South Africa as a study area

South Africa is a country that is located in the southern region of the African continent. Contrary to its geographic location, as illustrated in Figure 2-2, it has been regarded as the "gateway to Africa" and as an affluent, vibrant business hub for doing business with the rest of the continent (Games, 2012). Oguttu (2011) alludes to the fact that the fiscal climate and the established infrastructure in South African is a drawcard for potential foreign investment and further development in Africa when compared to other developing nations on the continent. The country boasts a wealth of minerals and it is hailed as a pivotal hub for financial resources in Africa (BMI Research, 2017).

According to a report issued by the Government Communications Department, in 2015 South Africa had an estimated population of around 54, 96 million with an estimated 88% of the race population classified as Black and 51% constituted of females. While the capital city of South Africa is Pretoria, it is interesting to note that the city of Johannesburg in the Gauteng province is considered as the economic centre, with 13 million of the demographic situated in what is seemingly the largest and most economically active province that contributes the highest per-capita income level in the country. The contribution of the Gauteng province to the gross domestic product (GDP) in South Africa is estimated at 35%. Gauteng is also considered as a significant contributor to the African economy (Government Communications (GCIS), 2016b).

Figure 2-2: Geographic location of South Africa



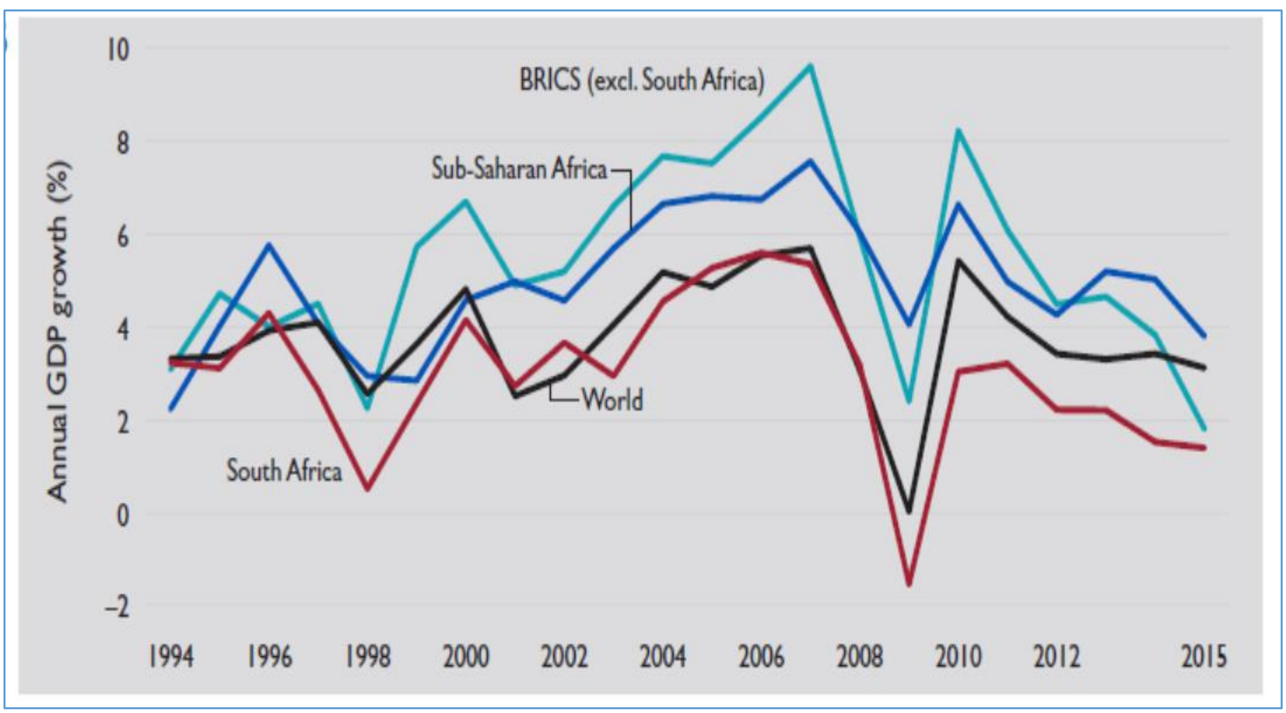
Source: NEPAD (2010)

Games (2012) asserts that South Africa has attracted international interest due to the economic benefits that it derives from the clout that is inherent with being a member of BRICS (Brazil, Russia, India, China, South Africa), as well as the strength of the competitiveness of the institutions and financial services sector in South Africa. In 2010, the country of South Africa astounded the international community through the lens of the soccer fraternity by hosting a historical first ever soccer world cup tournament to be held on the African continent (NEPAD, 2010). South Africa is regarded as an emerging economy with an economic landscape that is well structured and more developed than other countries on the African continent. With an estimated GDP per capita of USD 8,064, in 2011 it was ranked among middle economies such as Chile and Mexico (IHS Economics and Country Risk, 2015). The 2017 global economic outlook, however, suggests that the per capita of South Africa has since declined (Department of National Treasury, 2016b).

2.3 The economic outlook for South Africa

The positive trajectory in the economic performance of developing countries has changed the business landscape and become an important economic indicator in the global markets. South Africa is considered as one of the 25 largest developing economies (Vandenberghe, 2017). The World Bank suggests that the GDP growth in South Africa, when compared to peer countries in BRICS, has been slow and has lagged world market growth trends since the global meltdown in markets in 2008, as depicted in Figure 2-3 (World Bank, 2016b).

Figure 2-3: South Africa's GDP growth (1994-2015) compared to BRICS peers



Source: World Bank (2016b)

Notwithstanding this phenomenon, the relative volatility of markets across the globe and fluctuating economic conditions has affected many global players. South Africa, as an emerging economy, has also become a casualty with a forecasted economic growth of 0.1% for 2016 (World Economic Forum, 2016).

Despite several glaring challenges that are faced by the country, such as the high unemployment rate at over 25% and rising income inequality, South Africa's global competitive position and ranking by the World Economic Forum (WEF) improved to 47th from 49th in 2016. The Johannesburg Stock Exchange (JSE) in South Africa is considered as the leading and largest stock exchange on the continent (Lee & Sehoole, 2015). Taylor (2017) asserts that economic growth is a catalyst enabler that is necessary for productivity and inclusive development of societies. An inclusive development approach therefore fosters an enabling economic climate which is an imperative conduit that will increase the impact of sustainability (Mashele, 2016).

2.3.1 Economic growth and productivity prospects

It has been observed that progressive governments that have high performing economies have prioritised investment in higher education as a direct contributor to productivity and this is undoubtedly one of the building blocks for the sustainable and inclusive development of societies (Vandenberghe, 2017).

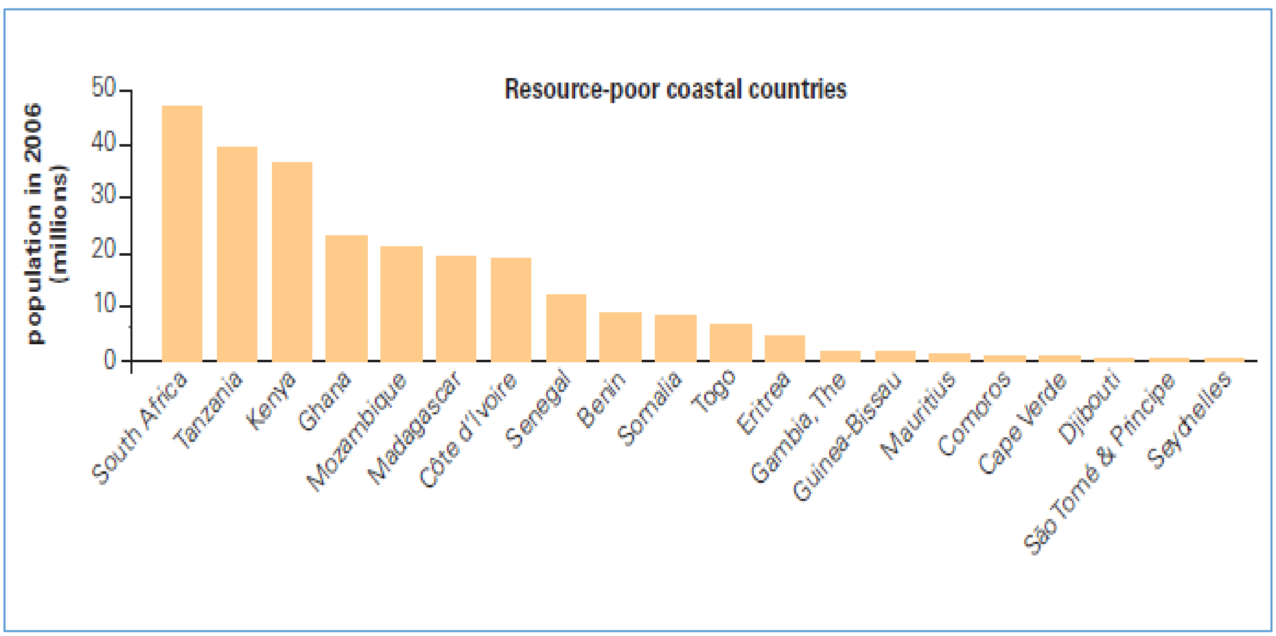
Lee and Sehoole (2015) observe that at an international and regional level, South Africa has become a significant contributor to the development of human capital skills, and that it is widely considered as a popular emerging provider of higher education through attracting the interest of foreign students and scholars across the globe. Mzobe (2015) explores the influence of the levels of education in the development of societies in African countries and posits that education significantly shapes the social context and perspectives around inclusive development.

The installation of the former South African President, Thabo Mbeki, in 2017, as the chancellor of the University of South Africa (UNISA) endorsed the profile and outlook of South Africa as a global intellectual influencer and the country's position as a prominent leader of higher education on the continent (Gumede, 2017). Despite the strides that have been made in higher education, there is still a need to holistically invest and enhance the quality of the educational system in South Africa. This is necessary to alleviate the legacy of unemployment and poverty inherited from the apartheid system which oppressed the country between 1948 and 1994 (BMI Research, 2017).

2.3.2 The geopolitical outlook of South Africa

Scholvin (2010) suggests that the geographical position of a state has an influence on the attributes of the economic climate and the peculiar disposition of the political landscape of that particular state. The mining and beneficiation of mineral and natural resources such as gold, platinum, copper, manganese, iron ore and palladium deposits is a catalytic driver and a major contributor to socio-economic agenda in South Africa. South Africa, as shown in Figure 2-4, is however considered a resource-poor coastal country with a low economic growth performance (The Commission on Growth and Development, 2008).

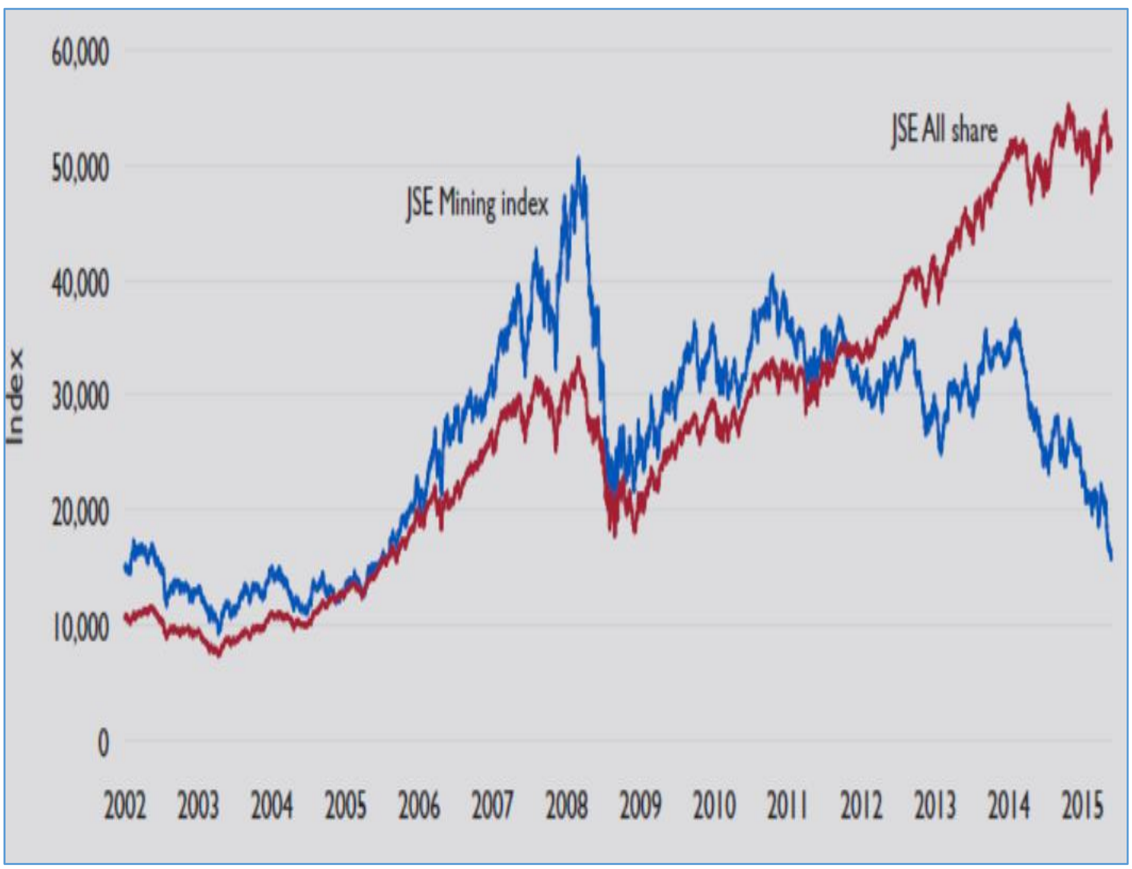
Figure 2-4: Resource-poor coastal countries in Africa



Source: The Commission on Growth and Development (2008)

The economic empowerment of the South African landscape is amplified by the contribution of the mining industry to the regional domestic activity, which has been recorded at over 25% (Government Communications (GCIS), 2016a). The location of the mineral resources in South Africa, therefore, provides an advantage for economic integration and the potential to derive industrial synergies with the rest of the continent (Scholvin, 2010). South Africa however, is yet to derive maximum economic rents for the economy, albeit it being renowned for possessing an abundant wealth of minerals and natural resources (The Commission on Growth and Development, 2008). The mining industry and related mining business activities in South Africa have, in the past few years, been negatively affected by challenges, including labour unrest, job losses and adverse performance of commodity markets (Industrial Development Corporation, 2016). An outlook on the market performance of mining shares on the Johannesburg Stock Exchange, as depicted in Figure 2-5, indicates a sharp decline when compared to market shares that are trading on the exchange.

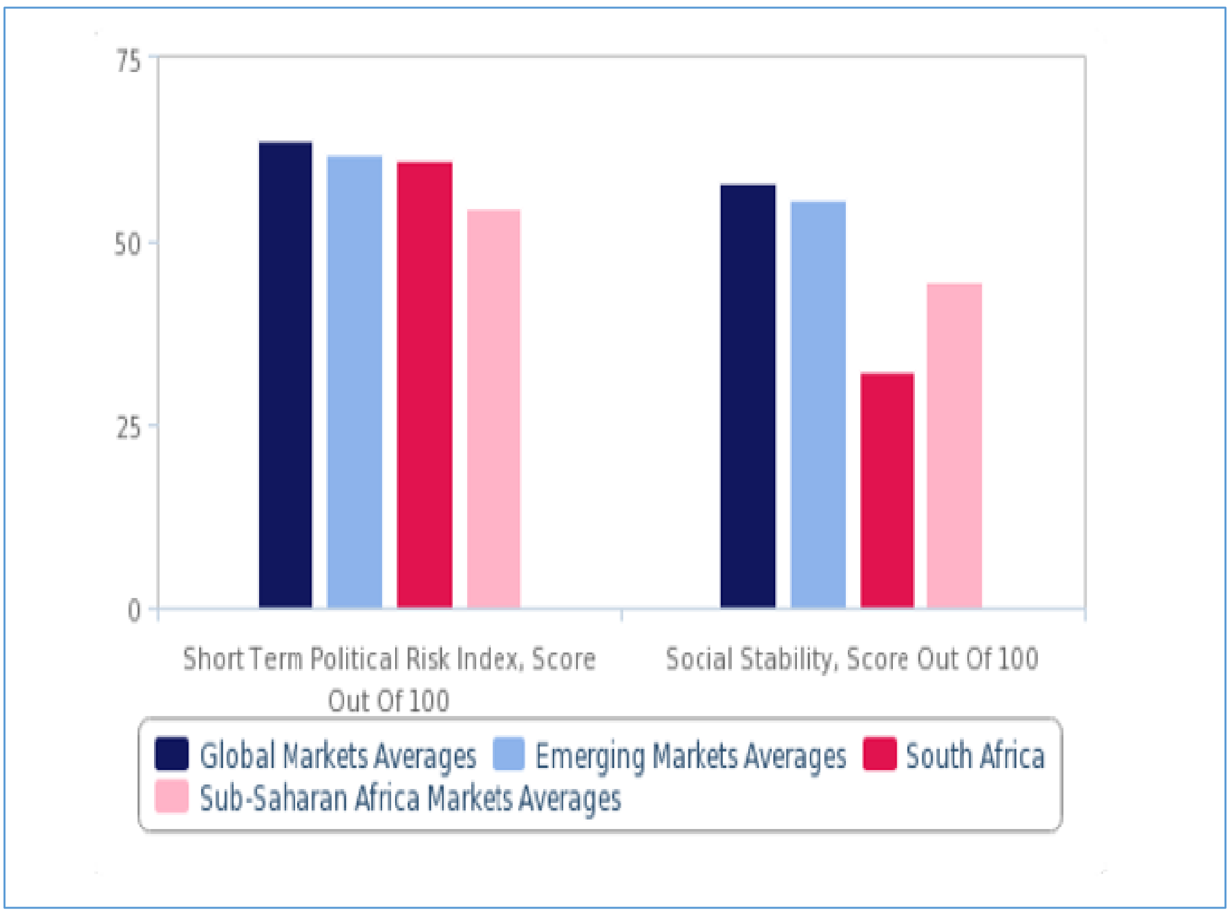
Figure 2-5: Market performance of JSE Mining Index



Source: World Bank (2016b)

Games (2012) postulates that South Africa faces domestic threats such as low levels of efficiency in the delivery of state programs, a decline in strategic business sectors, industrial action, social unrest and the rise in the influence of the political landscape. In like manner, Grater (2017) points out that there is a relationship between market indicators, political risk and socioeconomic outputs. In addition, socio-political action and political leadership reforms in most emerging economies, are known to play a major role in altering projections of economic performance and development (Grater, 2017). Research has further suggested that the volatile spikes in social unrest, as shown in Figure 2-6, have a negative impact on the outlook of South Africa as an emerging market (BMI Research, 2017). The negative projected spikes are purported to emanate from the influence of the political arena in the country (Grater, 2017; BMI Research, 2017).

Figure 2-6: Social unrest as a driver of political risk



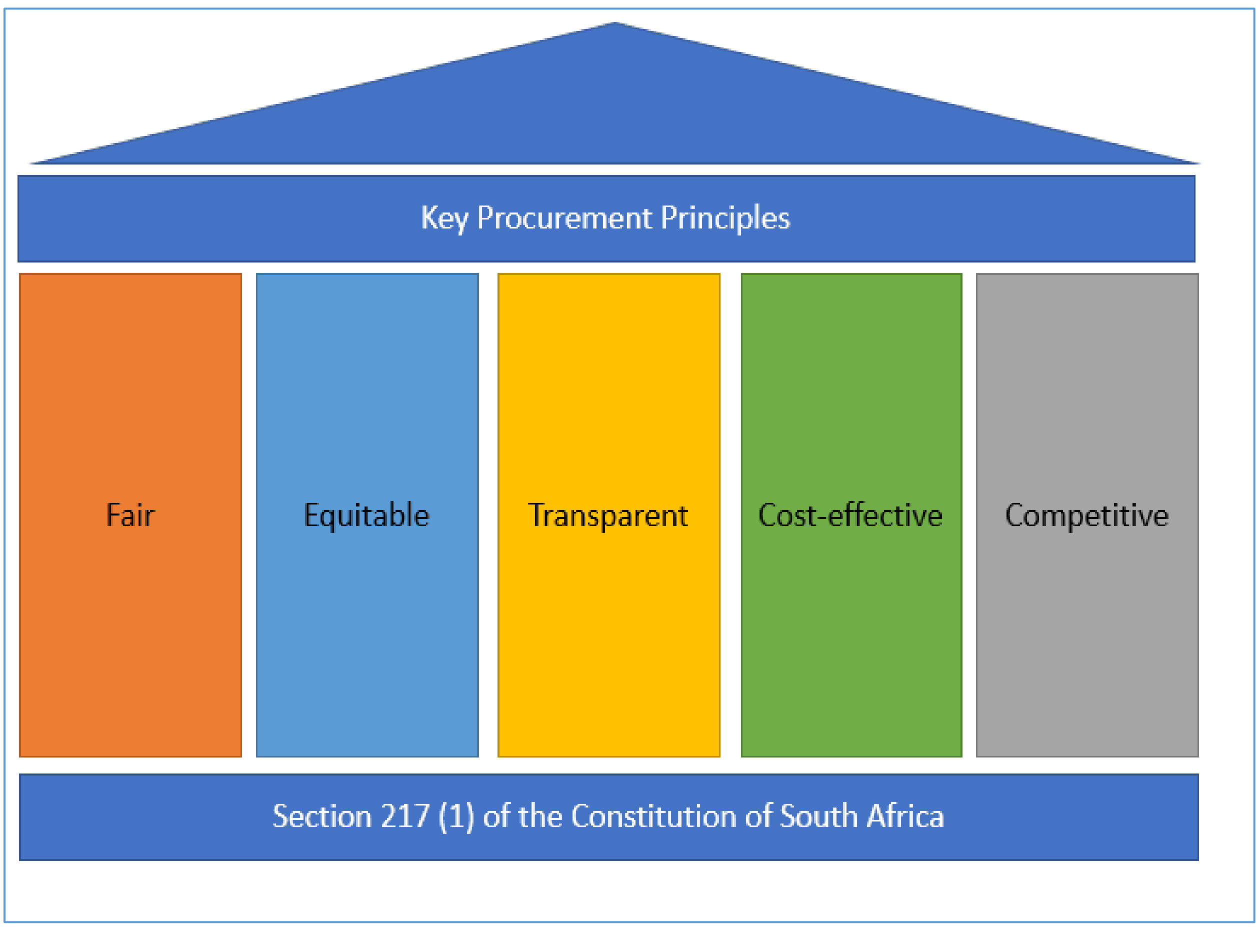
Source: BMI Research (2017)

2.4 System of procurement in South Africa

2.4.1 Regulations in South Africa

Mofokeng (2012) highlights the procurement system as a critical platform and an effective mechanism for governments and organisations to showcase the ability to deliver goods and services to society, as well as serving as a means to demonstrate a commitment towards sound business practices and good governance. Ambe (2016) affirmed the significant role of the procurement system in South Africa towards the delivery of public goods and services to society in a manner that promotes accountability and the interests of the society in line with Section 217 (1) of the *Constitution of the Republic of South Africa* as illustrated in Figure 2-7.

Figure 2-7: Key Procurement Principles



Source: Ambe (2016)

Okubena (2016) postulates that the reform of the procurement system in South Africa, in particular, the legislative framework, was initiated by the government with the view to develop effective governance structures and to advance broader socioeconomic objectives. These include poverty alleviation, job creation, shared and accelerated growth, local economic development and the economic empowerment of the minority population. The procurement reform was an outcome of the Joint Country Procurement Assessment Review (CPAR) exercise between the National Treasury and the World Bank in order to assess the capabilities and strengthen governance structures of the procurement system in South Africa (Ambe & Badenhorst-Weiss, 2012).

The preferential procurement system in South Africa is a strategic policy driver. It is regarded as a conduit for economic empowerment and transformation of the social landscape. It is anchored by the supreme law of the land, which is outlined in section 217 of the *Constitution of the Republic of South Africa* (Migiro, 2010). McCrudden (2004) posits that the proposition to utilise the procurement system as a strategic mechanism to advance social and economic objectives in South Africa is a philosophy can be traced as far back as the 19th century by the government of the United States of America.

Jeffery (2010) affirms that the introduction of a preferential procurement system, as a government policy remedial intervention and a mechanism to award preference to previously disadvantaged individuals and minorities during government tender processes, serves as a means to address the imperialistic legacy of the apartheid era that led to inequality in the economic participation of the population in South Africa. The *Preferential Procurement Policy Framework Act 5 of 2000* and its associated regulations are applied as key policy tools for driving the government's commitment towards achieving economic development and promoting participation by minorities in procurement activities (Republic of South Africa, 2017). Bolton (2008) observes that the use of a procurement system that promotes targeted economic opportunities and access to resources for the benefit of previously disadvantaged groups in society is necessary for sustainable and inclusive development, given the historic oppressive policies. The *Broad-Based Black Economic Empowerment (B-BBEE) Act 53 of 2003* is a policy tool that was also introduced to augment the legislative framework in order to promote and affirm the advancement of designated groups of the population through government spend allocated to goods and services (Chiloane-Tsoka, 2013).

Though the public procurement system, particularly the legislative framework in South Africa, is intended to promote inclusive economic opportunities for the benefit of society, the system continues to be associated with unfair business practices and, in addition, is marred by allegations of corruption and inefficiencies in the delivery of services by government (National Treasury, 2015). The procurement regulatory environment has also been described as too rigid and inflexible to adapt to the evolving requirements of society and the environment (Hank et al., 2008; Hlakudi, 2012).

2.4.2 Sustainable procurement in South Africa

The South African government, in 2008, introduced the South Africa National Framework for Sustainable Development (NFSD). This signalled the highest level of commitment to driving sustainable development objectives and to creating an enabling environment for economic, environmental and social advancement through national and local systems (The Department of Environmental Affairs, 2011). The strategy to implement key initiatives that emanated from the NFSD was rolled out in 2011 and, amongst others, asserts significant enablers for promoting sustainable development such as building sustainable societies through responsible sourcing and local economic development interventions as indicated in Table 2-1.

Table 2-1: National Strategy for Sustainable Development (NSSD1) Strategic Priorities

NFSD strategic priorities	Reformulated NSSD 1 strategic priorities
Priority 1: Enhancing systems for integrated planning and implementation	**Priority 1:** Enhancing systems for integrated planning and implementation
Priority 2: Sustaining our ecosystems and using natural resources efficiently	**Priority 2:** Sustaining our ecosystems and using natural resources efficiently

NFSD strategic priorities	Reformulated NSSD 1 strategic priorities
Priority 3: Economic development through investing in sustainable infrastructure	**Priority 3:** Towards a green economy
Priority 4: Creating sustainable human settlements	**Priority 4**: Building sustainable communities
Priority 5: Responding appropriately to emerging human development, economic and environmental challenges (including climate change, rising oil prices, globalisation and trade)	**Priority 5:** Responding effectively to climate change

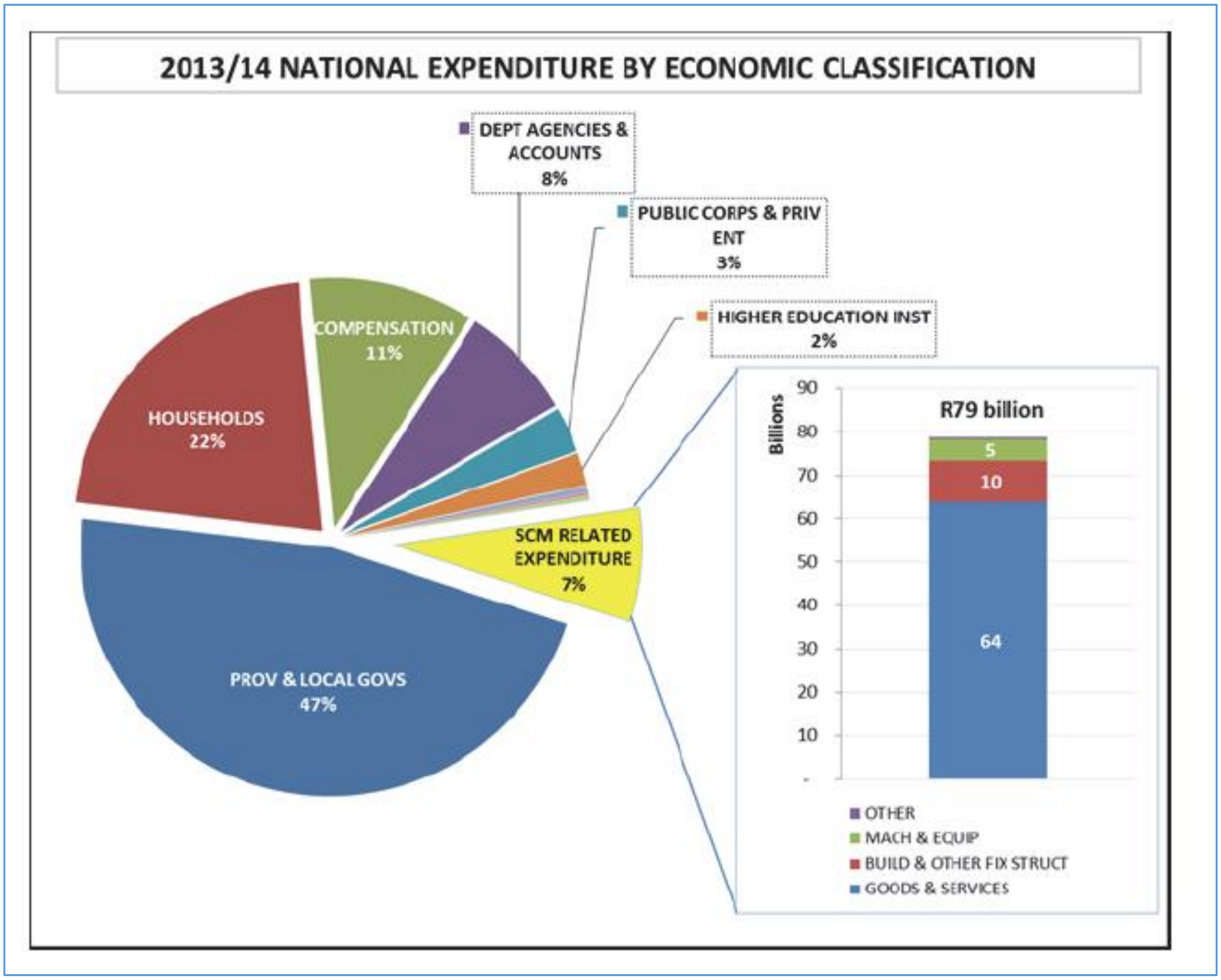
Source: The Department of Environmental Affairs (2011)

Bolton (2008) asserts that the legislative environment in South Africa is conducive to promoting the objectives of social, economic and environmental aspects of sustainability through the procurement system. It therefore holds that, through their large buying power, the government and organisations have the power to make a significant contribution towards sustainable procurement and to influence markets in a responsible and sustainable manner (Hank et al., 2008). It is interesting to note that Mashele (2016) highlights that the procurement of goods and services from local suppliers is a conduit for creating sustainable jobs and driving sustainable procurement and economic growth that has a direct positive impact of the country's fiscus.

2.5 Procurement in South Africa

The World Bank, in 2016, estimated that South Africa has an opportunity to generate savings for professional services by $1.14 billion and contribute towards GDP growth by 0.5 points through the effective use of competitive procurement processes (World Bank, 2016a). The Department of National Treasury, as the custodian of the management of public finances in South Africa agrees that the procurement of public goods, services and construction works is an enabling mechanism, which is central to the delivery of services to society by the government. It thus promotes the strategic positioning of an effective and efficient procurement environment, given the large scale and the power of the public purse as illustrated in Figure 2-8.

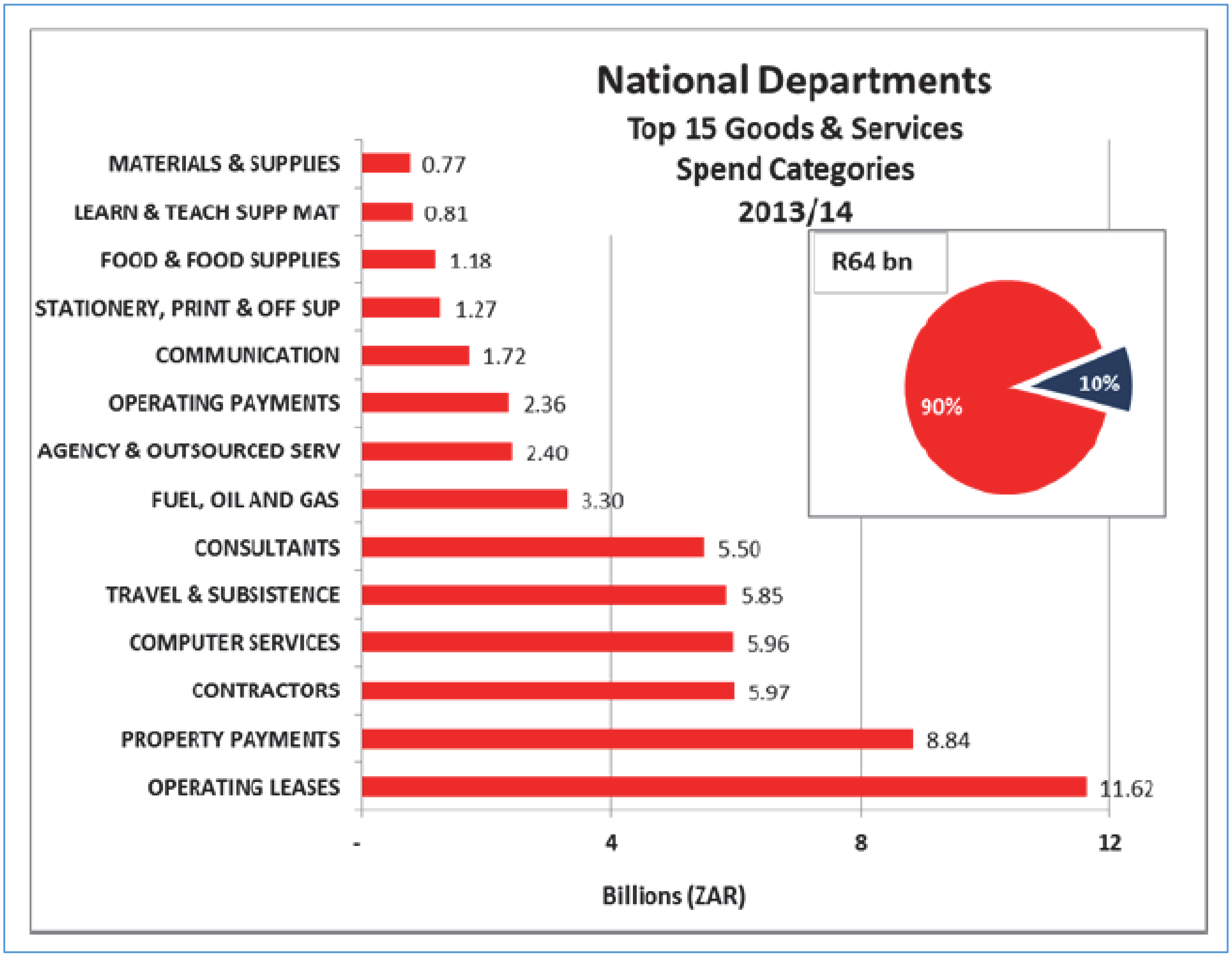
Figure 2-8: National Expenditure for public goods and services for 2013/2014 Financial Year



Source: National Treasury (2015)

In his fourth State of the Nation address, in February 2017, President Jacob Zuma, the president of the Republic of South Africa, affirmed the influence of procurement as a strategic lever to contribute towards the economy and sustainable development (South African Government, 2017). According to the president, over R500 billion is spent annually by the government on the purchase of goods and services. Figure 2-9 depicts the nature of the public goods and services that were procured by national government departments for the 2013/2014 financial year (National Treasury, 2016a). The diagrammatical representation shows that around R20 billion was spent on payments for operating leases and property in that financial year

Figure 2-9: Categories of public goods and services



Source: National Treasury (2015)

It is further postulated that, through the procurement channel, the government has the strength to leverage the government purse that is used to implement key social programmes (National Treasury, 2016a). Table 2-2, provides a synopsis of key delivery programs as pronounced by the government in 2016. The table shows that a further R900 billion is allocated for infrastructure projects in South Africa. To that end, the size of the government purse highlights the extent of the strategic contribution that can be made by sustainable procurement towards creating an inclusive economy.

Table 2-2: South African Budget Speech 2016 Key Government Programs

Spend (Billion Rand)	Time period	Program, Sector or Activity
R870	2016 -2018	Public sector infrastructure programme including transport and logistics, bulk infrastructure and residential services, water, health and education infrastructure
R204	2016	Basic education and early childhood education
R204	2016	Defence, public order and safety
R180	2016 -2018	Energy investment
R16.3	2016 -2018	Higher Education

Source: National Treasury (2016a)

2.6 Local Procurement

According to Cant & Wiid (2013), small and medium-sized enterprises (SMEs) constitute 60% of formal employment in South Africa. SMEs are thus considered to be a significant positive contributor and driver for job creation and economic development. SMEs are spread across various economic sectors and may pursue different types of business operations (Mutalemwa, 2015). Marais (2008) attests that business support for SMEs, which is linked to procurement and supply market access through community development initiatives, carries the ability to enhance market competitiveness and breed wider reaching local and social economic development opportunities.

In light of globalisation that has heightened the levels of competition from foreign suppliers, procurement from local suppliers is considered as a means to provide market access to SMEs, create jobs, alleviate poverty and contribute to sustainable development (Gonza´lez-Trejo, Gonza´lez-Salazar, Pedroza-Cantu and Elizondo-Arroyave, 2013; Gitau, 2013). Mutalemwa (2015) suggests that the rapid development of, and shifts in, global markets which makes it easy for foreign suppliers to penetrate local markets, has borne challenges for local SMEs. This is especially the case in developing economies that must position their service offerings and products in a vibrant global competitive landscape that necessitates a paradigm shift in doing business. Mahadea (2012) postulates that economic development has a direct and positive influence on the level of employment in an economy. Furthermore, government and business can address the challenges of inequality, poverty and unemployment through sourcing from local suppliers and SMEs. An opportunity exists to create sustainable jobs and positively impact on the economy through market access, procurement and structured support for local entrepreneurs and SMEs (Mahadea, 2012; Rogerson, 2014).

For Loader (2013), procurement and increased market access opportunities for local SMEs are critical missing pieces of the puzzle in addressing sustainable development and for stimulating growth in the economy. In South Africa, the government has further introduced industrial development zones (IDZs) in order to stimulate trade and support the export of locally manufactured products and domestic goods (Areff, 2016). Tang (2008) posits that IDZs are used as important conduits to boost domestic productivity, encourage job creation and stimulate the competitiveness of locally manufactured goods, while Rogerson (2014) asserts that the development of the local economy, through the procurement and supply chain platform, is necessary to foster economic growth and to confer direct social benefits and improve the quality of life for the local population. In addition, the government, through the Department of Trade and Industry, stimulates local procurement through prescripts for various sectors that are designated for localisation, such as clothing, textiles and procurement of busses, which are allocated preference in public procurement processes (Rogerson, 2014).

2.7 Proudly South African Brand

The Proudly South African Campaign is a strategic intervention that was introduced to promote public and private sector procurement through the sourcing of local goods and services. The aim is to stimulate local economic development and, most importantly, facilitate the creation of jobs in the South African economy (Proudly South African, 2017). This patriotic campaign is anchored by the partnership commitments made through the Local Procurement Accord in 2011, to drive conscious awareness of the extensive benefits that are derived from the procurement of goods and services that are produced locally (Economic Development Department, 2011). Furthermore, the Proudly South African campaign through its widely recognised brand as illustrated in Figure 2-10, sets out to provide a networking platform for trading opportunities between large and micro-enterprises, with a view to encourage and enable local procurement.

Figure 2-10: Proudly South African brand logo

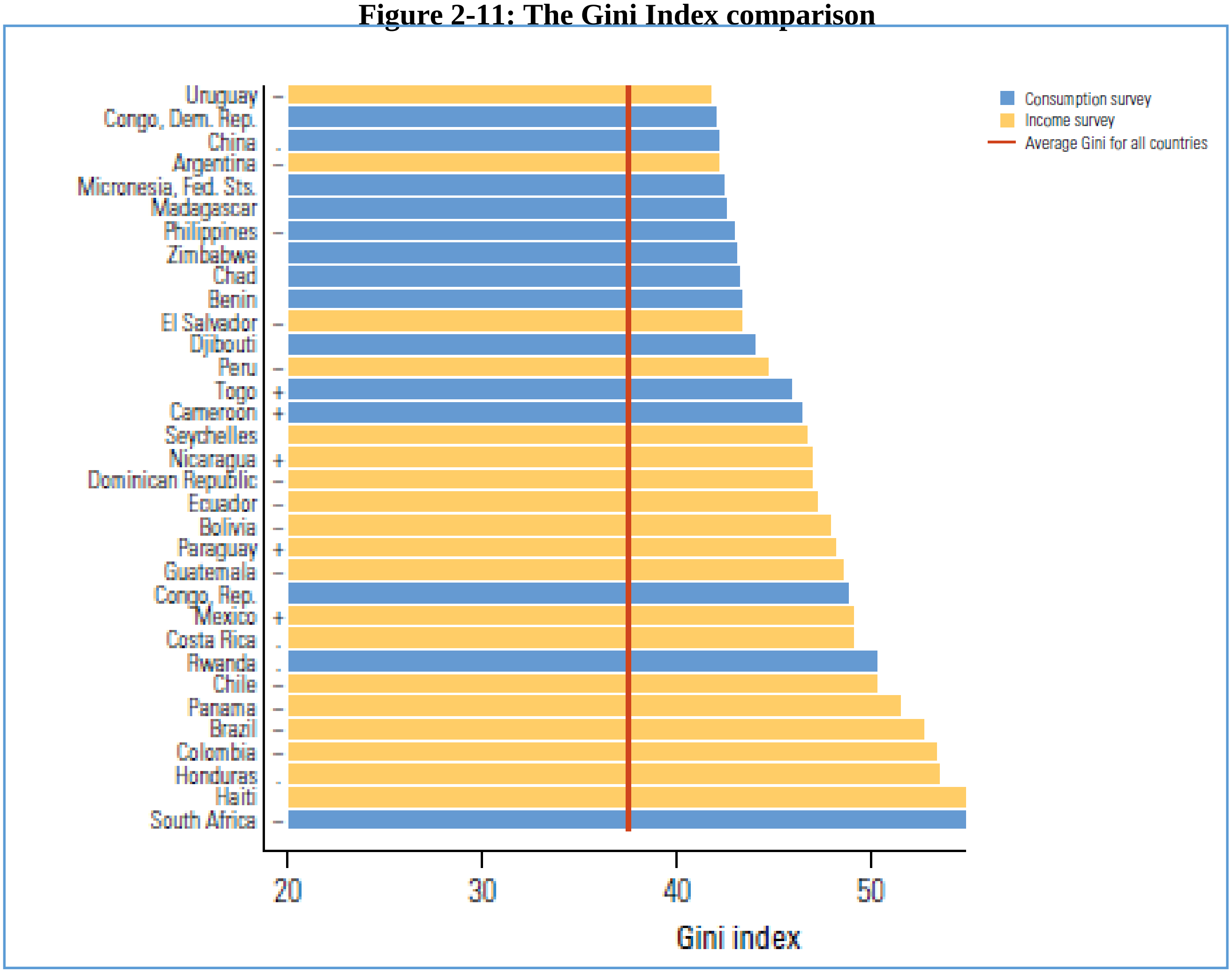
Source: Proudly South African (2017)

2.8 Inclusive business models in South Africa

The legacy of the Apartheid era in South Africa is perhaps the largest backdrop against which the socioeconomic landscape of the country and the legacy of the income inequality amongst the population is shaped. The Apartheid system in South Africa, was an exclusionary philosophy that was endorsed and enforced by the then white ruling government in 1948, which was aimed at marginalising the black population from gaining social, political and economic rights (Frye, Farred, & Nojekwa, 2011). Furthermore, Frye et al. (2011) suggest that, as a result of the oppressive environment and uneven distribution of economic benefits based on racial discrimination, the socioeconomic landscape in South Africa remains in dire need of restitutive interventions that will redress the high levels of inequality and inherent imbalances that were inherited from the past.

The World Bank asserts that high levels of inequality are a threat to societal progress, sustainable development and world economic growth. South Africa and Haiti have the highest gini-coefficient indices when compared to other countries around the globe as shown in Figure 2-11 (World Bank, 2016a). Reducing the gini co-efficient, the levels of poverty and encouraging sustainable production and consumption remains an imperative objective of the Sustainable Development Goals (SDGs) as initiated by the United Nations (Griggs, 2013).

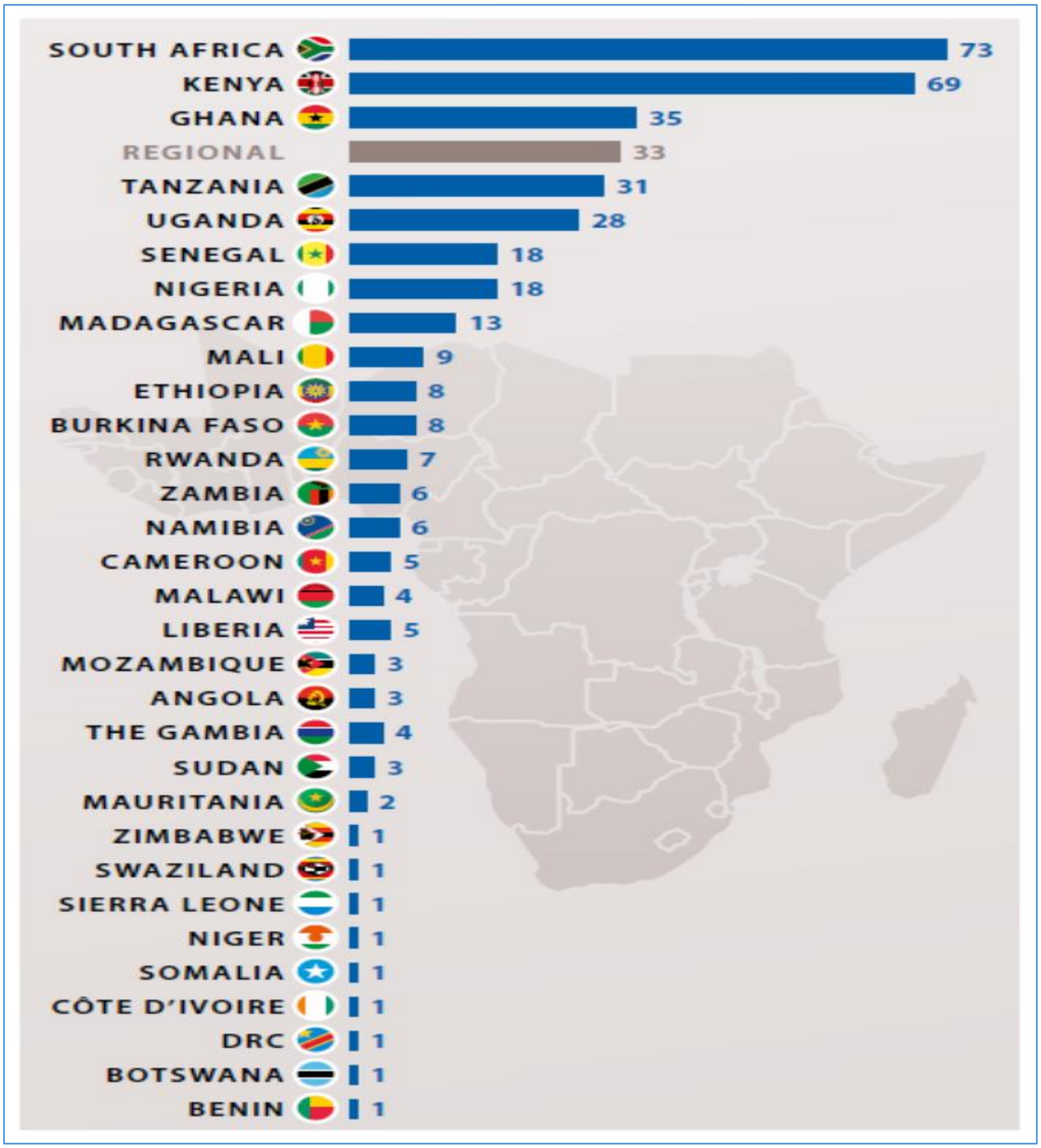
Figure 2-11: The Gini Index comparison



Source: World Bank (2016a)

The UNDP, in 2013, commissioned a study on the Sub-Saharan Africa business fraternity with a view to gauging the extent to which inclusive business approaches and related eco-systems are effective. They found that South Africa is one of the leading countries in Africa (as shown in Figure 2-12) that has harboured a culture of inclusive business (UNDP African Facility for Inclusive Markets, 2013).

Figure 2-12: Case studies of inclusive business models in Sub-Saharan Africa



Source: UNDP African Facility for Inclusive Markets (2013)

The collaborative business approaches are done through various mutual partnership arrangements between business and society, to encourage inclusive development and unlock economic growth (UNDP African Facility for Inclusive Markets, 2013). In South Africa, inclusive business models are more prevalent in the agricultural sector and related value chains and, to a large extent, tend to manifest as strategic partnership arrangements between commercial retailers, agro-processors, small-scale farmers and local communities. Such arrangements are intended to improve supply chain efficiencies whilst contributing towards shared economic growth (UNDP African Facility for Inclusive Markets, 2013). Migiro (2010) asserts that inclusive empowerment is an imperative enabler in a societal landscape that is characterised by economic divide and inequality. By the same token, Gradl, Krämer and Amagidi (2010) suggest that inclusive business models are partnership gateways. They argue that this is particularly true in developing economies that create expansive value from business and extend the proceeds that are derived in the process to the wider population.

2.9 Chapter Summary

This chapter provided an overview of the context of South Africa as an area of research. This included exploring the economic and geographic landscape within which the research topic is positioned. In addition, the chapter explored the regulatory framework that influences the decisions of the procurement fraternity in public and the private sectors. This review, showed that the procurement system is an imperative platform, which is deployed by public and private organisations for delivering goods and services to society. Furthermore, responsible procurement practices serve as a means for demonstrating commitment towards sound business approaches and good governance. The scope of procurement in South Africa was discussed, in order to understand the leverage that can be derived to achieve sustainable development objectives through the procurement platform. In addition, an understanding of the concept of sustainable procurement was explored. Lastly, the importance of local procurement interventions was highlighted as a precursor to magnify the role of inclusive business models in addressing socioeconomic objectives and inequality in South Africa. The next chapter discusses the theoretical framework upon which this research study was grounded and provides an empirical review of the research variables.

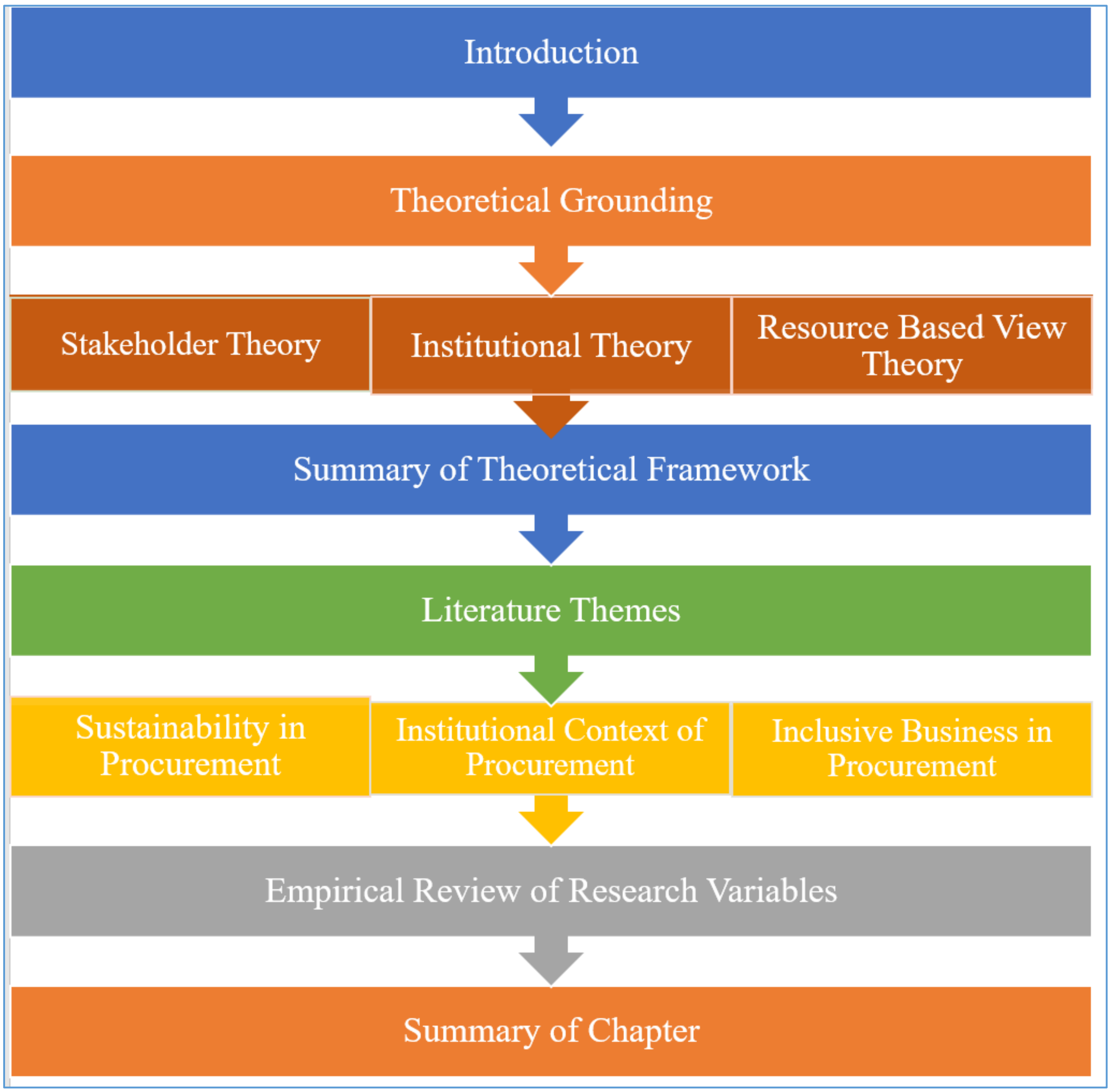
Chapter 3

RESEARCH THEORIES AND THEMES FOR SUSTAINABLE PROCUREMENT

"The farther backward you can look, the farther forward you are likely to see."

Winston Churchill (1874-1965)

Figure 3-1: Overview of Chapter 3



3.1 Introduction

The purpose of this chapter is to present a foregrounding theoretical framework for this research study. A theoretical framework is a core to the literature review. This chapter, therefore, begins with a synopsis of the framework consisting of three theories; the stakeholder theory (ST), institutional theory (IT) and resource based-view theory (RBVT). This is followed by a discussion of each theory. Drawing from literature, the links between each theory and the objectives of the research study are presented. Thereafter, a comprehensive review of the research variables is provided. For the purposes of this study, strategic partnerships, competitive advantage, familiarity with policies, trust within supply chains, organisational incentives; sustainable procurement and inclusive business are considered as research variables. The chapter concludes with a summary of the theoretical framework which is presented using six complementary themes, which aim to draw comparisons between the theories.

3.2 Theoretical framework

According to Creswell (2014), a theoretical framework helps to comprehend the concepts related to the research in a general manner and clarifies the relationship between the variables that are used in the research study. The following theories were used for the purpose of this study; namely Stakeholder Theory (ST), Institutional Theory. (IT) and Resource-Based View Theory (RBVT). The theoretical framework is used as a preface to the literature review for this research study, as it sets out to examine the influence of responsible procurement practices that integrate inclusive business approaches as a means to contribute to sustainable development through strategic partnerships with stakeholders.

The interface of ST, RBVT and IT is viewed as complementary, particularly in the context of understanding the broader role of business in creating value for society (Vracheva & Mason, 2015). Touboulic and Walker (2015b) similarly propose that ST, IT and RBVT are prominent theories in the context of sustainable procurement and supply chain. In addition, Vracheva and Mason (2015) highlight that through the lens of these theories, scholars are able to explain the impact of strategic institutional interventions of stakeholders on sustainable development initiatives. To that end, an overview of ST, IT and RBVT is provided in Table 3-1 and a detailed discussion of each of the theories is provided in the sections that follow.

Table 3-1: Overview of Theoretical framework

Theories	Theory 1: Stakeholder Theory	Theory 2: Institutional Theory	Theory 3: Resource-Based View Theory
Description	Revolves around the influence of stakeholders of the organisation such as customers, suppliers, society, competitors, government, shareholders and employees	Concerned with the influence of institutional expectations on business practices and behaviour in organisations	Concerned with the efficient acquisition and allocation of resources and the capabilities of an organisation
1. Concerned with building favourable business relationships, alliances and strategic partnerships	✓	x	✓
2. Concerned with the context within which organisations operate	✓	✓	x
3. Concerned with access to resources	✓	✓	✓
4. Concerned with collaboration in order to gain competitive advantage	✓	x	✓
5. Concerned with external pressures that influence organisational practices	✓	✓	x

Theories	Theory 1: Stakeholder Theory	Theory 2: Institutional Theory	Theory 3: Resource-Based View Theory
6. Concerned with legitimacy and the license to operate in the market	✓	✓	x

Source: Own Compilation

3.2.1 Stakeholder Theory

Stakeholder theory in business ethics and management studies provides a lens to examine the balancing act that is inherent in organisational decisions. According to Freeman (2011), ST revolves around the management of various groups of interest and their interconnectedness in the process of creating value for the organisation. ST enables the exploration of relationships between the organisation and sustainable development in the broader socioenvironmental context and highlights the need for stakeholders to adopt responsible behaviour and practices (Chang, Zuo, Zhao, Zillante, Gan & Soebarto 2017).

For Asgary and Li (2016), ST suggests that realisation of the objectives of organisations is influenced by consideration of the interests of various stakeholder groups while Crane and Ruebottom (2011) have observed that ST highlights the intricate coordination that may be involved in identifying and coordinating the various interests of stakeholder groups. According to Tomas, Hult, Mena, Ferrel, and Ferrel (2011), ST is a lens that enables organisations to see beyond the motive to maximise profits and to extend the value that is generated by business towards various stakeholders. Meixell and Luoma (2015) argue that stakeholders require organisations to make a positive contribution towards sustainability issues relating to social, economic and environmental objectives. ST foregrounds the fundamental intention of organisations to create value for stakeholders that will lead to the improved welfare of stakeholders in the long run (Harrison & Wicks, 2013).

Meixell and Luoma (2015) note that stakeholder influences can also obstruct the organisations from achieving set goals and objectives. Doh and Quigley (2014) note that ST holds that there should be a distinction between legitimate stakeholder constituencies with overt influence on the organisation and those stakeholders that may not necessarily have a claim on the organisation due to multi-faceted interests. One of the criticisms levelled against ST is that it tends to overlook the reciprocal responsibility inherent in various stakeholder relationships as those that may willingly distract the organisation from attaining objectives (Fassin, 2012). ST has also been criticised for its skewed focus on the economic outlook of the participation of stakeholder groups, instead of extending the mapping of stakeholders to a broader view that integrates economic interest and social expectations (Crane & Ruebottom, 2011). Furthermore Crane and Ruebottom (2011) argue that ST does not consider identities that may form as a result of social context and proximity which is required for promoting inclusive business.

Fassin (2009) considers the relationships between various stakeholders such as shareholders, employees, society, competitors, suppliers, government and communities as key to the organisation and argues that stakeholder groups should be classified between normative and derivative constituencies in accordance with the extent of stakeholder influence in the organisation. Furthermore, the varied degrees of stakeholder influences are key to providing a context of the environment in which the organisation operates and thus impacts on the behaviours and decisions that are adopted by the organisation (Fassin, 2009). ST suggests that building favourable relationships and alliances with stakeholders is important as it may provide access to complementary resources for the organisation and enhance capability and competitive advantage (Brower & Mahajan, 2013). Argandoña (2011) argues that it is imperative for organisations to consider the notion of value creation that can be extended to stakeholders in a responsible manner. For Wu, Weng and Huang (2012), interactions and collaboration between various stakeholders are important platforms that carry an opportunity to generate solutions for complex business problems.

Drawing from Parmar, Freeman, Harrison, Wicks, Purnell and de Colle (2010), this study holds that ST guides the art of developing strategies that are able to balance dynamic and competing interests through the creation and distribution of value to stakeholders. Furthermore, a distinct attribute of ST as a lens for examining stakeholder relationships revolves around the ability to address the complexity involved for business to maintain the balanced approach required to create and maximise value in order to distribute value to stakeholders responsibly whilst managing stakeholder interests which are often located on opposite and competing grounds (Parmar, et al., 2010). The balancing act that is inherent in stakeholder management is a means to ensure that the diverse and multifaceted interests of stakeholders do not impair the ability of business to operate effectively and efficiently in the marketplace (Brower & Mahajan, 2013).

For Russo and Perrini (2010), ST when applied in the context of collaboration and building symbiotic relationships with business partners, foregrounds the need for organisations to exceed the call of compliance with a view to addressing broader socioeconomic and environmental concerns. Through collaboration, stakeholder theory further highlights the inherent positive incentive that is afforded to business pursuits, that exhibit responsible behaviour towards stakeholders in order to operate with legitimacy and gain access to societal and environmental resources whilst creating value in society (Russo & Perrini, 2010). Gibson (2012) holds that ST is imperative for examining and understanding the concept of sustainability and the associated impact on the context of the organisation.

According to Wu et al. (2012) and Brower and Mahajan (2013), the interaction between various stakeholders provides the opportunity for society to contribute purposively and to participate in the economic environment. Furthermore, collaborative partnerships create a platform for business to derive cost savings, gain long-term competitive advantage and increase efficiencies (Wu, 2012).

ST has been used to examine strategic partnerships and collaborative networks that are formed between the organisation and various stakeholders, with a view to serve as a vehicle to address broad socioeconomic and environmental concerns that may require complementary synergies, collective thinking, pooled resources and inter-organisational strategies to promote inclusiveness (Savage, Bunn, Gray, Xiao, Wang, Wilson & Williams, 2010).

In conclusion, research has shown that scholars have widely used ST to explain issues relating to sustainability and symbiotic relationships between stakeholders (Russo & Perrini, 2010; Savage, et al., 2010; Gibson, 2012; Chang, et al., 2017). For this reason, ST in this study, is used to examine the impact of strategic partnerships that are formed through inclusive business approaches on sustainable procurement.

3.2.2 Institutional Theory

DiMaggio and Powell (1983), in their seminal work, assert that the theory of institutionalisation of organisations is imperative in explaining inter-organisational relationships that are formed between the public and private sectors with a view to charter diverse insights that promote progressive partnerships for the development of the society. Furthermore, DiMaggio and Powell (1983) highlight that even though organisations pursue different business interests, organisations largely have to compete to gain legitimacy in the market. To that end, in order for organisations to gain recognition in the sociopolitical arena as well as economic benefits that are derived from interactions in the market, there tends to emerge the idea of isomorphism through coercive, mimetic and normative forces that breed the need to conform to wider institutions in a macrosocial context (DiMaggio & Powell, 1983).

According to Scott (1987), IT highlights that stakeholder interests have an influence on how organisations ultimately define and determine the undertakings that are supported and implemented. In this study, it is held that IT proposes that organisations are inclined to form business practices and behaviour on institutional expectations, expressed through official guidelines, traditional customs, routines and social standards (Ferri, Oelze, Habisch, & Molteni, 2014). Adebanjo, Ojadi, Laosirihongthong and Tickle (2013) hold that IT explains how the behaviour of organisations is often influenced by three distinct levels of stakeholder pressure from institutional structures; which can be enforced through coercive forces that ensure organisations are aligned to regulations, mimetic forces that mirror the norms of leading competing organisations as well as normative forces that are introduced through pressure from customers and the market. While this is the case, it is held that the pressure that is imposed by institutional structures has an impact on the organisation to the extent that the focal point of organisations that respond towards such pressure tends to be predictable and lean towards gaining legitimacy in the market (Adebanjo et al., 2013).

According to Liu, Ke, Kee Wei, Gu, and Chen (2010), IT holds that the environmental context within which organisations operate informs the standards, behaviours, decisions and practices that are aligned to norms that provide access to resources, legitimacy and the licence to operate in the market. Mutalemwa (2015) asserts that IT serves as a framework for understanding how organisations and individuals ought to act and behave in a business environment. IT has been widely used to examine the broader impact between macro environment forces and formed societal values and norms, with a view to assessing the sociopolitical context of the organisation (Moré, Telles, Marinho, & Corrêa, 2016).

Drawing from Morali and Searcy (2013), IT provides a lens for examining how organisational stakeholders interface with each other within the context of structures that relate to social responsibility. In addition, Nurunnabi (2015) highlights the dynamism that is provided by IT as a launch pad for informing organisational behaviours in a sociopolitical context. As a result, IT offers an appropriate lens to examine the notion of isomorphism as a result of stakeholder forces in the environment that often lead to convergence of business practices and organisational behaviour in response to sociopolitical influence, market challenges and professional networks (Moxham & Kauppi, 2014).

Vracheva and Mason (2015) argue that IT provides a discourse on regulatory, social and cultural factors that enforces specific ground rules and a firm backdrop against which organisational norms should be aligned. Meyer and Höllerer (2014), in their critique on whether IT should be revised as a theory for organisational studies, claim that it is imperative for an institutional theory to highlight the dynamic interaction between institutional structures and the organisational context. It is noted that the critique highlights the fact that the focal point of the theoretical lens should be magnified to extract the impact of institutional structures on the organisation (Meyer & Höllerer, 2014) .

On the contrary, Theodorakopoulos et al. (2015) postulate that IT holds that although institutional structures can act as enablers for adoption of sustainable procurement, such structures may also be inhibitors of progress and barriers to successful adoption and achievement of supply chain objectives. Based on the above, this study submits that IT as a lens is purported to explain the internal and external pressures that influence behaviours and the need for organisations to adopt the triple bottom line principle which is concerned with stakeholder interests in business practices (Waldman & Balven, 2014; Wu, Daniel, Hinton, & Quintas, 2013; Butler, 2011; Liu et al., 2010). It is noted that Adebanjo et al. (2013) suggest that there is a need for research on institutional theory in the supply chain that is aimed at developing economies. For this reason, this study uses IT to examine how institutional pressures allow for inclusive procurement approaches in South Africa.

3.2.3 Resource-Based View Theory

Grant (1991). in his seminal research study, suggests that behind the distinct character of an organisation and compelling business strategies that lead to profitability and growth in the market, lies the understanding of the strategic combination of resources and capabilities that are accessible to the organisation. RBVT examines the allocation of resources and the capabilities of an organisation with a view to improve and retain competitive advantage in the market (Grant, 1991). The study conducted by Conner (1991) has also influenced the schools of thought around RBVT. Conner (1991) holds that the relationship between organisational proficiencies and the introduction of distinct resources are key contributors to organisational performance and market positioning.

RBVT, with its origins in economics, has over the years been adopted by management scholars as the concept relates to the manner in which organisations aim to set apart product offerings and services in the market in order to outperform competition (Hitt et al., 2016). Wang, Tai and Grover (2013) assert that RBVT highlights the relational benefits that are derived from the extended access to resources and capabilities as a result of collaboration between an organisation and its stakeholders. Barney, Ketchen and Wright (2011) argue that RBVT is used to explain relationships between the organisation and the linkages between multi-faceted stakeholders with distinct interests. In addition, RBVT is central to understanding the responsible procurement of organisational resources with a focus on elements of sustainability which are not necessarily motivated by profits (Barney et al., 2011).

RBVT, which is mainly centered around the conversion of organisational resources into value that contributes towards sustained competitive advantage for the firm, has also been criticised for its limitations and rigid assumptions on capabilities and for not necessarily addressing dynamics and unforeseen forces in the environment which may disrupt market conditions (Kraaijenbrink, Spender, & Groen, 2010). Sodhi (2015) argues that the evolving nature of the economic environment and sporadic volatility in the market conditions, necessitates that the framework that is provided by RBVT should observe the need for organisations to refine and reconfigure resources. In addition, in this research study, it is argued that the theoretical lens should observe competitive strategies that are required to sustain business operations and maintain positive economic returns (Sodhi, 2015).

According to Allred et al. (2011), RBVT examines the impact of a culture of development and continuous development and how an organisation can surpass the competition. Touboulic and Walker (2015b) highlight that it is important for organisations to consider strategic relationships throughout the supply chain in order to bolster competitive advantage through distinct sustainability-related capabilities. Organisational capabilities within the context of RBVT are considered as key and intangible sources of market competitiveness that guide the deployment of resources into the desired goals and objectives (Nath, Nachiappan, & Ramanathan, 2010).

Cao and Zhang (2011), as well as Nath et al. (2010), in their respective studies, have observed that RBVT is used to study strategic business alliances and the manner in which the various parties collaborate and share resources, skills and competencies that allow for market differentiation and improved market advantage. Furthermore, Cao and Zhang (2011) suggest that strategic alliances provide organisations with the flexibility to harness competitive advantage through focusing on critical business competencies and outsourcing peripheral activities to relevant business partners.

According to Rashidirad, Soltani and Salimian (2015), RBVT is a widely accepted theoretical framework that explains the relationship between the different forms of resources such as intellectual capital, knowledge and information, finance, human capital, infrastructure and physical resources. In addition, it is imperative to observe the accessibility of such resources and the impact on the formulation of optimised competitive strategies in order to enhance the position in the market (Rashidirad et al., 2015).

In other words, RBVT highlights the value that is derived when resources are sourced and strategically allocated in a manner that maximises the market performance of the organisation (Rashidirad et al., 2015). Escobar and Vredenburg (2011) affirm that RBVT is appropriate and necessary for explaining the conversion of tangible and intangible resources into the competitive advantage and efficiencies that are enjoyed by an organisation in the environment of business.

Halldórsson, Hsuan, and Kotzab (2015) suggest that RBVT offers a broad comprehension of the dynamics that are inherent in the management of supply chains while Zhaoquan and Yi (2014) posit that the strength of supply chains lies in the ability of the organisation to build relationships and business networks with a view to exchange resources and capabilities and benefit from collaborations with stakeholders. In conclusion, Lozano, Carpenter, and Huisingh (2015) hold that RBVT is useful to understand relational benefits and access to resources through collaborative partnerships in the supply chain. This study uses RBVT to examine how resources can be shared among stakeholders through inclusive and sustainable procurement approaches.

3.2.4 Summary of Theoretical framework

This section foregrounds the theoretical framework that is used for this research study. The study employs an integrated lens of ST, IT and RBVT. The section commenced with an overview of the theoretical framework and followed with an explanation of each theory. This summary section therefore serves to connect the theories to the objectives of the research study and highlights the junctures in the literature that were observed by the researcher.

3.2.4.1 Stakeholder theory and resource-based view theory

Drawing from Favoreto, Amâncio-Vieira, Shimada and Ferreira (2017), this study observes that the interface between ST and RBVT is useful for examining business relationships between various stakeholders in organisations. Furthermore, it is noted that there is intrinsic as well as the extrinsic value that is derived from such collaborative relationships including access to resources that sustain competitive advantage in the market (Russo & Perrini, 2010; Brower & Mahajan, 2013; Wu et al., 2012; Favoreto et al., 2017).

Parmar et al. (2010) posited that ST complements RVBT through magnifying the allocation of resources and capabilities in order to influence favourable positioning in the market as well as the distribution of the value that is created for stakeholders. Based on the above, this study submits that the integration of ST and RBVT offers an overt lens that magnifies the opportunities that are inherent for the organisation to enhance organisational value creation, competitive advantage, extended market reach and impact through strategic business alliances that improve access to stakeholder resources and capabilities (Sodhi, 2015).

3.2.4.2 Institutional theory and resource-based view theory

Moré, et al. (2016) have examined the interaction between IT and RBVT and suggest that the role of institutional forces in an organisation is to provide the setting that is required for the organisation to remain competitive and relevant. This means that such forces can also serve as a conduit to strategically translate resources and innovative ideas into organisational capabilities that are required in the context of sustainable development (Moré, et al., 2016). It is suggested that the relationship between IT and RBVT is useful for studying business networks and partnerships between various stakeholders with a view to either infer and uphold legitimacy in the market in response to environmental pressures (Lin & Darnall, 2015). Through such networks, organisations are also able to augment organisational capabilities in order to extend service offerings and business impact (Lin & Darnall, 2015; Huang, Yang, & Wong, 2016;Yang & Konrad, 2011).

Furthermore, the interaction between IT and RBVT provides a contextual perspective that explains organisational strategies around the most suitable allocation of resources that will enhance competitive advantage in response to institutional influences (Escobar & Vredenburg, 2011; Lai, Liu, & Kao, 2009; Terziovski, 2010)

3.2.4.3 Stakeholder theory and institutional theory

Parmar et al. (2010) suggest that scholars can use IT for exploring the influence of external pressure from institutional structures and integrate ST for understanding how practitioners interpret and adapt organisational practices to create value in response to such institutional pressures. The integration of IT and ST is a theoretical lens that magnifies the interdependence between market forces and the influence on institutional structures on socioeconomic growth (Aguinis & Glavas, 2012; Brammer, Jackson, & Matten, 2012). For Sarkis, Zhu and Lai (2011) through IT and ST, scholars are able to explain the impact of market legimaticy for business and society as well as to draw from RBVT how to develop internal capabilities and access resources in supply chains.

In conclusion, this study submits that ST and IT are complementary lenses that are useful for explaining relationships in sustainability, while RVBT is concerned with how such relationships create value and harness organisational capabilities (Paulraj, 2011).

3.3 Literature Review Themes

Three main themes were selected to guide and understand the themes that are included in the research problem.

These are:

i. Sustainability in procurement
ii. Institutional context in procurement
iii. Inclusive business in procurement

These themes are discussed briefly below.

3.3.1 Procurement and Supply Chain Management

There are many definitions of the terms “procurement” and “supply chain management” (SCM) as a function that is concerned with the acquisition and distribution of products, goods and services which cuts across various sectors and industries.

Bakar, Peszynski, Azizan, Pandiyan and Sundram (2016) state that procurement as a concept is concerned with the process of sourcing the correct goods and services required by organisations and individual end-users from suitable suppliers in the market at the correct price. For Nijaki and Worrel (2012), procurement is a concept that involves the practice of purchasing from a seller on behalf of an end-user.

According to Bakar et al. (2016), the procurement process is a business channel that bridges the gap between the individual user and the supplier through the provision of required goods and services. Loosemore (2016) and Tuomela-Pyykkönen, Aaltonen and Haapasalo (2015), in their respective studies, affirm the notion of a process that involves obtaining goods and services that are required from a seller with a view to dispatching them to the user and assert that the procurement process should be devolved in a manner that considers the impact of socioeconomic and environmental aspects of the organisation.

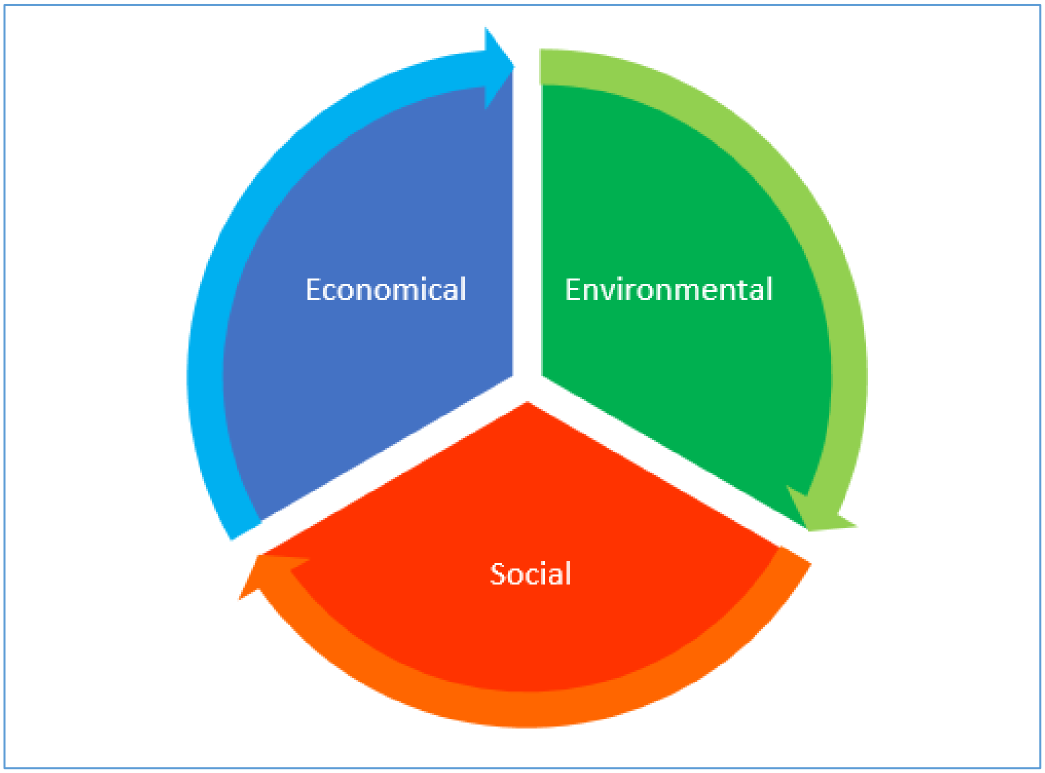
Supply chain management is defined as the business linkages between the provider of raw materials, the processors of raw materials into required goods and services and the end users who ultimately consume and utilise these goods and services according to their specific needs and requirements (Chartered Institute of Purchasing and Supply, 2013). Supply chain management is associated with upstream and downstream links and flows that channel goods and services in the market from the producer to the consumer (Börjeson, Gilek, & Karlsson, 2015).

Schulze-Ehlers, Steffen, Busch and Spiller (2014) assert that supply chain management encompasses the movement of material, goods and services from the supplier to the end-user in a manner that ultimately provides value and economic benefits within the various linkages. According to Seuring and Müller (2008), supply chain management is concerned with activities that are related to the movement of products and goods in their raw form from the producer to end-user. The supply chain integrates the complementary information flows and services that involve supply relationships in order to achieve a market advantage in a sustainable manner (Seuring & Muller, 2008). Abbasi and Nilsson (2012) argue that supply chain management is a broader concept than procurement because it encompasses a range of internal and external organisational activities that deliver value to stakeholders and consumers. It must be noted that for the purpose of this research the terms “supply chain management” and “procurement” are used synonymously to refer to the sourcing of goods and services.

3.3.2 Sustainability in procurement

The relationship between the social, economic and environmental aspects of sustainability, as depicted in Figure 3-2.

Figure 3-2: The three elements of sustainability



Source: Crane and Matten (2010)

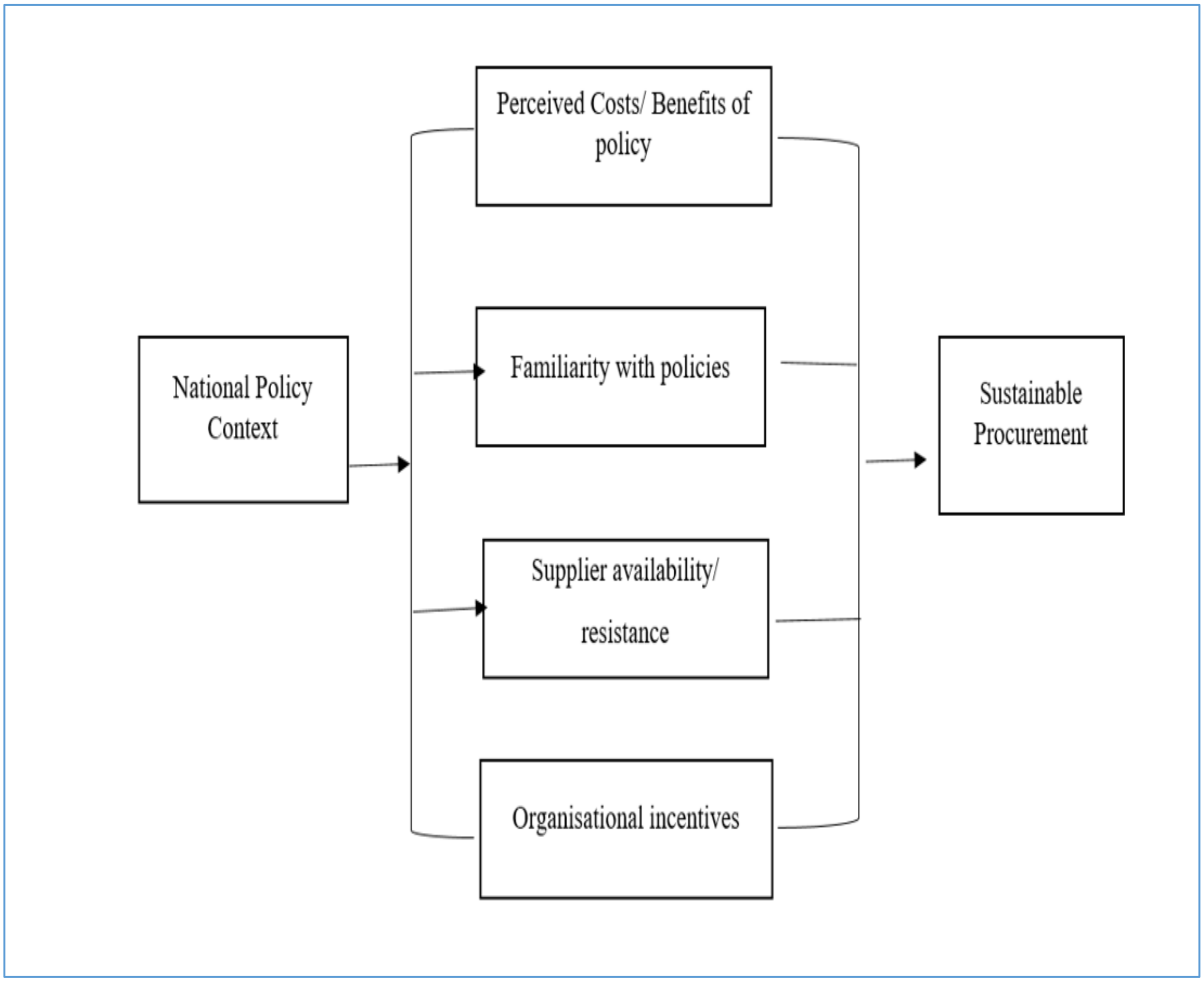
Sustainable procurement involves the integration of the broader socio-economic environment that affects procurement undertaken by government or public sector bodies (Preuss, 2009; Walker & Brammer, 2009; McMurray, Islam, Siwar, & Fien, 2014; Mansi, 2015). Supply chain managers have been known to solve social and environmental problems in globally dispersed supply chains (Preuss, 2009). According to Crane and Matten (2010), this relationship is concerned with the interaction between the effective management of resources in a macroeconomic context, the conservation and protection of environmental resources and the impact of business activities on the society.To this end, it is suggested that government and business, through the procurement of goods and services in various business sectors and value chains, play a key role in driving the agenda of sustainable development (Crane & Matten, 2010; Meixell & Luoma, 2015). Wolf (2014) asserts that sustainable procurement is a strategic channel for business and the public sector that can be adopted in order to achieve socio-economic and environmental objectives through partnerships, alliances and networks.

The reasons for integrating the three dimensions of sustainability into procurement theory and practices can be found in the idea of the triple-bottom line, which suggests that supply chain activities by business should yield the desired economic prospects whilst ensuring that social performance is enhanced, with no harm to environmental resources (Pagell & Shevchenko, 2014). Pagell and Shevchenko (2014) also propose that future research should assess the manner in which sustainable procurement is implemented in order to deliver on the objectives of sustainability.

According to Winter and Knemeyer (2013), the literature that is associated with the integration of sustainability and supply chain management is an avenue that carries opportunity for academic research to make a significant impact on developmental studies. Brammer and Walker (2011) observe that the adoption of sustainable procurement behaviours and practices by organisations unfolds as compliance responses in the context of robust policy objectives. In addition to policy objectives, Brammer and Walker (2011) claim that perceived advantages and disadvantages of the policy, familiarity with policies, availability of sustainable products and services and organisation incentives also have an impact on sustainable procurement, as depicted in Figure 3-3.

Meehan and Bryde (2015) observe that sustainable procurement practices play an important role in increasing the impact of sustainable development as they serve as formal channels that are used to manage expectations stemming from policies and rhetorical undertakings in stakeholder relationships, which may deter actions oriented towards the delivery of set objectives. As a result, it is important for the organisation to strengthen business approaches and procurement strategies as a means to build strategic partnerships with stakeholders and influence the broader impact of sustainable procurement (Hoejmose, Brammer, & Millington, 2013).

Figure 3-3: Structural influences on sustainable procurement practices



Source: Brammer and Walker (2011)

Witjes and Lozano (2016) suggest that supply networks and partnerships that are formed between the procuring organisation and vendors are important platforms that can be used to support the adoption of sustainable procurement practices. It must be noted that Winter and Knemeyer (2013) encourage that future research should examine the relationships that exist between the socioeconomic and environmental elements of sustainability in order to achieve developmental objectives within the context of the supply chain.

3.3.3 Institutional contexts in procurement

Rolfstam (2012) describes an institutional context as the domain where governing standards and norms that inform behaviours and practices for social systems exist. Moreover, an institutional context in the procurement realm serves as a mechanism to stimulate economic growth and address societal concerns and menaces through policy tools (Rolfstam, 2012). In 2009, the World Bank initiated a reform of the institutional procurement regime in Mexico with a view to adapting and improving the capabilities of their overly regulated procurement system into a system that orients it around sustainable procurement. As a result of this process, Mexico was able to adopt outcomes-based approaches that resulted in increased cost savings of US$1 billion in three years, an improvement in procurement efficiencies which also bolstered the participation of small enterprises by more than 35% in the federal procurement system (World Bank, 2013).

Mashele (2016), as well as Vracheva and Mason (2015), in their respective studies, observe that institutional context which regulates and governs organisations can be an enabler that provides opportunities for sustainable development objectives. This observation is counterintuitive to the perception that regulation is an inhibitor of the achievement of developmental outcomes. Theodorakopoulos et al. (2015) suggest that the adoption of procedural justice is necessary to create an enabling environment that promotes social performance in the selection of suppliers and in advancing small minority enterprises. Theodorakopoulos et al. (2015) however, highlight that institutional structures may create barriers towards the efforts of inclusiveness in procurement and suggest that future research should examine underlying dynamics within institutional procurement systems.

Ferri et al. (2014) discuss the impact of institutional context on the adoption of responsible procurement approaches by organisations and advocate the importance of considering the governance environment and backdrop against which sustainable practices and related changes are established. To this end, they suggest practices that are not aligned to governance prescripts because authorities may destabilise business ecosystems that promote development. Furthermore, Ferri et al. (2014) suggest that future research should assess the effect of local prescripts on sustainable procurement approaches.

Van Gossum and Arts (2010) caution against promoting an institutional environment that inhibits development through imposing governing policy and regulations that are slanted towards passive compliance. To this end, they suggest that the effectiveness of the institutional structures should be measured in order to ensure that the intended governance outcomes are attained. Furthermore, it is important that regulators consider policy instruments that are adaptable and responsive to the changes in the local context and that aim to augment traditional approaches to policy formulation (Van Gossum & Arts, 2010; Rolfstam, 2012; Theodorakopoulos et al., 2015).

Stazyk, Pandey and Wright (2011) observe the importance of regulation and governance systems in the procurement environment as mechanisms for ensuring fairness in the process of selecting vendors. These systems also deter unethical dealings between individuals and organisations that are involved in the procurement process. This view is as an alternative to the populist belief that the procurement environment is unreasonable and inefficient due to the perceived existence of heavy laden rules and red tape (Stazyk et al., 2011; Gutman, 2014; Vracheva & Mason, 2015).

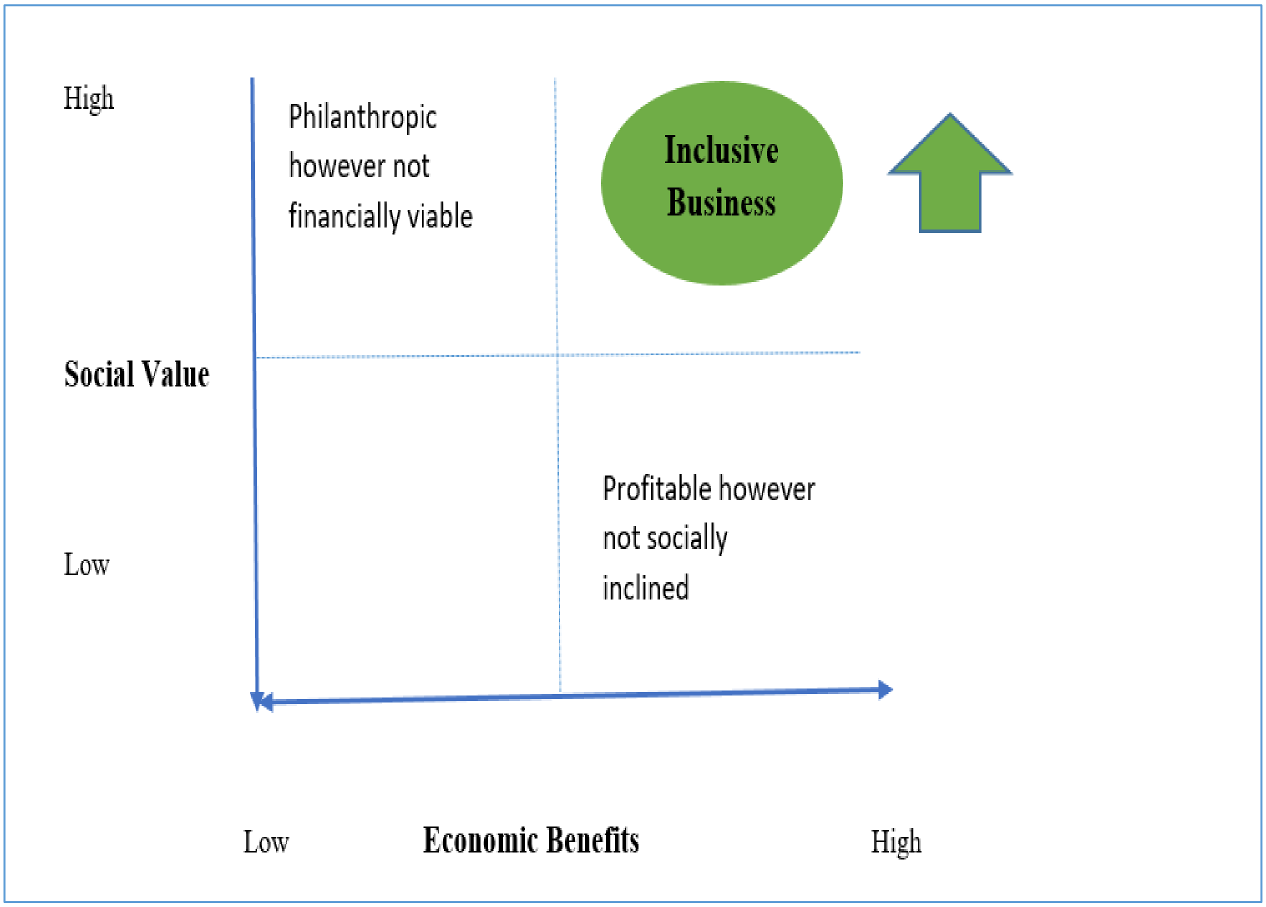
Furthermore, contrary to the contested outlook of an institutional context of the procurement environment as an inhibitor, Koskela-Huotari and Vargo (2016) assert that the existence of institutional context acts as an enabler of development, provider of resources that create value and contributor towards the attainment of desired outcomes for organisations. To this end, this study submits that an institutional context serves as a directional compass to influence responsible behaviour and practices as well as an incubator to promote broader socioeconomic advancement and extend resources for the greater benefit of stakeholders (Koskela-Huotari & Vargo, 2016).

3.3.4 Inclusive business in procurement

The G20 inclusive business framework identifies procurement as a conduit and a policy lever for enabling an inclusive business approach (G20 Leaders Summit, 2016; UNDP, 2015). Inclusive business is an approach that includes low-income beneficiaries in the value chain with a view to achieving sustainable economic development objectives. The GIZ (The Deutsche Gesellschaft für

Internationale Zusammenarbeit) suggests that inclusive business approaches that use direct procurement strategies through partnering with suppliers can generate opportunities for innovative win-win solutions that solve socioeconomic challenges, particularly in developing economies (GIZ, 2013).Golja and Požega (2012) define inclusive businesses as enterprise opportunities and activities that are socially inclined whilst ensuring economic returns and profits, as depicted in Figure 3-4.

Figure 3-4: The Benefits of Inclusive business



Source: Golja and Požega (2012)

In addition, Golja and Požega (2012) suggest that the adoption of inclusive business models in value chains contributes towards economic activity and creates opportunities that increase access to markets for small enterprises. A joint report by the OECD and World Bank Group, describes the concept of inclusiveness as a mechanism to obliterate barriers to participation for small and medium enterprises that form part of the domestic supply base (OECD and World Bank Group, 2015). Furthermore, the joint report highlights that the procurement of goods and services from local suppliers, and the inclusion of SMEs, serves as a direct injector and benefactor of foreign investments into the mainstream economy.

This study submits that inclusive business approaches facilitate access to markets for SMEs, through procurement and supply chains, as a means to encourage active contribution towards economic development. It is also important to highlight that the role of SMEs is magnified in promoting local economic development, as economic opportunities that are afforded to such enterprises are able to stimulate job creation and extend the distribution of economic gains to the wider community (Jimena, 2011; Cant & Wiid, 2013; Rogerson, 2014).

Beckwith (2016) argues that inclusive business is a tripartite resource juncture that incorporates sustainable economic development, private sector involvement and a focus on eradication of poverty in societies, in a structured manner that invests private and public sector funds for the common good. Similarly, the UNDP suggests that inclusive business models are usually conceived and facilitated as a result of the interaction between business and the advancement of sustainable development objectives (United Nations Development Programme, 2010b). For Wach (2012), inclusive business models are deliberate intentions and efforts that are adopted by business and organisations in order to positively impact on the development of society through value chains. Furthermore, Wach (2012) suggests that business models that are centred around sustainable development and inclusivity often have the potential to attain inclusive and positive developmental outcomes that surpass initiatives that are directly aimed at increasing developmental reach.

Theodorakopoulos et al. (2015) observe that the idea of inclusiveness in a procurement context is inclined to derive competitive advantage and innovativeness as a result of insights gained into untapped or indigenous markets. In addition, Theodorakopoulos et al. (2015) propose that future research should assess the extent to which inclusive procurement approaches act as catalysts in various business sectors. This study suggests that procuring goods and services from local communities has a positive impact on sustainable development and socioeconomic objectives. To this end, this study proposes that it is important to accelerate market opportunities for SMEs as key stakeholders in the development of the local economy, as such enterprises are able to spread economic benefits and boost the local business environment and resources (Migiro, 2010; Wach, 2012; Beckwith, 2016). The next section provides the literature review of the variables that are employed in the research study.

3.4 Empirical Review

This section provides a literature review of the variables that are employed in the research study. Seven research variables were used to explore the research questions; strategic partnerships, competitive advantage, familiarity with policies, trust, organisational incentives, sustainable procurement and inclusive business. The individual research variables are discussed in detail below.

3.4.1 Strategic Partnerships

Research has suggested that strategic partnerships and collaboration with suppliers play key roles in the delivery of outcomes and business interventions in the supply chain (Kotabe et al., 2008; Marais, 2008; Kim & Lee, 2010; Allred et al., 2011; Theodorakopoulos, 2012; Sikhwari, 2016). Sanders (2007) held that collaboration does not influence supply chain performance and instead advocated future research to explore the influence of partnerships in supply chains from a strategic perspective. Kim and Lee (2010) however, argue that organisations that develop strategic partnerships in the supply chain are better suited to gain dynamic capabilities that contribute towards increased market responsiveness. Similarly, Oke, Prajogo and Jayaram (2013) observe that strategic partnerships are imperative in the supply chain as they are able to unlock resources for organisations that are required to improve competitiveness and performance.

Oke et al. (2013) further assert that joint ventures, sub-contracting and strategic partnerships with suppliers, are a form of an eco-system that provides organisations in the supply chains with the benefit of competencies and dynamic capabilities that improve competitiveness. This view suggests that strategic relationships in the supply chain can also have a direct impact on enhancing market responsiveness and performance (Kotabe et al., 2008; Kim & Lee, 2010). This study submits that, through collaboration and strategic relationships in the supply chain, organisations are able to build an ecosystem for networking and improving supplier capabilities which include sharing of skills, technologies and competitive advantage whilst achieving socioeconomic objectives (Kim & Lee, 2010; Theodorakopoulos, 2012).

By the same token, Allred et al. (2011) argue that collaboration with suppliers plays an important role in boosting competitive advantage and serves as a dynamic capability for improving organisational productivity in supply chains. In addition, Allred et al. (2011) suggest that supply chain collaboration may serve as a mediator between the creation of value in an organisation and its functional orientation. For Sikhwari (2016), strategic partnerships tend to yield positive, effective and efficient outcomes for parties that are involved. To this end, this study submits that strategic partnerships are able to serve as a conduit for organisations to establish innovative business models as a means to share insights and extend benefits to new unchartered markets.

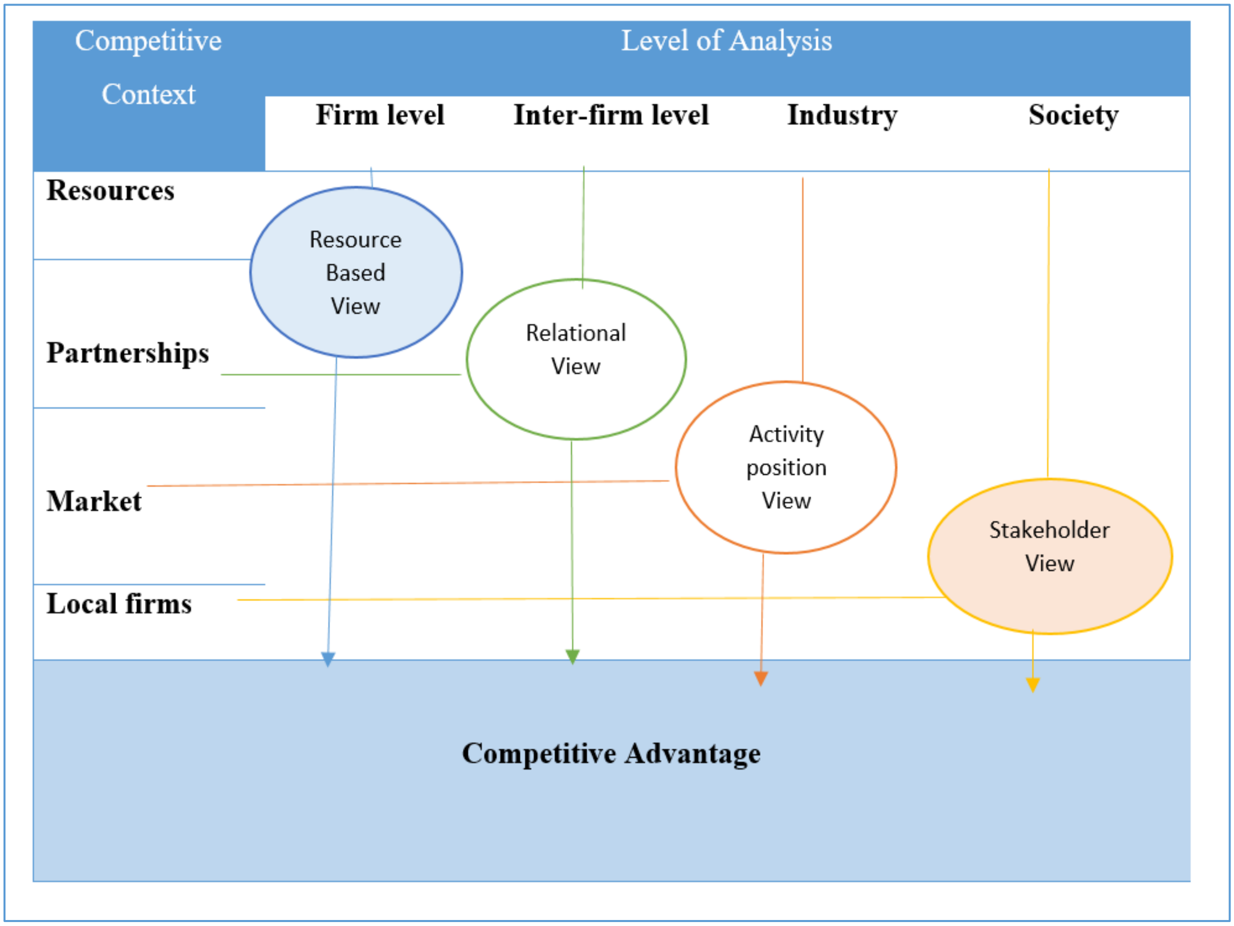
Thus, for the purposes of this study, the variable “strategic partnerships” is defined as inter-organisational supply relationships that are formed in order to improve organisational capabilities and socioeconomic objectives.

3.4.2 Competitive advantage

According to Thakkar et al. (2008), competitive advantage is the favourable position and associated benefits that an organisation gains over its competition in a market. In addition, Thakkar et al. (2008) suggest that competitive advantage is derived from access to resources such as technologies, human resources, financial resources, physical equipment and facilities that allow an organisation to gain capabilities in order to become efficient and effective.

Research has suggested that inclusive supply partnerships are able to yield competitive advantage (Rao & Holt, 2005; Gonza´lez-Trejo et al., 2013; Theodorakopoulos et al., 2015; Hitt et al., 2016). This view is linked to RBVT, which suggests that organisations that have access to resources and synergies are in a position to enrich business capabilities, increase outputs and gain competitive advantage through strategic partnerships (Hitt et al., 2016). For this reason, Figure 3-5 suggests that competitive advantage is a combination of complementary internal and external factors that drive the context of the organisation.

Figure 3-5: Competitive Advantage as an outcome of resources and relationships with stakeholders

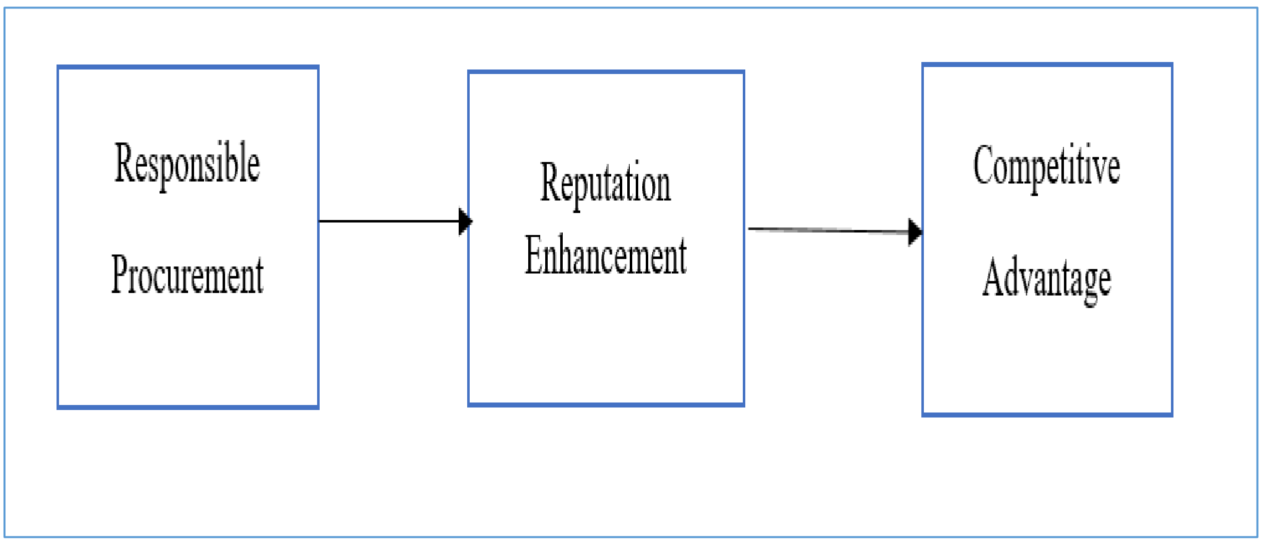


Source: Wu (2013)

Hitt et al. (2016) suggest that competitive advantage is an outcome of integrating existing capabilities and the leverage of resources across the supply chain in order to achieve set objectives. For Wu (2013), organisations derive competitive advantage and produce enhanced performance levels based on complementary resources. As held by RBVT, such resources are secured from various partnerships and networks which are not necessarily owned by organisations. Wu (2013) further highlights that most academic studies focus on the competitive advantage that is derived from an organisation's unique resources instead of resources that are pooled as a result of collaboration, business linkages and partnerships between stakeholders and networks. Equally, Lee et al. (2016) propose that the management of knowledge that is acquired through inter-organisational engagements has a direct influence on achieving competitive advantage.

For Hoejmose et al. (2014), sustainable procurement can influence corporate reputation thereby suggesting a positive impact on the desire to gain competitive advantage and thus insinuating a link to stakeholder management . Similarly, Theodorakopoulous et al. (2015) assert that organisations that adopt inclusive procurement practices are able to contribute towards socioeconomic objectives and gain a competitive advantage that may improve access to new markets. Hoejmose et al. (2014) hold that sustainable procurement is as an antecedent of competitive advantage and reputation enhancement, as depicted in Figure 3-6.

Figure 3-6: The influence of responsible procurement on competitive advantage



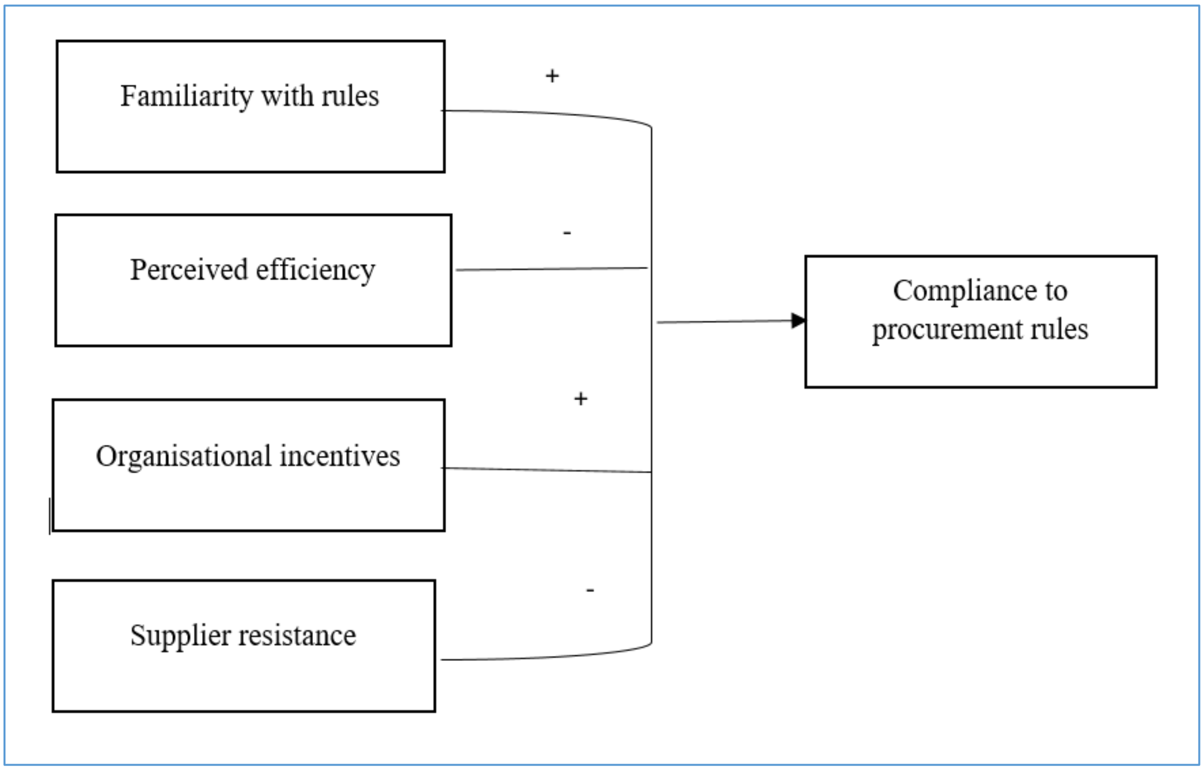
Source: Hoejmose et al. (2014)

This research study suggests that through the adoption of sustainable procurement is not mandatory, sustainable procurement practices are important aspects that allow organisations legitimacy to compete in the market.

3.4.3 Familiarity with policies

Virtually every organisation in public and the private sector has a set of practices, standards, rules and formal policies that influence the procurement of products, goods and services in the market (Masiko, 2013). Theodorakopoulos et al. (2015) note that through public and private organisations are governed by different regulatory requirements, the decisions that are aimed at promoting inclusive procurement are subjected to some form of institutional structure that guides the objectives of the organisation and at least seeks to address the needs of various stakeholders. Gelderman Ghijsen and Brugman (2006) assert that familiarity with policies has an influence on procurement compliance, as depicted in Figure 3-7.

Figure 3-7 Procurement compliance model



Source: Gelderman et al. (2006)

Brammer and Walker (2011) suggest that understanding sustainable procurement policies is a key enabler as it provides organisations with competencies that are required to promote the adoption of sustainable procurement practices while Islam and Siwar (2013) propose that organisations that embrace sustainable procurement policies and practices are in a position to avert and minimise the risk of negative social and environmental impact. For Mashele (2016), the procurement function is inherently associated with stringent policies and practices that serve as a means for promoting good governance. Bor, Chepkwony and Serem (2015) propose that the acceptance of procedural rules, standards and sustainable procurement practices is dependent on how rules are perceived by users. By the same token, Meehan and Bryde (2011) argue that sustainability approaches are influenced by various sustainable development indicators that are prescribed at international, national and local levels. This study submits that the use of procedural rules and organisational policies contributes towards a shift in perspectives and creates a positive preference in a procurement context. This preference is aimed at maximising equal opportunities amongst suppliers (Theodorakopoulos et al., 2015).

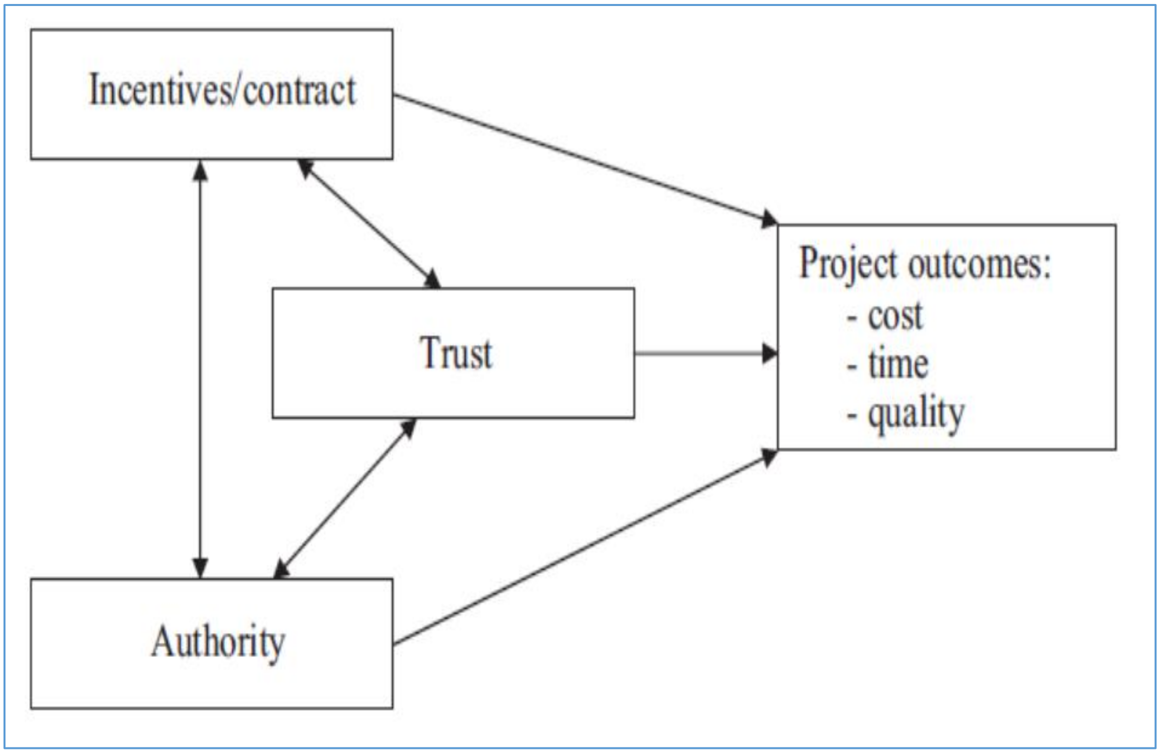
3.4.4 Trust

Trust is the level of dependence and conviction that parties that are involved in a supply business relationship have in each other (Touboulic & Walker, 2015a). Trust is regarded as an outcome of collaborative ventures and also tends to validate the strength of a relationship between supply partners and groups (Kumar, Banerjee, Meena, & Ganguly, 2016). Furthermore, trust encourages partners to maintain the integrity and cultivate honesty in business dealings (Cao & Zhang, 2011; Gosling, Jia, Gong, & Brown, 2017).

Though definitions of trust may vary, trust is considered the belief and positive expectation the other party will collaborate and act in good faith in a business relationship (Xiao et al.,2010; Gosling et al.,2017). Trust is a lens that has been used to examine strategic relationships in supply chains and is considered an imperative element, as it is able to provide access to resources, information and inter-organisational support (Savage, et al.; 2010; Cao & Zhang, 2011; Theodorakopoulos, 2012; Kumar et al., 2016).

For this reason, trust is recognised as an important element for developing and maintaining strategic partnerships and business relationships in supply chains (Van de Vijver et al., 2011; Gosling et al., 2017). Similarly, Park-Poaps and Rees (2010) assert that trust is an attribute of mutual association between parties that are involved in a partnership. Furthermore, Caniëls, Gelderman and Vermeulen (2012) suggest that trust, organisational incentives and authority have a positive influence on project outcomes. A diagrammatical representation of the relationship between the four variables; trust, organisational incentives, authority and project outcomes is provided in Figure 3-8. Furthermore, the depicted diagram indicates that, project outcomes, in the aforementioned relationships, are a result of cost, time and quality (Caniëls et al., 2012).

Figure 3-8: Trust as a contributor towards project outcomes



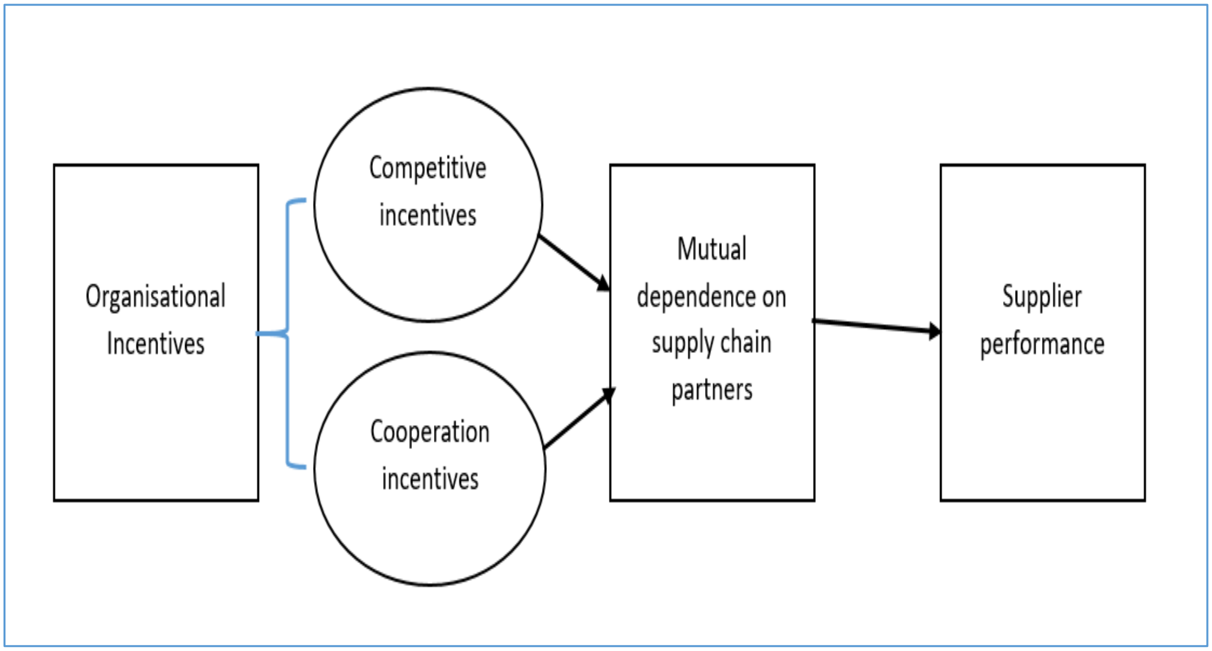
Source: Caniëls et al. (2012)

For Wu et al. (2012), strategic alliances tend to cooperate and increase access to resources when the level of trust is high in supply business relationships while Gold, Seuring, and Beske (2010) argue that trust is the result of engagement between the partners and thus, as posited by this research study, trust is considered a critical resource for value creation and competitive advantage. Hoejmose et al., (2014) argue that organisations can improve the trust of various stakeholders and improve profitability through adopting socially and environmentally cognisant behaviour and practices. For Formentini and Taticchi (2016), trust is an enabler for the adoption of sustainable procurement and within the context of RBVT, they suggest a link between trust and competitive advantage in supply relationships. This study submits that the research variable "trust" is an enabler that maintains and develops strategic partnerships in supply chains while holding that sharing of information is an important aspect for gaining that trust and commitment between supply chain partners (Kim & Lee, 2010; Brinkhoff & Özer, 2014; Sikhwari, 2016).

3.4.5 Organisational Incentives

Oliva and Watson (2011) define organisational incentives as mechanisms that are used by organisations to influence and align behaviour that is aimed to achieve set goals. As depicted in Figure 3-9, Terpend and Krause (2015) suggest that organisational incentives can be classified into two categories, which are either competitive in relation to performance or cooperative based on a collaborative relationship.

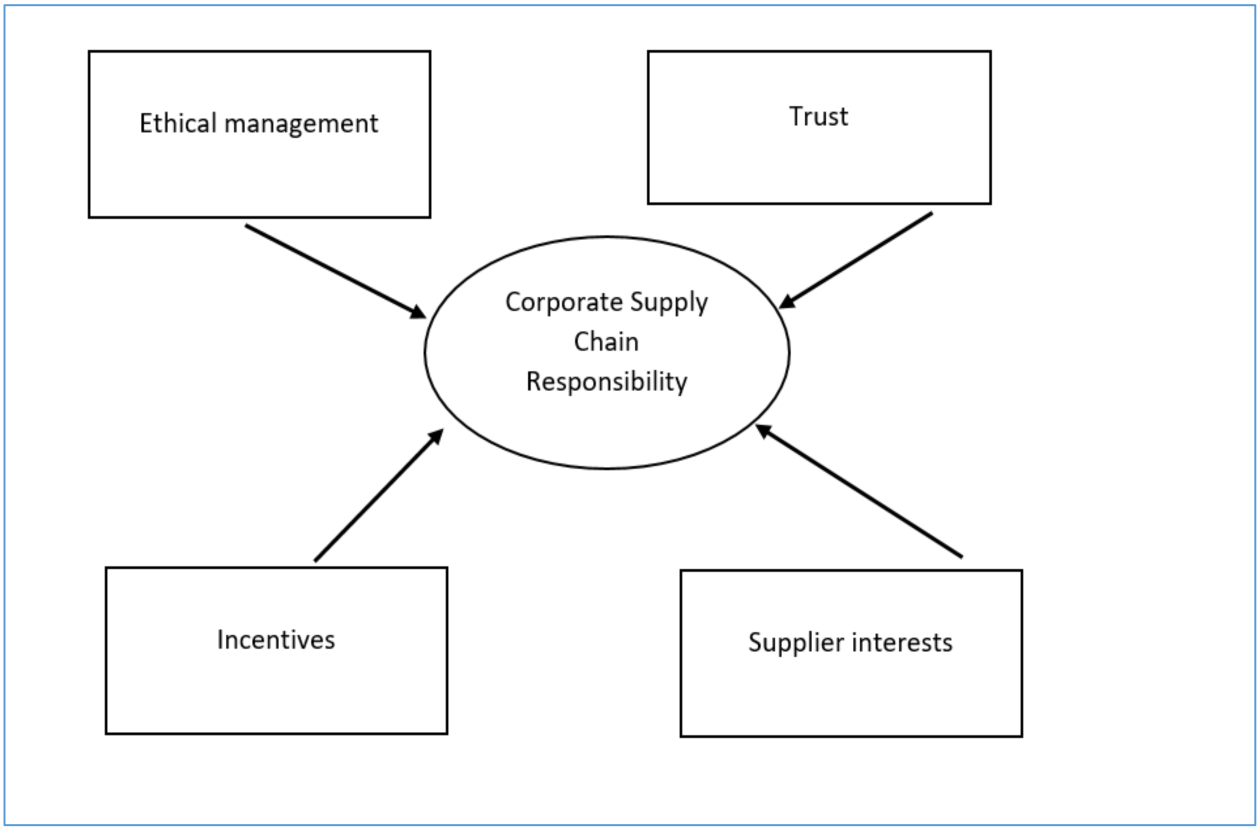
Figure 3-9: Organisational incentives as an attribute of supplier performance



Source: Terpend and Krause (2015)

According to Terpend and Krause (2015), incentives are extrinsic motives that incite and channel behaviour in a particular manner. For Eriksson and Svensson (2015), organisational incentives that are regarded as contributing towards market advantage have an influence on the adoption of sustainable procurement. Organisational incentives are purported to drive responsible behaviour and practices and are also regarded as important to support decision-making processes relating to sustainability in a procurement and supply chain context (Gonza´lez-Trejo et al., 2013; Eriksson & Svensson, 2015). Morali and Searcy (2013) suggest that institutional factors and stakeholder influences serve as organisational incentives for organisations to adopt socially responsible behaviour and practices. For Hernández-Espallardo et al. (2010), organisational incentives can serve as governance controls in order to deter opportunistic behaviours within a procurement context. Similarly, as depicted in Figure 3-10, Gonza´lez-Trejo et al., (2013) hold that organisational incentives have a significant contribution towards collaborative partnerships in the supply chain and the achievement of sustainable procurement.

Figure 3-10 Organisational Incentives as an attribute of Corporate Supply Chain Responsibility



Source: Gonza´lez-Trejo et al. (2013)

This study shows, through the lens of IT, the impact of external forces on standards, practices and behaviours that are exhibited by organisations. In addition, Asgary and Li (2016) support the view of Morali and Searcy (2013) which suggested that reputation management, government pressure, market forces, a favourable rapport with customers, are part of the incentives that will drive organisations to contribute towards sustainability initiatives. Brammer and Walker (2011) argue that the impact of organisational incentives on sustainable procurement in an organisation relates to the extent of tolerance and support in the environment that is provided by management. In addition, Brammer and Walker (2011) suggest the motivation for organisations to adopt sustainable procurement is dependent on the cultural values, norms, standards and structures that exist. For this reason, this study submits that the variable “organisational incentives” plays an important role in achieving sustainable procurement.

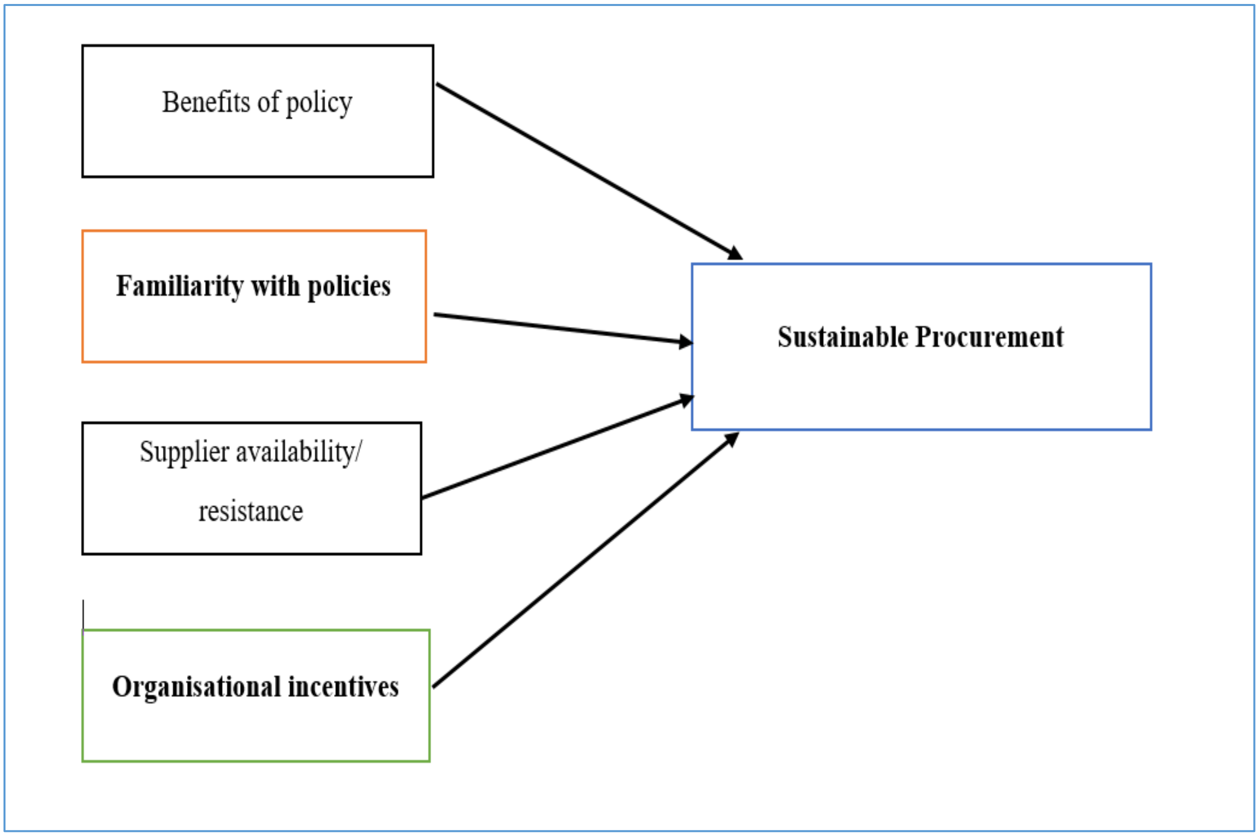
3.4.6 Sustainable Procurement

Research has suggested that sustainable procurement relates to the consideration of sustainable development objectives with a view to creating socioeconomic and environmental value for stakeholders through the procurement function (Preuss, 2009; Meehan & Bryde, 2011; Crespin-Mazet & Dontenwill, 2012; Amann et al., 2014). For Mansi (2015), sustainable procurement is a policy driver for government and organisations, that is aimed at fostering sustainability objectives.

Brammer and Walker (2011) have observed that sustainable procurement is, to a large extent, influenced by external pressures that are informed by the context of the policy environment. This research study incorporates three variables from the model suggested by Brammer and Walker’s (2011) model of influences on sustainable procurement: familiarity with policies, organisational incentives and sustainable procurement, as depicted in Figure3-11. In section 3, the three identified variables are integrated with other variables into the proposed conceptual model.

Hoejmose et al., (2014) similarly argue that adopting sustainable procurement practices can develop trust and influence an organisation’s reputation for responsible behaviour. Furthermore, the implementation of such business practices by organisations has also been linked to improved competitive advantage (Hoejmose et al., 2014). However, it should be noted that Meckenstock et al. (2016) argue that organisations operate in diverse and often complex environmental contexts and thus are bound to respond to the issue of sustainability based on subjectivity in relation to organisation specific values. Furthermore, these authors suggest that organisations incorporate sustainability as a means to address significant wicked problems in society which may encourage divergent translations and ultimately lead to unintended consequences, possible misalignment and contradictions among stakeholders.

Figure 3-11: The influences of Sustainable Procurement



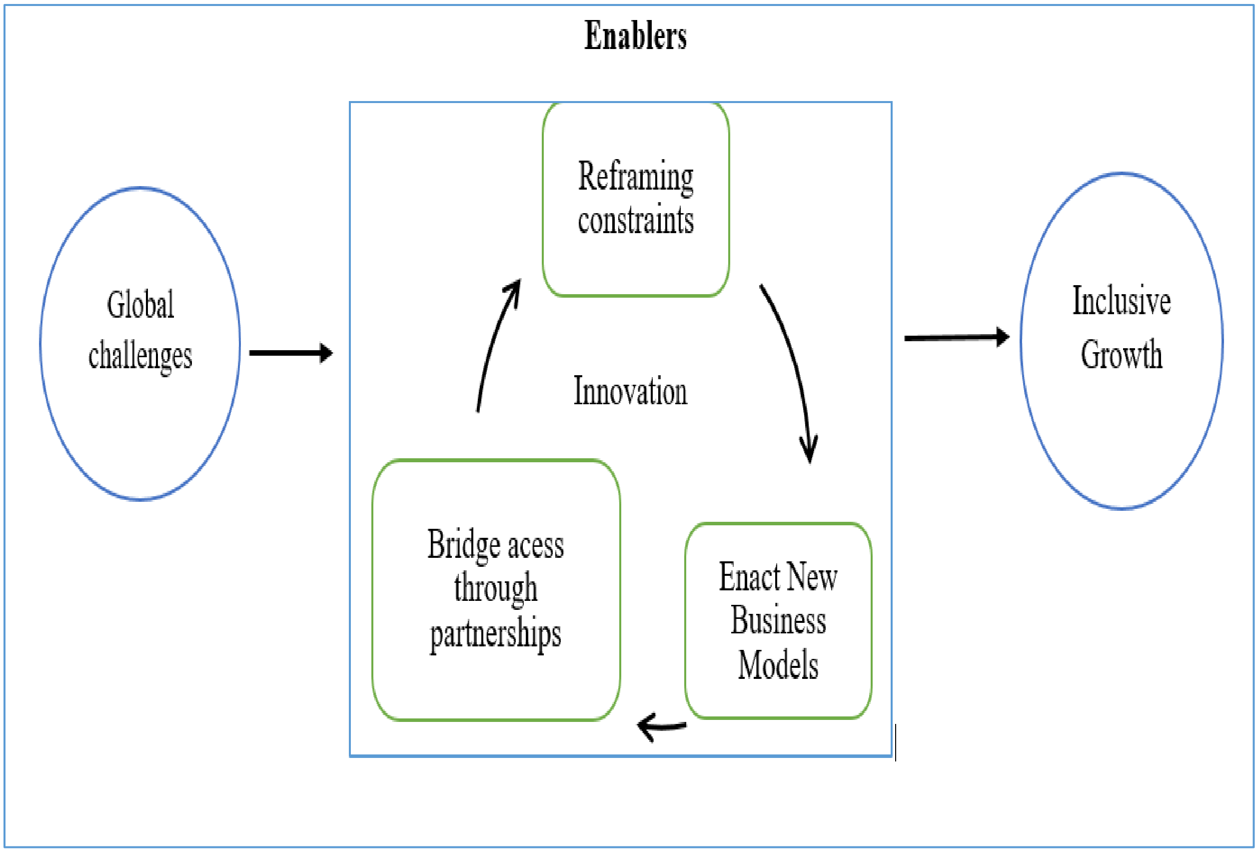
Source: Brammer and Walker (2011)

This research submits that the variable "sustainable procurement" encompasses aspects of procurement and supply chain management that are concerned with responsible and ethical sourcing of products, goods and services that are harmless to society and the environment (Pagell & Shevchenko, 2014; Mansi, 2015; Meehan & Bryde, 2015).

3.4.7 Inclusive Business

Inclusive business has been proposed as a preferred business approach for promoting the participation of previously marginalised groups and increasing the impact of sustainable development objectives (Virah-Sawmy, 2015). Figure 3-12shows the proposed building blocks that are required for bridging the gap between global challenges and achieving inclusive growth.

Figure 3-12: Bridging the gap between global challenges and inclusive growth



Source: George, McGahan, and Prabhu (2012)

It is suggested that inclusive business models can contribute to the achievement of sustainable development objectives through market channels and serve as conduits in supply chains throughout various value chains (Hahn, 2012). For George et al. (2012), business approaches that lead to inclusive growth are mechanisms for addressing diverse global challenges and a means to achieving sustainable development The link depicted in Figure 3-12 suggests that through strategic partnerships, organisations are able to access resources, gain competitive advantage, create shared value for society and contribute towards inclusive growth (George et al., 2012). Virah-Sawmy (2015) argues that inclusive business interventions are considered to have the potential to extend the reach that surpasses conventional sustainable development approaches.

The idea of inclusive business models ensures that economic markets are enabled and extended to allow individuals and entities that were customarily excluded to participate and benefit from market interaction (G20 Development Working Group, 2015). This approach, in particular, is concerned with the view to improve the socioeconomic objectives, for instance, poverty alleviation, job creation, advancement of marginalised groups such as women and youth, development of small microenterprises and sustainable development (Ault, 2016).

For McKague et al. (2011), inclusive markets are those markets that involve multiple stakeholders with a view to extending the impact of sustainable development to society through business platforms and collaborative initiatives that contribute to socioeconomic objectives. Golja and Požega (2012) highlighted the adoption of responsible behaviour and practices as an antecedent for inclusive business approaches and advocated that the involvement of stakeholders is particularly important in such models. To this end, Golja and Požega (2012) suggest that collaboration and supply relationships serve as a means to connect and create engagements between business and society through local markets.

Bonnell and Veglio (2011) observe that the public and private sector. as drivers of economic development, are able to create value and sustainable opportunities that increase access to goods and services for society through commercially viable channels that can influence market advantage. In addition, Bonnel and Veglio (2011) suggest that inclusive business models are concerned with identifying synergies in supply relationships with a view to achieving socioeconomic objectives through value creation (Gradl et al., 2010). This research submits that inclusive business approaches carry the opportunity to create much needed a shared value between government, business and society, particularly through the supply chain platform that facilitates access to markets (Porter & Kramer, 2011; van Tulder & da Rosa, 2011; Kelly, Vergara & Bammann, 2015).

3.5 Chapter Summary

The aim of this chapter was to provide an in-depth understanding of the foregrounding theoretical literature of this research study. This chapter was divided into three main sections. The first section explored the theoretical framework of the study that comprised three theories; stakeholder theory (ST), institutional theory (IT) and resource based-view theory (RBVT). The literature revealed that ST and IT are complementary lenses that are useful for explaining supply chain relationships in sustainability, while RVBT is concerned with how such relationships create value and harness organisational capabilities. In addition, through the lens of these theories, scholars are able to explain the impact of strategic institutional interventions of stakeholders on sustainable development initiatives. The second main section explored the study's empirical literature review of the research constructs in great detail.

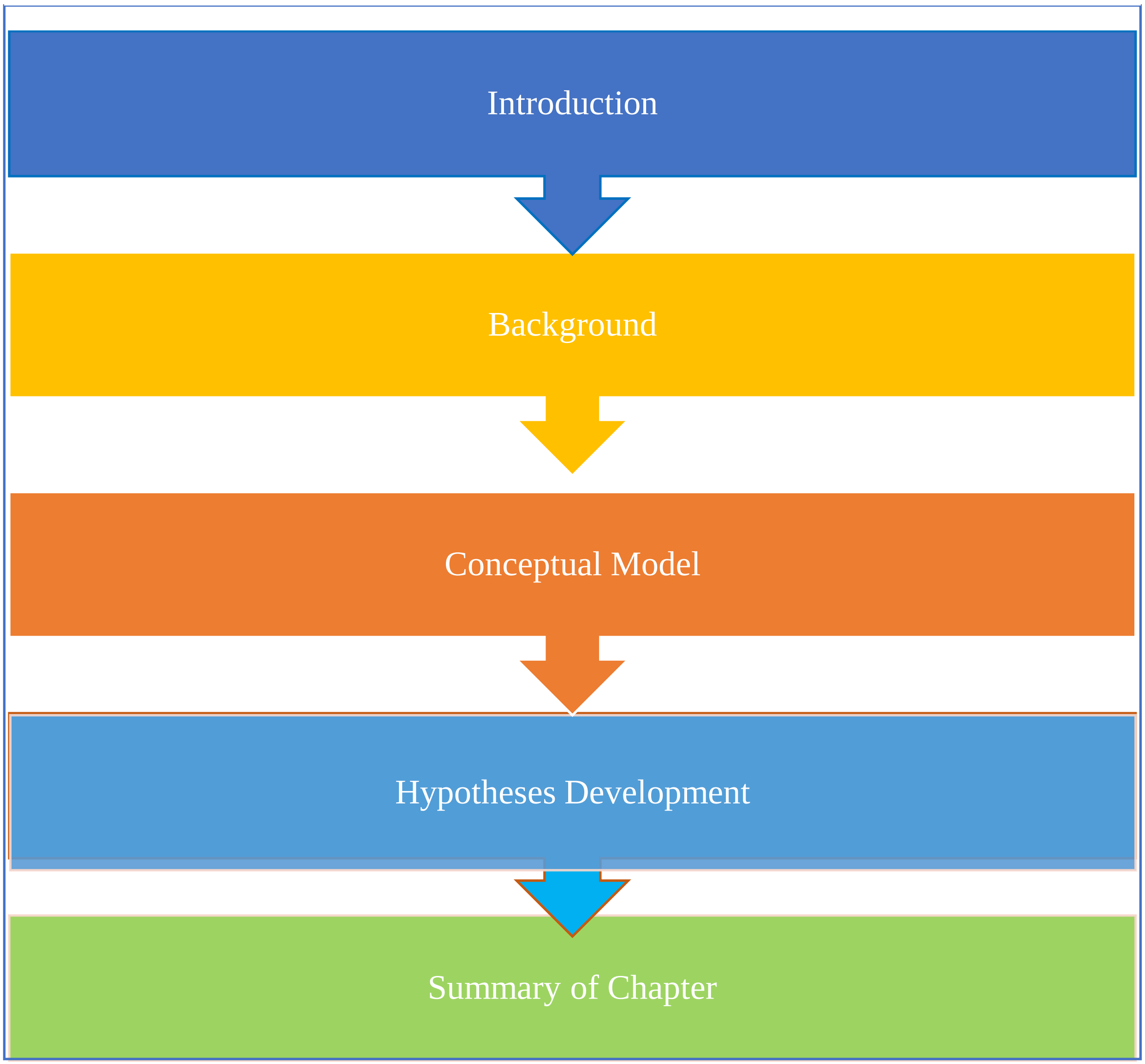
The research variables included strategic partnerships, competitive advantage, familiarity with policies, trust within supply chains and organisational incentives as the predictor variables. In addition to the predictor variables, the mediator variable was sustainable procurement. Lastly, the literature on the outcome variable, inclusive business, was also discussed. In conclusion, research has shown that sustainable procurement is an important platform for embracing inclusive business approaches and strategic partnerships that create value for society and the environment. The next chapter focuses on formulating a conceptual model for this research study by drawing from relationships which are hypothesised between the research variables.

Chapter 4

CONCEPTUAL MODEL AND HYPOTHESIS DEVELOPMENT

''Research is creating new knowledge'' - *Neil Armstrong (1930-2012)*

Figure 4-1: Overview of Chapter 4

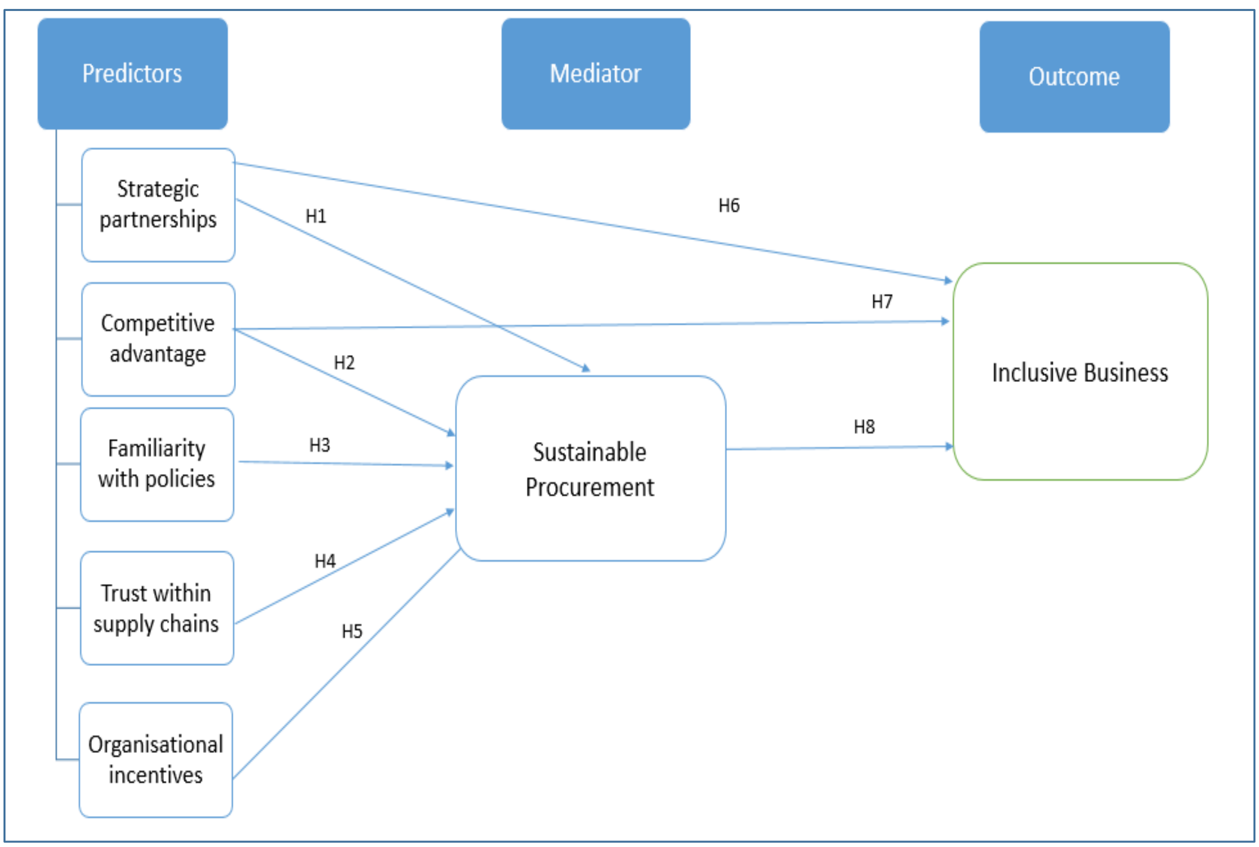


4.1 Introduction

The aim of this chapter is to present the formulation of a conceptual model for this research study. Furthermore, this chapter focuses on the development of hypothesised relationships, which are based on the literature reviewed in the preceding chapter. The formulated hypotheses are later subjected to an empirical investigation in chapter six of this study. Accordingly, relationships are proposed between research constructs; strategic partnerships, competitive advantage, familiarity with policies, trust within supply chains, organisational incentives; sustainable procurement and inclusive business. The importance of each proposed relationship is supported by evidence from prior academic research. The chapter concludes with a synopsis of the hypothesised relationships

The research model for the study proposes that factors within supply chains are likely to have effects on sustainable procurement, which will also have an influence on inclusive business, as shown in Figure 4-2.

Figure 4-2: A conceptual model of the study



Source: Own Compilation

In this conceptual model, strategic partnerships, competitive advantage, familiarity with policies, trust within supply chains and organisational incentives are the predictor variables. Sustainable procurement is the mediating variable while inclusive business is the outcome variable. Furthermore, this research study submits that two of the predictor variables, strategic partnerships and competitive advantage, might have a direct influence on inclusive business. Similarly, it is proposed that sustainable procurement might have a direct relationship with inclusive business.

4.2 Background

The purpose of this research study is to investigate the influence of supply relationships that facilitate access to markets and leverage resources, as a conduit for inclusive business approaches that promote sustainable development. Consequently, this study proposes that business approaches that involve collaborative supply chain interventions and partnerships, tend to provide opportunities for positive socioeconomic outcomes (George et al., 2012; Ault, 2016). Such inclusive approaches are presumed to confer resources and competitive benefits in the market (Ault, 2016).

A descriptive summary of the research variables and an illustration of how they are connected to the theoretical framework for this research study; ST, RBVT and IT, is shown in Table 4-1.

Table 4-1: Research study variables and links to the theoretical framework

No.	Variable	Description	Link to Theory	References
1	Strategic partnerships	Inter-organisational supply relationships that are formed in order to improve organisational capabilities and socio-economic objectives.	ST RBVT Stakeholder relationships that unlock resources	Kotabe et al., 2008; Kim & Lee, 2010; Allred et al., 2011; Oke et al. (2013) Theodorakopoulos, 2012; Sikhwari, 2016
2	Competitive advantage	The favourable position and associated benefits that an organisation	ST RBVT	Rao & Holt, 2005; Thakkar et al.,2008; Theodorakopoulos et

No.	Variable	Description	Link to Theory	References
		gains over its competition in a market.	Outcome of leveraging resources and synergies through stakeholder relationships	al., 2015; Hitt et al., 2016; Lee et al., 2016
3	Familiarity with policies	Understanding procurement policies is an important enabler, as the knowledge thereof provides organisations with competencies that are required to promote the adoption of sustainable procurement practices.	ST IT Structures and standards that consider stakeholders in procurement processes	Brammer & Walker (2011); Butler (2011) Meehan & Bryde (2011); Islam & Siwar (2013); Theodorakopoulos et al. (2015);
4	Trust	The level of reliance, conviction and positive expectation that supply business relationship partners have with each other.	ST RBVT Attribute of stakeholder relationships that provides access to resources	Xiao et al. (2010); Van de Vijver et al. (2011); Hoejmose et al. (2014); Touboulic & Walker, (2015a); Sikhwari (2016)
5	Organisational Incentives	Extrinsic motives that incite and channel business behaviour and practices in a particular manner.	ST RBVT Mechanisms that promote	Hernández-Espallardo et al. (2010); Brammer & Walker (2011); Morali & Searcy

No.	Variable	Description	Link to Theory	References
			responsible behaviour in stakeholder relationships	(2013); Terpend & Krause (2015); Asgary & Li (2016)
6	Sustainable Procurement	Responsible and ethical sourcing of products, goods and services that are harmless to society and the environment.	ST RBVT IT Procurement practices that consider stakeholders and leveraging of resources	Preuss (2009); Meehan & Bryde (2011); Crespin-Mazet & Dontenwill (2012); Amann et al. (2014); Meckenstock et al. (2016)
7	Inclusive Business	Business approaches for promoting the participation of previously marginalised groups and increasing the impact of sustainable development objectives.	ST RBVT Strategies that consider stakeholders and enable inclusive growth through leveraging of resources	McKague et al. (2011); Bonnel & Veglio (2011); Hahn (2012); Golja & Požega (2012); Virah –Swamy (2015)

Source: Own Compilation

Table 4-1 above, provides an illustration of how the research constructs are connected to the theoretical framework for this research study; ST, RBVT and IT. A discussion on the hypothesised relationships between each construct of the research is discussed hereafter.

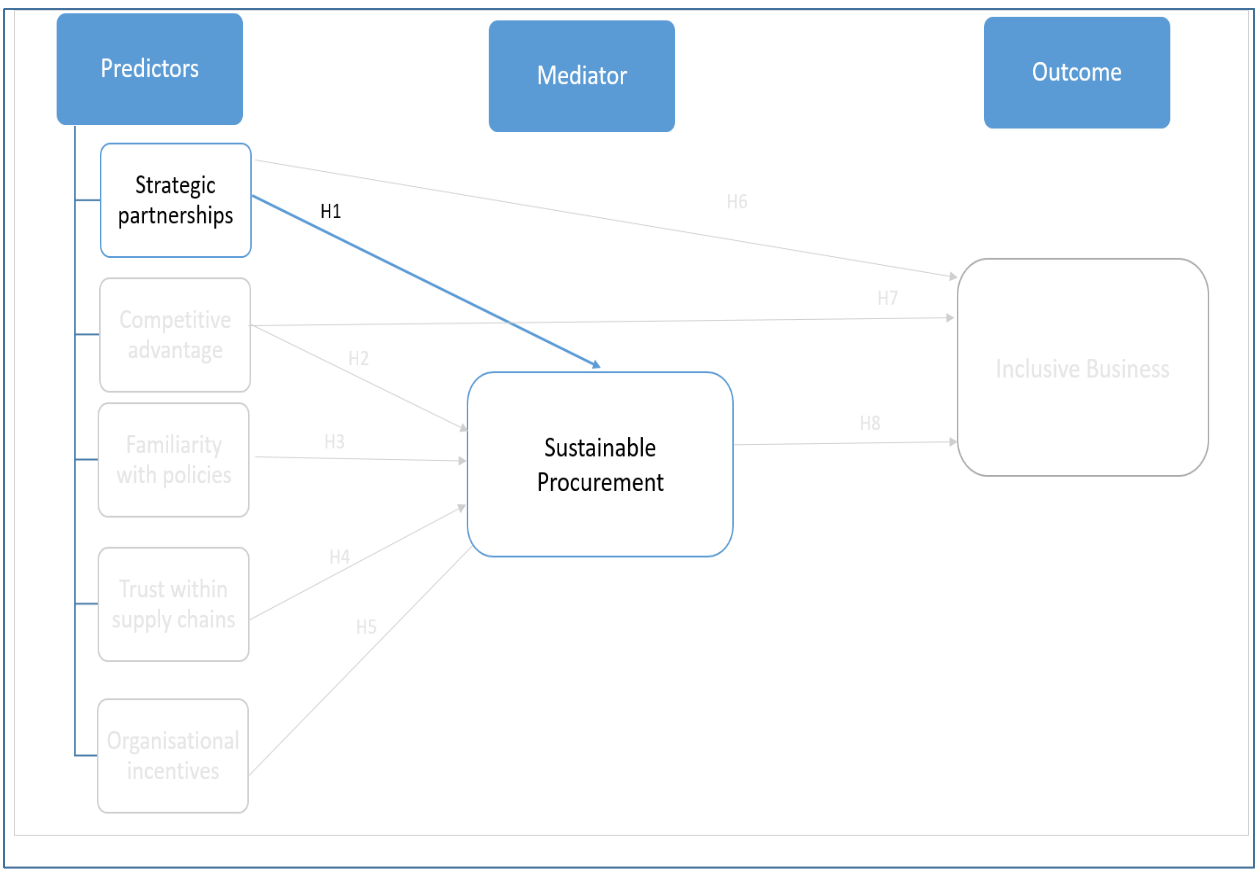
4.3 Hypotheses Development

The conceptual model for this research study is based on a comprehensive review of literature in the preceding Chapter 1, Chapter 2 and Chapter 3. This section outlines the importance of each hypothesised relationship and the empirical evidence that supports the hypotheses.

4.3.1 Strategic partnerships and sustainable procurement

The relationship between the predictor variable (strategic partnerships) and the mediating variable (sustainable procurement) as proposed in this research study, is depicted in Figure 4-3.

Figure 4-3: Relationship between strategic partnerships and sustainable procurement



Source: Own Compilation

4.3.2.1 Importance of the hypothesised relationship

This research study denotes strategic partnerships as inter-organisational supply relationships that are formed in order to improve organisational capabilities and socio-economic objectives. Such business relationships are based on promoting inclusivity through supply chain platforms and may be formal or informal in nature (Savage et al., 2010). Drawing from ST, this study considers strategic partnerships as an important link for delivering shared value while addressing the impetus of sustainability (Porter & Kramer, 2011). Furthermore, strategic partnerships, when explored through the lens of ST, may serve as instrumental connectors between organisations, the environment and society (Chang et al., 2017). By the same token, using the RBVT, this study submits that organisations are able to garner resources and collectively promote inclusiveness in society through such relationships with alliances and stakeholders (Savage et al., 2010).

4.3.2.2 Evidence supporting the hypothesised relationship

Building strategic relationships with stakeholders and alliances is necessary to reinforce business strength, in order for organisations to adequately respond to rapid global changes in the environment (Cui & Jiao, 2011). In their study, Cui and Jiao (2011) explored the influence of strategic partnerships with stakeholders on extending capabilities and boosting competitive advantage, in order to address the impetus of sustainability in emerging markets. For Kim and Lee (2010), strategic alliances and partnerships are important, as they are able to provide benefits and extend complementary resources that improve business outcomes. Furthermore, strategic partnerships were found to have a direct influence on supply chain responsiveness (Kim & Lee, 2010).

Oke et al. (2013) observe that with the introduction of innovative approaches, strategic partnerships are able to improve business turnaround times, augment capacity and enhance capabilities. In addition, strategic partnerships were found to have a positive effect on supply chain partner innovativeness and product innovation strategy (Oke et al. 2013). Notably, Sikhwari (2016) suggests that strategic partnerships are directly and positively associated with internal lean practices that promote continuous business improvement. Furthermore, a positive relationship between strategic partnerships and information quality was found while suggesting that strategic partnerships play a key role in improved competitive advantage and levels of trust. This implied relationship is therefore also associated with hypothesis 2 and hypothesis 4 of this research study.

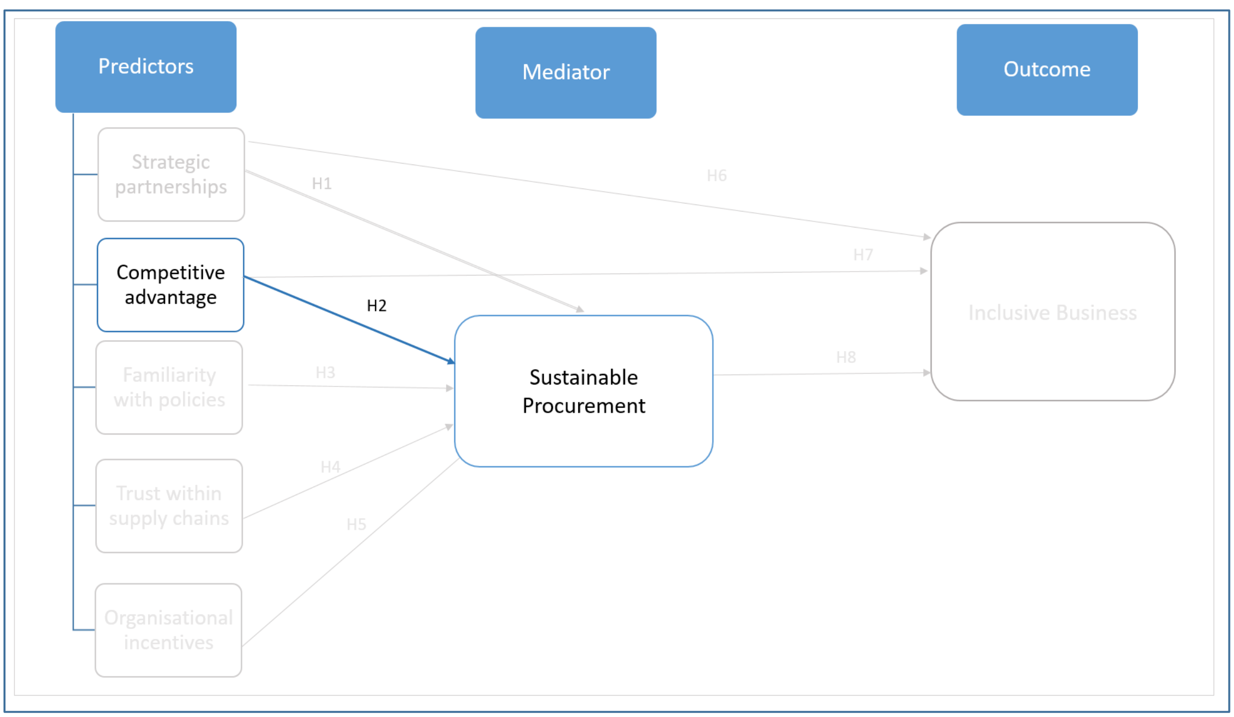
Therefore, deducing from the literature and the empirical evidence mentioned above, the study hypothesises that:

Hypothesis 1: *Strategic partnerships and sustainable procurement are positively and directly related*

4.3.2 Competitive advantage and sustainable procurement

The relationship between the predictor variable (competitive advantage) and the mediating variable (sustainable procurement) as proposed in this research study, is depicted in Figure 4-4.

Figure 4-4: Relationship between competitive advantage and sustainable procurement



Source: Own Compilation

4.3.2.1 Importance of the hypothesised relationship

For the purposes of this research study, competitive advantage is defined as the favourable position and associated benefits that an organisation gains over its competition in a market. Organisations are able to acquire resources and capabilities that can enhance business outcomes and market standing (Hitt et al., 2016). Wu (2012) highlights the fact that competitive advantage is concerned with the strategic positioning of an organisation in the context of its environment. Furthermore, competitive advantage can be enhanced by tapping into networks and resources that are accessed through relational partnerships with stakeholders. Using the framework of RBVT and ST, this research study supports the notion that “it pays to be good” (Rao & Holt, 2005; Cui & Jiao, 2011; Wang et al, 2013; Hitt et al., 2016). Furthermore, this study proposes that, through strategic supply networks and alliances, organisations are able to leverage resources that enrich distinct business capabilities, yield relational benefits and improve sustainable development objectives (Touboulic & Walker, 2015b).

4.3.2.2 Evidence to support the hypothesised relationship

Research has highlighted the inherent contribution of procurement and supply chain management in the sustainability continuum (Meehan & Bryde, 2015; Theodorakopoulous et al., 2015; Mashele, 2016). By the same token, this research study submits that organisations that uphold responsible procurement practices are able to benefit from doing good and thus, improve competitiveness in the market (Hitt et al., 2016).Consequently, Hoejmose et al. (2014) suggest that responsible procurement practices are able to influence reputation, bolster competitive advantage and improve market positioning for an organisation. In addition, Hoejmose et al. (2014) observe that there is a relationship between sustainable procurement, reputation and competitive advantage. For Lee et al. (2016), knowledge management would positively and directly influence competitive advantage. Furthermore, Lee et al. (2016) postulate that technological innovation can serve as a mediator between knowledge management and competitive advantage.

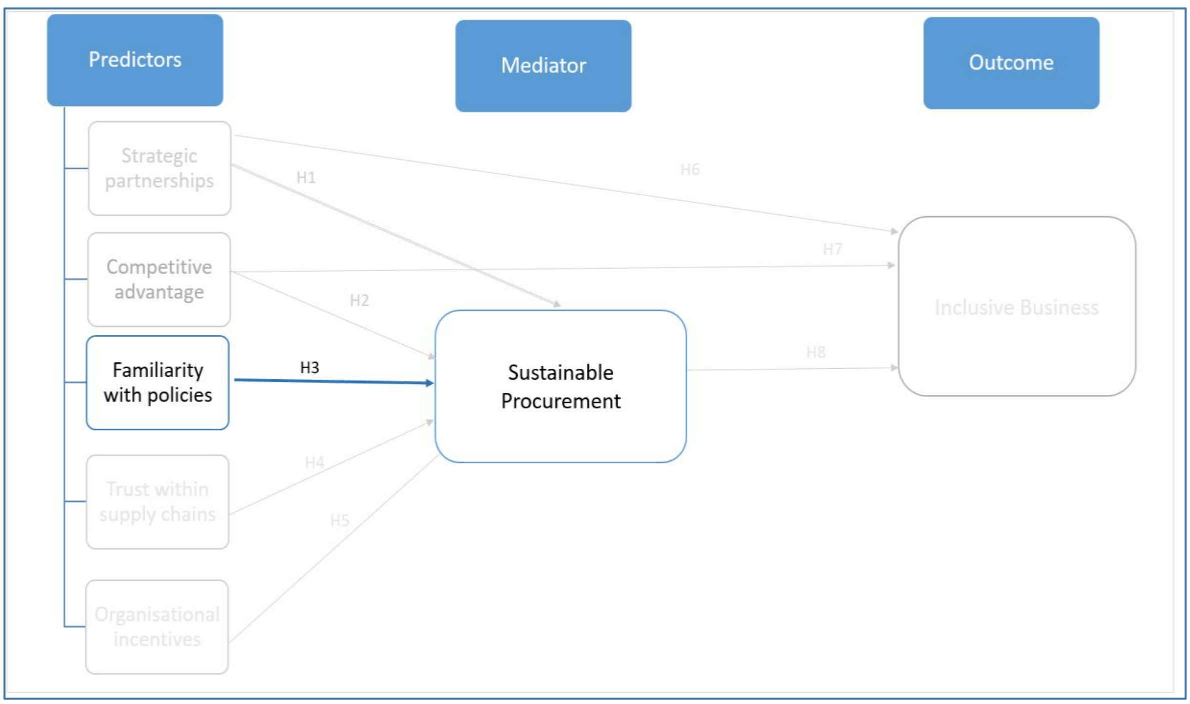
According to Rabee’a Mahdi and Almsafir (2012), procurement increases competitive advantage if channelled through product, services, information, financial resources, demand and forecasts. Similarly, Theodorakopoulos (2012) states that organisations that implement diverse supplier procurement practices can contribute towards enhancing their competitive advantage. Furthermore, such organisations tend to aspire to improve competitive positioning and consider responsible procurement practices as key drivers of sustainability (Theodorakopoulos, 2012). Thus, inferring from the literature and the empirical evidence mentioned above, the study hypothesises that:

Hypothesis 2: *There is a positive and direct relationship between competitive advantage and sustainable procurement*

4.3.3 Familiarity with policies and sustainable procurement

The relationship between the predictor variable (familiarity with policies) and the mediating variable (sustainable procurement) as proposed in this research study, is depicted in Figure 4-5.

Figure 4-5: Relationship between familiarity with policies and sustainable procurement



Source: Own Compilation

4.3.3.1 Importance of the hypothesised relationship

This research study suggests that understanding procurement policies is an important enabler, as the knowledge thereof provides organisations with competencies that are required to promote the adoption of sustainable procurement practices (Brammer & Walker, 2011; Islam & Siwar, 2013; Theodorakopoulos et al., 2015; Mashele, 2016).

According to Butler (2011), it has become important for organisations to consider and formulate policies and procedural guidelines that inform the business perspective around sustainability. Understanding procurement policies is important, as it averts incidents of non-compliance and tender irregularities (Weber & Witkos, 2013). Drawing from ST, IT and RBVT, this study supports this assertion and submits that supply chain and procurement practitioners are in a position to leverage their knowledge regarding policies towards building and supporting supply chain networks (Johnsen, Miemczyk, & Howard, 2017). Furthermore, familiarity with procurement policies ensures uniform approaches in the implementation of sustainable procurement (Al Zaabi, Al Dhaheri, & Diabat, 2013).

Therefore, procurement strategies, particularly responsible sourcing channels and supplier selection methods, are constantly being reformed to ensure compliance with global sustainability standards (Cafaggi, 2016). Furthermore, Cafaggi (2016) suggests that it is important for organisations to be acquainted with standards that underpin such sourcing and supply channels, as there is a direct influence between supplier contracts and adherence to sustainability standards. By the same token, this study suggests that regulatory pressures tend to influence the propensity for organisations to consider sustainable development requirements (Kashmanian, 2015). Furthermore, this study submits that the knowledge around procurement policies influences the adoption of responsible behaviour in the procurement and supply chain arena (Silvestre, 2015; Theodorakopoulos et al., 2015).

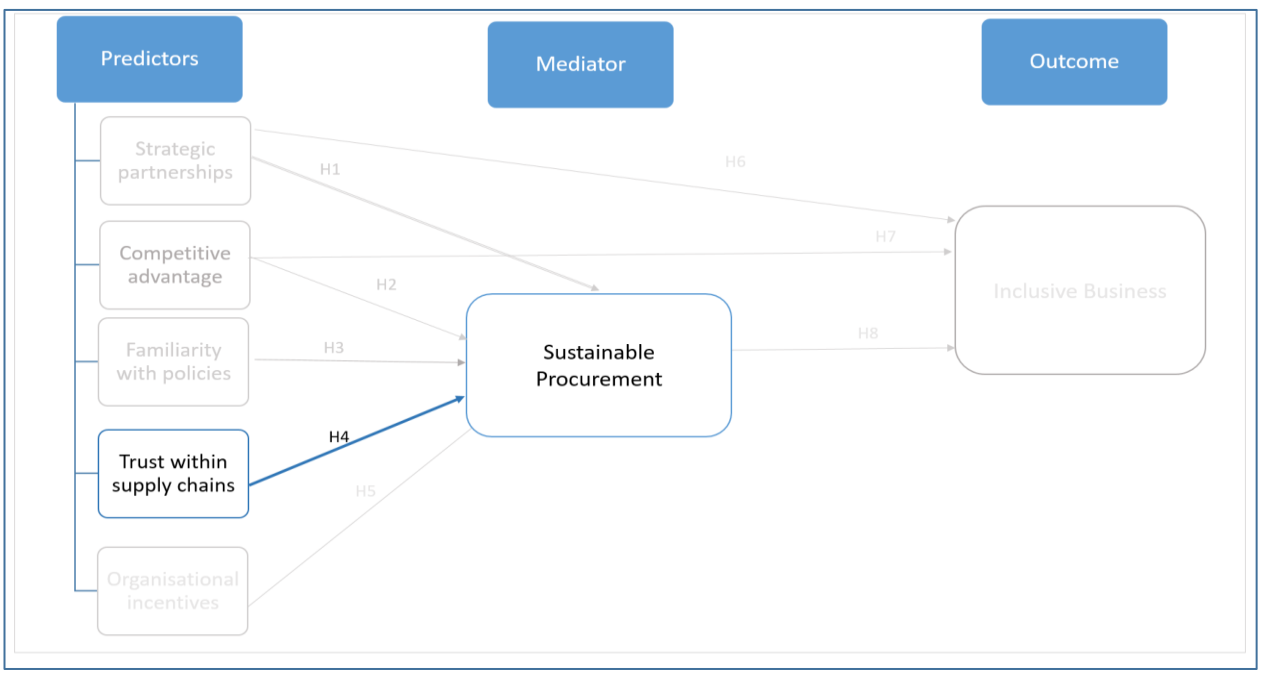
4.3.3.2 Evidence to support the hypothesised relationship

Bor et al. (2015) observe that awareness of and familiarity with procurement rules tend to promote good governance and influence the adherence to set prescripts by users and organisations. In addition, Bor et al. (2015) found that there is a relationship between familiarity with procurement rules and non-compliance. For Preuss and Walker (2011), awareness and training around supply chain policies, tend to have a positive influence on the uptake and acceptance of sustainable supply chain practices. According to Gelderman et al. (2006), familiarity with sustainable procurement rules is directly and positively associated with organisational incentives. Furthermore, Gelderman et al. (2006) also propose that familiarity with procurement rules and sustainable procurement are directly and positively linked. This inferred relationship is therefore also associated with hypothesis 5 of this research study. Therefore, deducing from the literature and the empirical evidence mentioned above, the study hypothesises that:

Hypothesis 3: *Familiarity with policies and sustainable procurement are positively and directly related*

4.3.4 Trust within supply chains and sustainable procurement

Figure 4-6 Relationship between trust within supply chains and sustainable procurement



Source: Own Compilation

The fourth hypothesis of this research study is the relationship between the predictor variable (trust within supply chains) and the mediating variable (sustainable procurement). A diagrammatic representation of this relationship as proposed in the present study, is depicted in Figure 4-6. The supporting empirical evidence for the hypothesised relationship between trust and sustainable procurement is discussed in the next section.

4.3.4.1 Importance of the hypothesised relationship

Trust, in the context of this research study, refers to the level of reliance, conviction and positive expectation that supply business relationship partners have with each other (Kabadayi & Ryu, 2007; Xiao et al., 2010; Van de Vijver et al., 2011; Hoejmose et al., 2014; Touboulic & Walker, 2015a; Sikhwari, 2016). Drawing from RBVT and ST, this study infers that trust is able to command cooperation and allow for access to extended resources and capabilities from stakeholders (Theodorakopoulos, 2012; Kumar et al., 2016). For Cao and Zhang (2011), trust that is gained from the collaboration that contributes relational resources that improve organisational competencies and competitiveness.

4.3.4.2 Evidence to support the hypothesised relationship

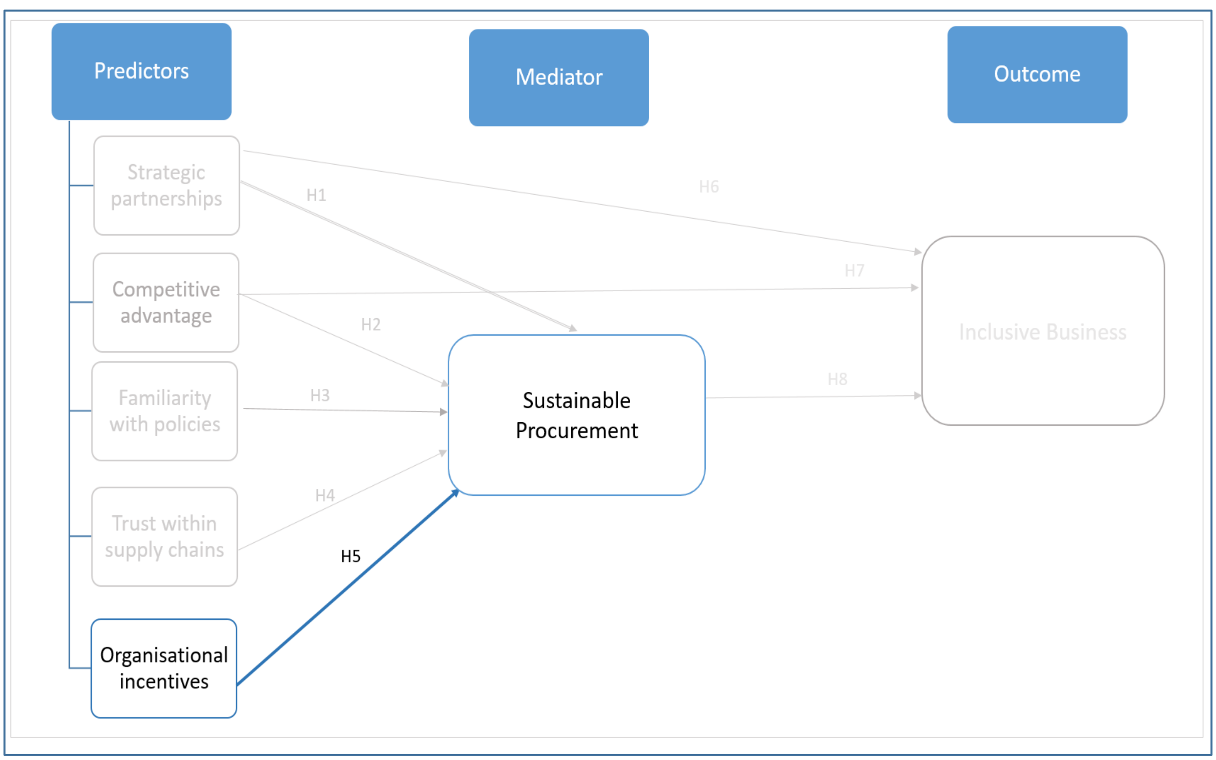
Wu et al. (2012) observe that trust is an important element for building and maintaining supply chain relationships. Furthermore, trust is positively associated with relationship commitment, which suggests a firmer intention and willingness to sustain supply chain partnerships (Wu et al., 2012). Similarly, Savage et al. (2010) and Kumar et al. (2016) support the assertion that trust is an important enabler for collaboration and partnerships. For Kumar et al. (2016), the higher the level of trust, the higher the propensity for the supply chain partners to share knowledge, skills, capabilities and competencies that improve market competitiveness.

Notably, in the continuum of sustainability in procurement and supply chains, trust has been purported as an attribute of collaboration and strategic partnerships (Kim et al., 2010). For Blome, Paulraj and Schuetz (2014), partnerships that do not possess high levels of trust, are not able to reap benefits that can meaningfully contribute towards sustainable development. Xiao et al. (2010) postulate that trust positively influences cooperative performance. This inferred relationship between trust and cooperative performance, suggests that there is arguably tangible and intangible value that can be derived from maintaining trust in relationships (Kabadayi & Ryu, 2007; Xiao et al., 2010).Theodorakopoulos (2012) posits that trust is directly related to successful marketing abilities as well as successful internal relationships. However, Caniëls et al., (2012) suggest that trust is influenced by incentives which in turn, influence successful project outcomes. Brammer and Walker (2011) suggest that organisational incentives are also related to sustainable procurement in supply chains. Theodorakopoulos (2012) also points out that trust is associated with competing priorities. Therefore, inferring from the literature and the empirical evidence mentioned above, the study hypothesises that:

Hypothesis 4: *There is a positive and direct relationship between trust within supply chains and sustainable procurement*

4.3.5 Organisational incentives and sustainable procurement

Figure 4-7 Relationship between organisational incentives and sustainable procurement



Source: Own Compilation

Figure 4-7 depicts a diagrammatical representation of the fifth hypothesis of this research study; the relationship between the predictor variable (organisational incentives) and the mediating variable (sustainable procurement). The next section outlines the importance of the hypothesised relationship and cites similar studies where these research constructs were explored.

4.3.5.1 Importance of the hypothesised relationship

For the purposes of this research study, organisation incentives are defined as extrinsic motives that incite and channel business behaviour and practices in a particular manner (Gelderman et al., 2006; Hernández-Espallardo et al., 2010; Brammer & Walker; 2011; Morali & Searcy, 2013; Terpend & Krause, 2015). Organisations tend to rely on attractive alternatives and stimuli, in order to maintain continuity for enforcing and monitoring responsible practices (Sridharan & Simatupang, 2013). Therefore, drawing from ST and IT, this research study submits that organisation incentives serve as a mechanism to encourage responsible behaviour and align the interests of diverse stakeholders (Asgary & Li, 2016).

4.3.5.2 Evidence to support the hypothesised relationship

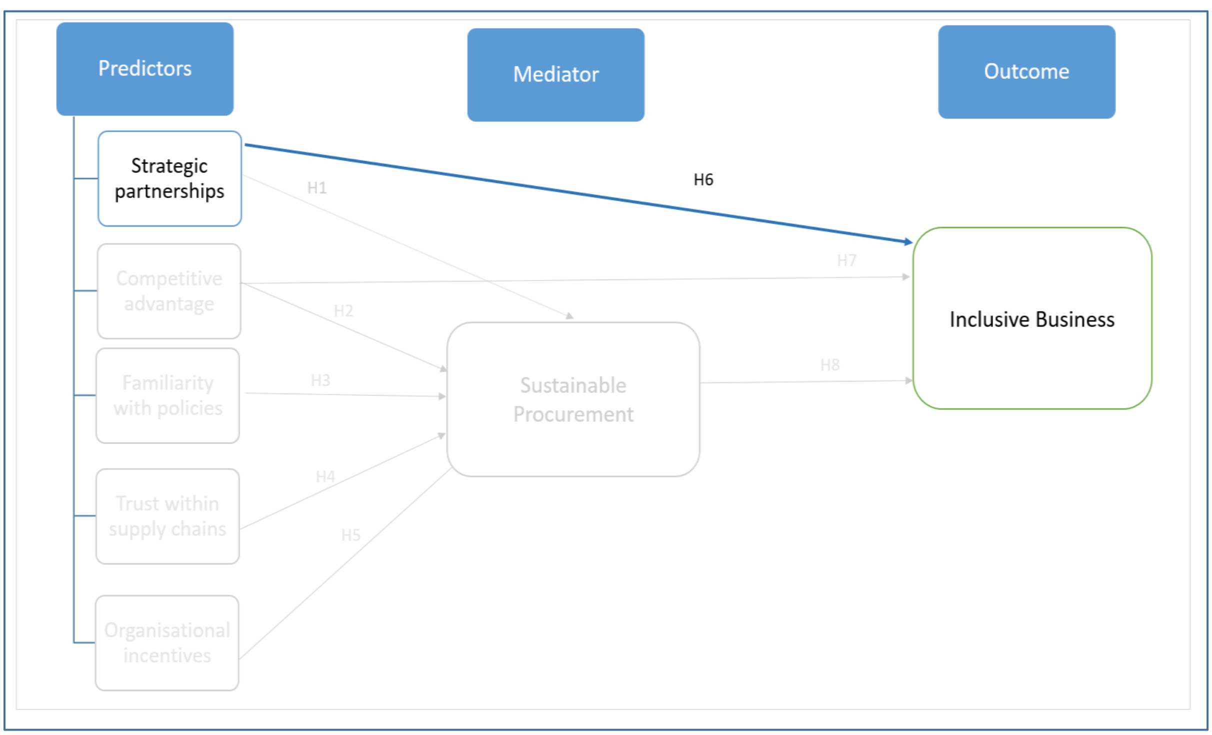
This research study submits that it is important for stakeholders to develop and hone shared responsibility and common interests around sustainability objectives. Consequently, organisational incentives serve as a means to positively align expectations, share costs and returns in a supply partnership (Sridharan & Simatupang, 2013). Furthermore, Sridharan and Simatupang (2013) suggest that trust has a positive relationship with incentives. Such incentives are often introduced as part of a supply relationship, with a view to encouraging collaborative efforts (Gonza´lez-Trejo et al., 2013). In addition, Gonza´lez-Trejo et al. (2013) propose that organisations that utilise incentives are more likely to exhibit behaviour that promotes sustainable practices.

By the same token, Hernández-Espallardo et al. (2010) suggest that organisational incentives tend to act as a governance tool to manage opportunism in a supply relationship. For Cao and Zhang (2011), aligning organisational incentives to decisions has a direct influence on how well the supply chain performs as well as the swiftness in the delivery of outcomes. In addition, organisational incentives are an attribute of collaboration, which is used to connect goals, resources and shared knowledge (Cao & Zhang, 2011). According to Meehan and Bryde (2011), procurement, has a key role in sustainability as policies and practices need to extend beyond the boundaries of organisations that incorporate their entire supply chains. Brammer and Walker (2011) suggest that sustainable procurement is related to the national policy context. In other words, sustainable procurement and national policy context have an indirect relationship mediated by perceived costs, remunerations of policy, awareness of policies, supplier availability, resistance and organisational incentives (Brammer & Walker, 2011). Therefore, inferring from the literature and the empirical evidence stated above, the study hypothesises that:

Hypothesis 5: *There is a direct and positive relationship between organisational incentives and sustainable procurement*

4.3.6 Strategic partnerships and inclusive business

Figure 4-8: Relationship between strategic partnerships and inclusive business



Source: Own Compilation

The relationship between the predictor variable (strategic partnerships) and the outcome variable (inclusive business) as proposed in this research study, is depicted in Figure 4-8. This relationship is the sixth hypothesis of this research study. The supporting empirical evidence for the hypothesised relationship between strategic partnerships and inclusive business is discussed in the next section.

4.3.6.1 Importance of the hypothesised relationship

Kim and Lee (2010) highlight that it is necessary for business to consider approaches and models that allow for strategic partnerships in order to improve competitiveness. As shown in the preceding sections, strategic partnerships in the context of this research study refer to business relationships between organisations and stakeholders that unlock resources and capabilities (Allred et al., 2011; Sikhwari, 2016). George et al. (2012) suggest that organisations can utilise inclusive business models that allow for organisations to deliver on sustainability objectives through alliances and supply chain networks. This research study highlights the fact that such business models can be facilitated through strategic partnerships, local procurement and supply chain networks, social entrepreneurship ventures and supplier development initiatives (McKague et al., 2011). Consequently, using the lens of ST and RBVT, this research study holds that business relationships with stakeholders and inclusive partnerships are able to unleash resources for the benefit of sustainable development (United Nations Development Programme, 2010b).

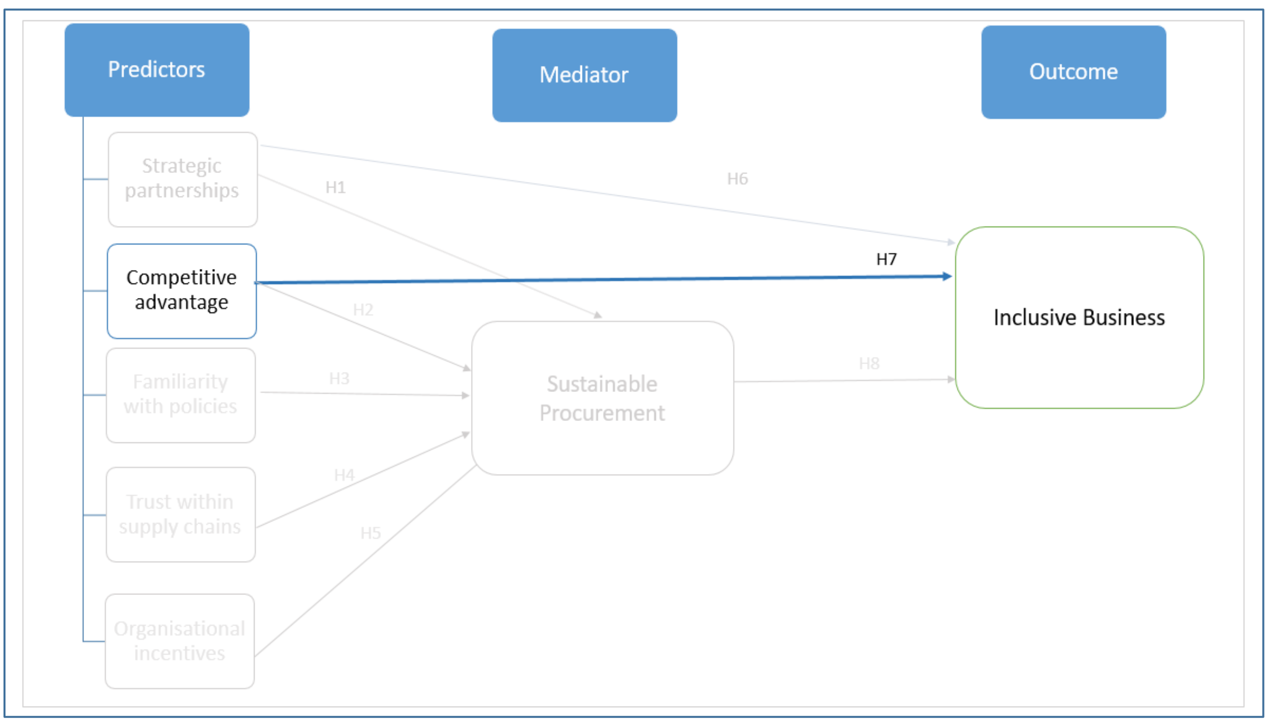
4.3.6.2 Evidence to support the hypothesised relationship

Rösler et al. (2013) suggest that inclusive business models carry the opportunity to positively impact sustainable development through local procurement initiatives that integrate society into business and government supply chains. Accordingly, strategic alliances and partnerships are considered as a key aspect of implementing inclusive business models (Rösler et al., 2013). For Virah-Sawmy (2015), inclusive business approaches are able to extend and spread socioeconomic and ecological benefits widely through partnerships. Similarly, van Tulder and da Rosa (2011) argue that inclusive business models serve as powerful channels that create economic linkages for sustainable development. Furthermore, inclusive business models are able to create platforms that connect markets using procurement initiatives (van Tulder & da Rosa, 2011). Caniëls and Gelderman (2005) state that close interaction between suppliers and their clients would ultimately lead to improvements in product quality, delivery reliability, lead times, development of products, their design and eventual cost reduction for businesses. Inclusive business structures facilitate the procurement access to goods, services and livelihood opportunities for those at the base of the pyramid in commercially viable, scalable ways (Golja & Požega, 2012). Therefore, inferring from the literature and the empirical evidence mentioned above, the study hypothesises that:

Hypothesis 6: *There is a direct and positive relationship between strategic partnerships and inclusive business*

4.3.7 Competitive advantage and inclusive business

Figure 4-9: Relationship between competitive advantage and inclusive business



Source: Own Compilation

Figure 4-9 depicts the seventh hypothesis of this research study. This is the proposed relationship between the predictor variable (competitive advantage) and the outcome variable (sustainable procurement). The next sections, present the supporting empirical evidence for the hypothesised relationship between strategic partnerships and inclusive business. In addition, the importance of this relationship is highlighted.

4.3.7.1 Importance of the hypothesised relationship

According to Ault (2016), there is a dichotomy that emerges when organisations utilise business resources and profits towards socioeconomic development. Stubert (2012) highlights that organisations that have a high inclination toward sustainability, tend to be open to inclusive business initiatives. On the other hand, Carroll and Shabana (2010) argue that organisations that fail to adopt inclusive practices fall short of gaining competitive advantage. Notwithstanding this, Golja and Požega (2012) point out that organisations that uphold the principle of inclusivity in their business approaches are able to improve their business offerings and gain competitive market positioning. By the same token, Reficco and Márquez (2012) propose that doing good is a source of competitive advantage. Furthermore, inclusive ventures tend to provide opportunities for organisations to create synergies whilst addressing gaps in the market and society (Reficco & Márquez, 2012). This assertion suggests that organisations are able to create value that goes beyond the profit motive and pursue sustainability objectives (United Nations Development Programme, 2010b).

Prahalad (2012) highlights that inclusive business models, to a large extent, tend to involve business with bottom-of-the-pyramid markets. In addition, lessons learned from considering inclusive business serve as a springboard for becoming globally competitive (Prahalad, 2012). For Stubert (2012), inclusive business ventures and platforms create access to new markets that improve competitiveness. Drawing from IT, ST and RBVT, this study submits that competitive advantage, then, is a by-product of integrating with the environment and stakeholders through inclusive platforms (Reficco & Márquez, 2012).

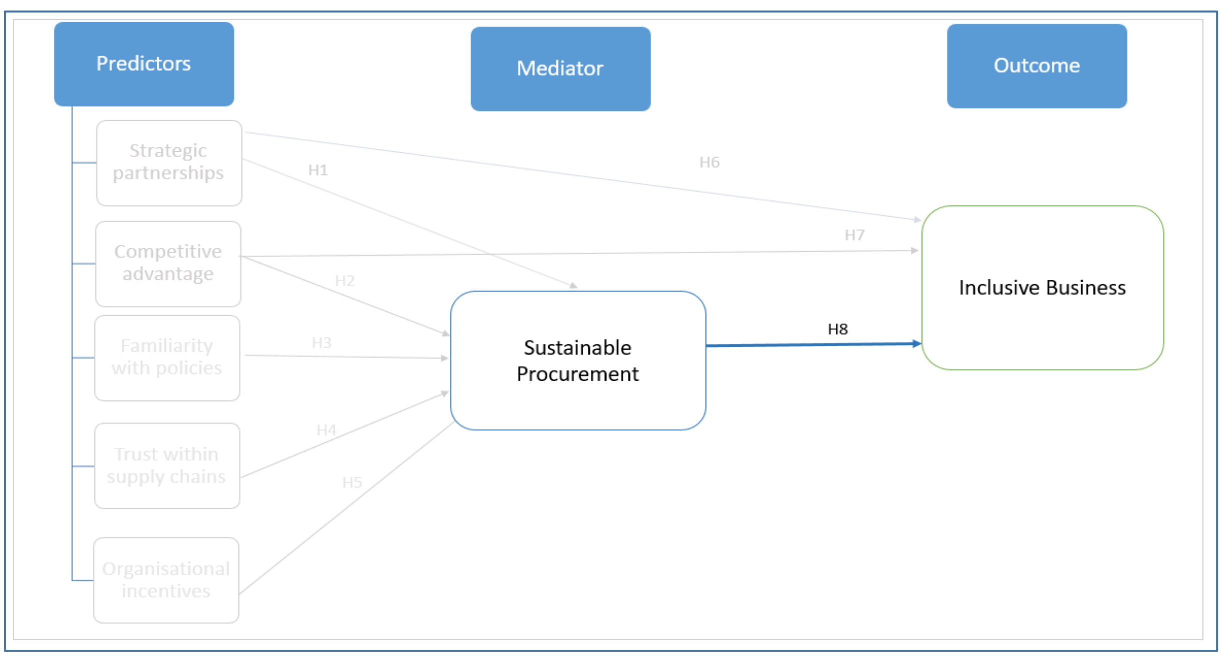
4.3.7.2 Evidence to support the hypothesised relationship

According to Yin and Jamali (2016), competitive advantage influences centrality, pro-activeness and the visibility of organisations. In addition, Yin and Jamali (2016) suggest that this relationship ultimately leads to value creation for organisations. By the same token, Jenkins and Ishikawa (2010) suggest that inclusive business is positively associated with leveraging resources for the benefit of market competitiveness. Competitive advantage is proposed to have a direct link with industrial policy and strategic management (Lazzarini, 2015). Similarly, Wu (2012) proposes that there is a relationship between stakeholder management, competitive advantage and value creation. For Mahdi and Almsafir (2014), the sustainable competitive advantage is directly influenced by human and social capital. Therefore, inferring from the literature and the empirical evidence mentioned above, the study hypothesises that:

Hypothesis 7: *There is a direct and positive relationship between competitive advantage and inclusive business*

4.3.8 Sustainable procurement and inclusive business

Figure 4-10: Relationship between sustainable procurement and inclusive business



Source: Own Compilation

The relationship between the mediating variable (sustainable procurement) and the outcome variable (inclusive business) as proposed in this research study, is depicted in Figure 4-10. This relationship is the eighth and final hypothesis of this research study. The supporting empirical evidence for the hypothesised relationship between sustainable procurement and inclusive business is discussed in the next section.

4.3.8.1 Importance of the hypothesised relationship

Klein (2008) suggests that it is important for government, business and society to consider dynamic and eccentric approaches for addressing global challenges, given the volatile conditions that exist in the environment. For Brammer and Walker (2011), sustainable procurement is concerned with using procurement and supply chain platforms to address social, economic and ecological challenges. In addition, sustainable procurement considers regulatory prescripts and ecosystems that are concerned with promoting responsible sourcing practices. Drawing from ST, IT and RBVT, this research study proposes that business models and strategies that are inclusive in nature, are able to facilitate increased access to procurement markets and resources (Klein, 2008; Meehan & Bryde, 2011; Meckenstock et al., 2016).

4.3.8.2 Evidence to support the hypothesised relationship

The changing of sustainable procurement practices in organisations aids in the switch to performance-based procurement as well as a move to value rather than price (Loosemore, 2016). Witjes and Lozano (2016) observe that there is a relationship between public procurement, sustainability and the circular economy. Furthermore, organisations are able to promote and attain a positive impact on sustainable procurement, through the inclusion of sustainability criteria in their business strategies (Vorley & Thorpe, 2014; Witjes & Lozano, 2016). For Brammer and Walker (2011), the consideration of sustainability criteria has a positive influence on the adoption of sustainable procurement by organisations. For Hoejmoese et al. (2014), sustainable procurement has a direct influence on corporate brand reputation which boosts competitiveness. Hahn (2012) posits that organisations are able to positively impact socioeconomic challenges through the use of inclusive business models. In addition, Hahn (2012) suggests that inclusive business has a positive impact on human dignity.

Inclusive business models offer key platforms and linkages that enable economic growth and sustainable development (Golja & Požega, 2012; G20 Leaders Summit, 2016). It is important to note that inclusive business initiatives appear to play a central role in ethnic minority business breaking into mainstream procurement systems (Theodorakopoulos, 2012). For Gradl and Jenkins (2011), inclusive business models involve collaborative networks that bridge systemic global challenges and gaps for development. Therefore, inferring from the literature and the empirical evidence mentioned above, the study hypothesises that:

Hypothesis 8: *There is a direct and positive relationship between sustainable procurement and inclusive business*

4.4 Chapter Summary

Chapter 4 provided a comprehensive discussion of the conceptual model for this research study. Eight research hypotheses for this research study were developed based on literature. The hypotheses were aimed at proposed relationships between the variables of the study. Furthermore, the importance of each proposed relationship was outlined. This was followed by a diagrammatic representation for each hypothesised relationship. The research model for the study proposed that antecedents within supply chains are likely to have effects on sustainable procurement, which will also have an influence on inclusive business. In like manner, it was proposed that two of the predictor variables, strategic partnerships and competitive advantage, might have a direct influence on inclusive business. Notably, it was suggested that sustainable procurement might have a direct relationship with inclusive business. A summary of the proposed relationships is shown in Table 4-2. The next chapter provides the research methodology that was adopted for this study.

Table 4-2: Summary of hypotheses

SUMMARY OF HYPOTHESES		
Hypothesis No.	**Hypothesis Statement**	**Hypothesized Influence**
H1	Strategic partnerships and sustainable procurement are positively and directly related.	Strategic partnerships → Sustainable procurement **(+)**
H2	There is a positive and direct relationship between competitive advantage and sustainable procurement.	Competitive advantage → Sustainable procurement **(+)**
H3	Familiarity with policies and sustainable procurement are positively and directly related.	Familiarity with policies → Sustainable procurement **(+)**
H4	There is a positive and direct relationship between trust and sustainable procurement.	Trust → Sustainable procurement **(+)**

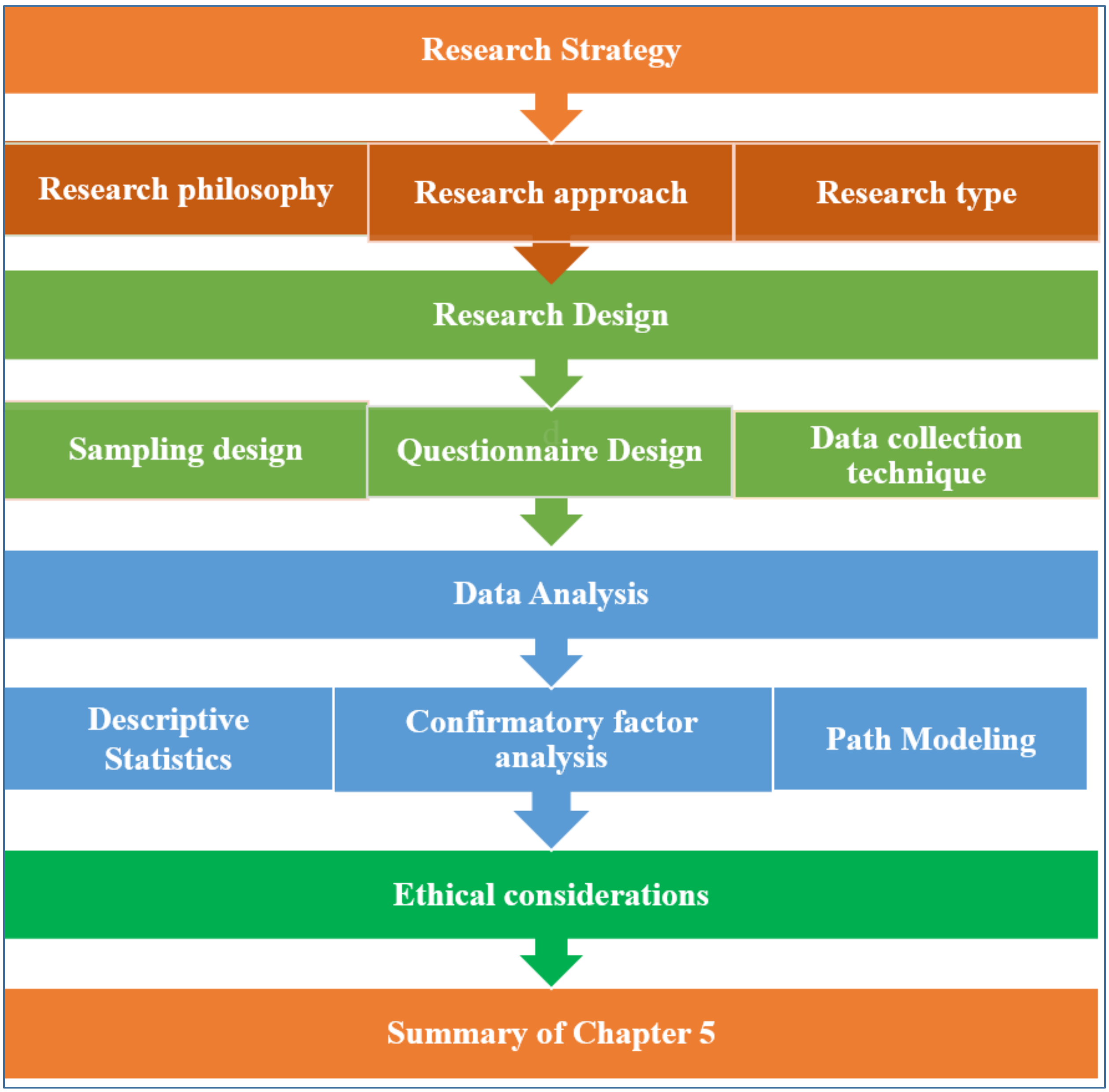
SUMMARY OF HYPOTHESES		
Hypothesis No.	**Hypothesis Statement**	**Hypothesized Influence**
H5	There is a direct and positive relationship between organisational incentives and sustainable procurement.	Organisational incentives → Sustainable procurement **(+)**
H6	There is a direct and positive relationship between strategic partnerships and inclusive business.	Strategic partnerships → Inclusive business **(+)**
H7	There is a direct and positive relationship between competitive advantage and inclusive business.	Competitive advantage → Inclusive business **(+)**
H8	There is a direct and positive relationship between sustainable procurement and inclusive business.	Sustainable procurement → Inclusive business **(+)**

Chapter 5

RESEARCH METHODOLOGY

“It’s not just what it looks like and feels like. Design is how it works” Steve Jobs (1955-2011)

Figure 5-1: Overview of Chapter 5



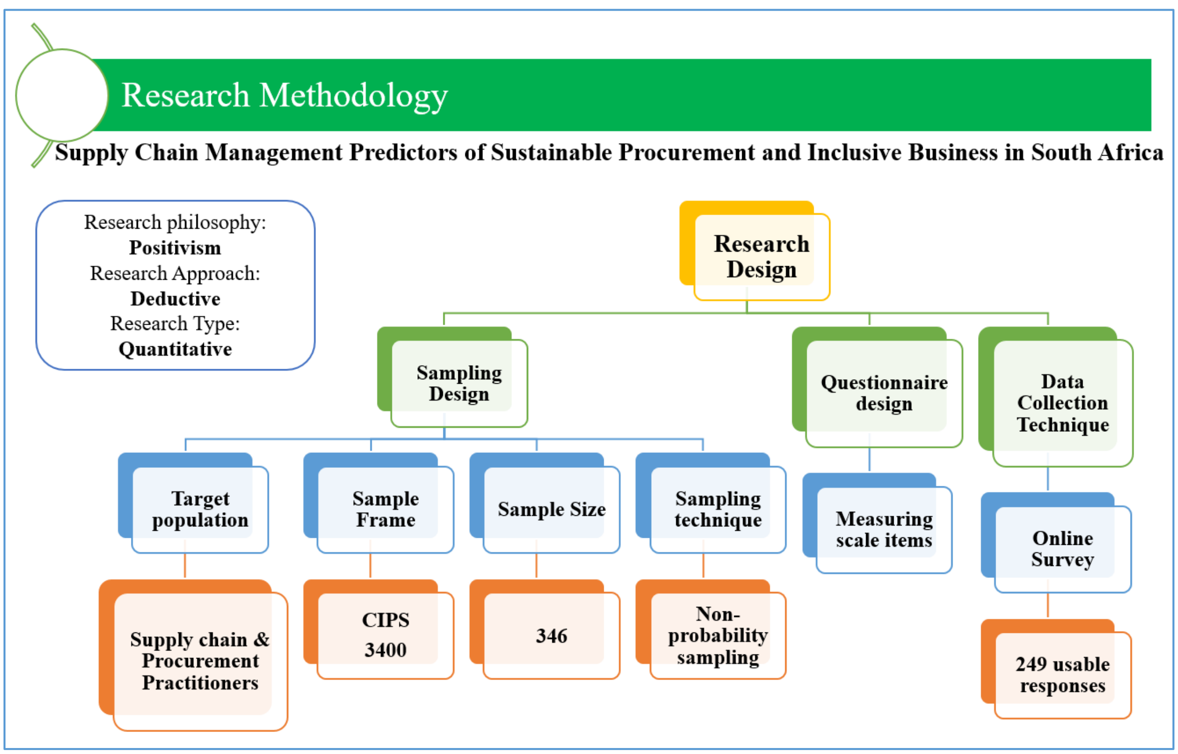
5.1 Introduction

This chapter details the methodology used for this research study in support of the proposed conceptual model. The chapter begins with a diagrammatic representation of the research strategy, which sets out a roadmap for the research methodology for this study. This is followed by highlighting the research philosophy that was deemed appropriate for this study. A discussion of the research philosophy approach and the rationale for the research type that was selected for this study is presented. Thereafter, the sampling and data collection techniques are provided. A review of the research instrument that was translated into a research questionnaire for the study is provided. In like manner, the data analysis approach is outlined. This discussion serves as a precursor for confirming the reliability and the validity of the results that are presented in subsequent chapters. The chapter concludes by observing the ethical considerations that were applied to this research study.

5.2 Research strategy

Figure 5-2 provides a diagrammatic illustration of the research methodology.

Figure 5-2: Diagrammatic illustration of the Research Methodology



Source: Own Compilation

This section explores the process that was followed to undertake the proposed research study. At a high level, the figure, amongst other things, shows that the research study was quantitative in nature. Furthermore, the target population and the sample frame that were observed for this study, are presented. The statistically estimated sample size of 3400 for this study is shown. A discussion of this computed estimate is presented in the next section. The diagram further shows that a non-probability sampling technique was applied to the sample frame for this study. Finally, the snapshot indicates that data were collected using a questionnaire was administered via an online survey. The next sections provide a detailed discussion of the research approach for this study.

5.2.1 Research philosophy

Kumar (2011) points out that research is an instrument that can be used to dissect and understand a phenomenon or to identify a course of action to be followed. For Jonker and Pennink (2010), research represents the ability to apply scientific methods as a means to explore issues that occur in practice. Furthermore, research upholds a positivism philosophy when it is considered that the hypothesised relationships can be tested and produce outcomes for implementation in practice (Jonker & Pennink, 2010). Saunders and Lewis (2012) posit that research embraces a positivist paradigm when it follows a meticulous and systematic process. By the same token, Creswell (2014) suggests that a positivism lens is based on ideas that are measured and tested using hypotheses in order to arrive at an outcome. Furthermore, as shown in Table 5-1, there are fundamental beliefs, approaches and worldviews that influence the manner in which research is conducted. To this end, this research study holds to a positivism philosophy as it uses observable and measurable scales to predict an outcome (Saunders & Lewis, 2012; Creswell, 2014).

Table 5-1: Research worldviews

PHILOSOPHICAL WORLDVIEWS	
Post-positivism	**Constructivism**
• Determination • Reductionism • Empirical observation and measurement	• Understanding • Multiple participant meanings • Social and historical construction

PHILOSOPHICAL WORLDVIEWS	
• Theory verification	• Theory generation
Advocacy	**Pragmatism**
• Political • Empowerment issue-oriented • Collaborative • Change-oriented	• Consequences of action • Problem-centered • Pluralistic • Real-world practice oriented

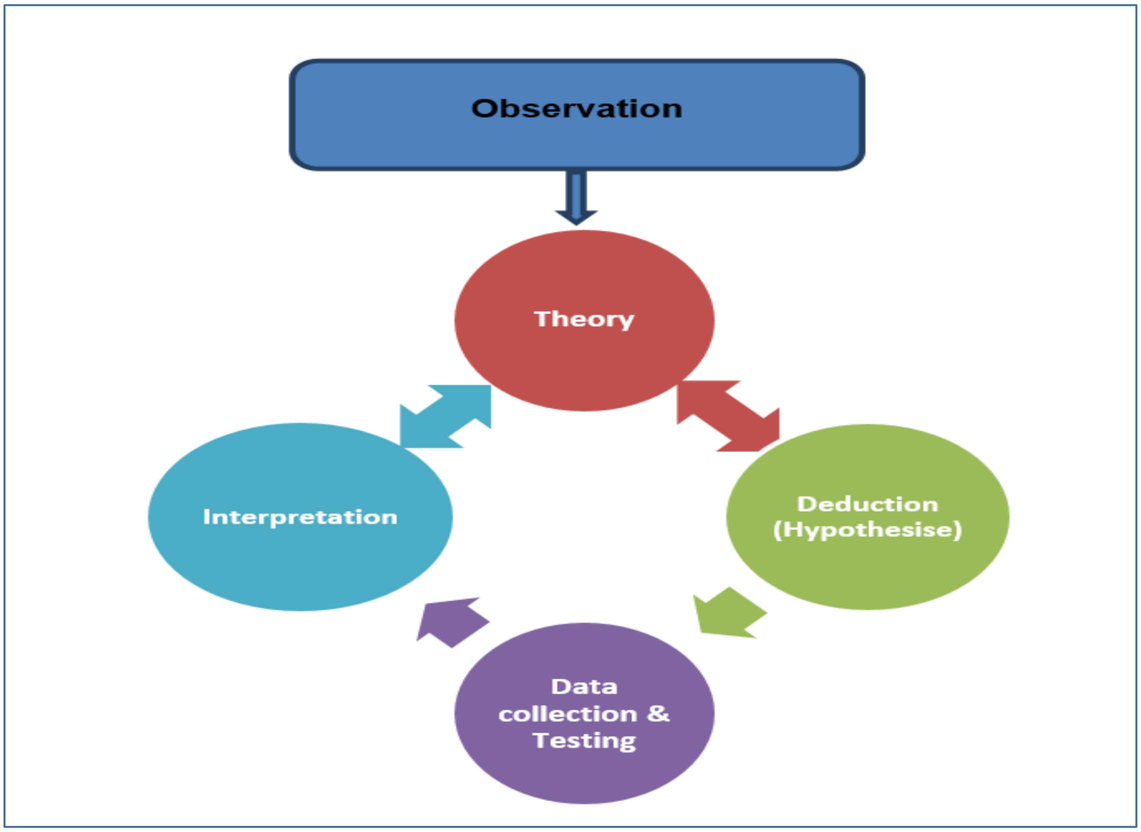
Source: Creswell (2014)

5.2.2 Research approach and rationale for research type

A research approach refers to the manner in which the research process has been formulated as well as detailing the procedures that will be undertaken (Kumar, 2011). Furthermore, Saunders and Lewis (2012) suggest that a structured research approach is one where the research aims, questions and sample are established in advance. This research study aims to examine the relationship between predicting variables; strategic partnerships, competitive advantage, familiarity with policies, trust within supply chains, and organisational incentives, with sustainable procurement as the mediating variable and inclusive business as the outcome variable.

For Jonker and Pennink (2010), research that aims to measure the extent of an observed phenomenon should follow a systematic and structured approach as shown in Figure 5-3. The figure indicates that, a quantitative research study flows from an observation made by a researcher. This observation is followed by a comprehensive review of the theory that relates to the observed phenomenon. Thereafter, a hypothesis is formulated based on literature. Furthermore, the data collection and testing processes follow. Lastly, the interpretation of a study is premised on literature. Consequently, it is suggested that, research is deductive in nature when premised on a theory that is already known (Jonker & Pennink, 2010).

Figure 5-3: Quantitative Research Structure



Source: Jonker and Pennink (2010)

For Creswell (2014), research is quantitative in nature if it seeks to explore relationships between variables. Furthermore, a quantitative research approach is appropriate for studying a sample of the research population (Creswell, 2014). Table 5-2 provides a comparison of the three types of research methodologies: quantitative, mixed and qualitative. Table 5-2 further shows that a quantitative research approach can be applied using instrument based questions that aim to assess sample observational data which can be inferred to a population. In like manner, this research study is quantitative in nature and was conducted following a set of hypotheses that were developed and based on theory (Kumar, 2011; Creswell, 2014; Jonker & Pennink, 2010).

Table 5-2: Research types

Quantitative	Mixed Method	Qualitative
• Predetermined • Instrument-based questions • Performance data, attitude data, observational data • Statistical analysis • Statistical interpretation	• Predetermined and emerging methods • Open and closed-ended questions • Multiple forms of data • Statistical and text analysis • Across databases interpretation	• Emerging methods • Open-ended questions • Interview data, observation data, document data and audiovisual data • Text and image analysis • Themes, patterns interpretation

Source: Creswell (2014)

5.3 Research design

The sampling procedure, and the data collection approach that was followed, is discussed in detail in the next sections.

5.3.1 Target Population

Kumar (2011) suggests that a study population is a group of individuals or subjects that will provide evidence and will answer the research questions. The target population for this research study comprised procurement and supply chain practitioners in South Africa. For the purposes of this study, it was important to focus on practitioners who had been involved with sustainable procurement transactions over the past five years, and were operating in public and the private sectors. Jonker and Pennink (2010) point out that it is important to select a representative group to whom the outcome of a research study can be inferred. For this reason, the research study was extended to members that are practitioners in the field of procurement and supply chain management.

The researcher is a professional member of the Chartered Institute of Procurement and Supply (CIPS), which is a professional body for purchasing and supply in South Africa. The Chartered Institute of Procurement and Supply (CIPS) has a presence in over 150 countries worldwide, with an estimated 3 400 members in South Africa. Through this professional association, the research data for this research study was collected using a platform that was administered by CIPS.

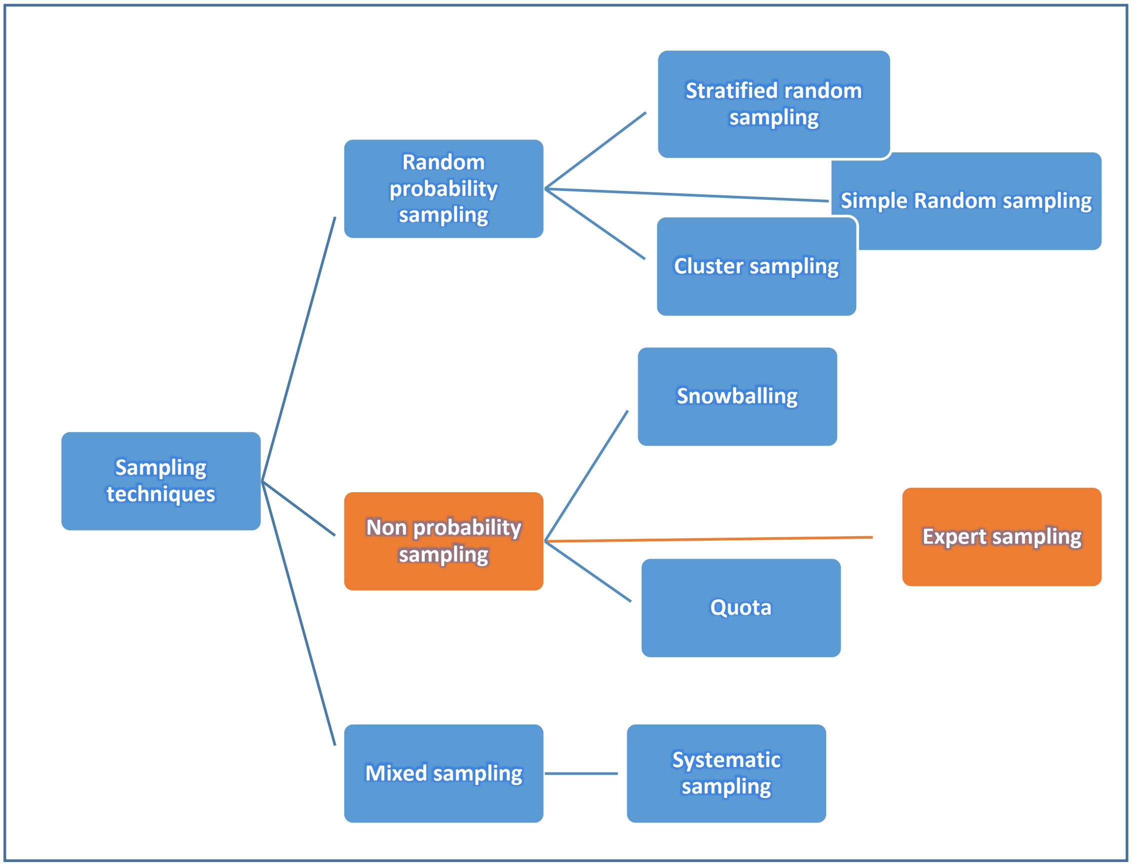
5.3.2 Population size and unit of analysis

According to Saunders and Lewis (2012), the level of certainty with which a population can be represented is dependent upon the size of the sample and population. Furthermore, Saunders and Lewis (2012) suggest that a probability sample of at least 30 respondents should be collected to represent a statistically significant sample. For the purposes of this research study, the sample size was determined using the Raosoft® sample size calculator. Raosoft® is software that is used to estimate sample size for data collection. The estimation of the sample size considers statistical factors such as accounting for the margin of error, the confidence level, the population size and the response distribution. The estimation of the sample size for the proposed research study was computed electronically at a 95% confidence level using a population size of 3 400. According to the Raosoft® software, the estimated sample size for the research study would be 346 respondents. In addition, the unit of analysis for this research study was a procurement and supply chain practitioner who has been involved in sustainable procurement transactions in the past five years.

5.3.3 Sampling

For Saunders, Lewis and Thornhill (2009), the process of selecting a sample for a research study is necessary, as it provides for pragmatic and proficient gathering of data from a target population instead of all possible subjects. Furthermore, sampling involves identifying a representative group that can represent the research target population (Kumar, 2011). Figure 5-3 indicates that there are various probability, non-probability and mixed sampling techniques that can be adopted for the purposes of a quantitative research study.

Figure 5-3: Sampling techniques



Source: Kumar (2011)

5.3.3.1 Rationale for expert sampling technique

Purposive or expert sampling is a non-probability sampling technique which allows subjects that are knowledgeable to participate in the research study (Etikan, Musa, & Alkassim, 2016). According to Etikan et al. (2016), non-probability sampling techniques are convenient and quick approaches to implement; however, such techniques may be subject to response bias. Kumar (2011) suggests that the use of expert sampling as a technique in quantitative research is appropriate when the group of respondents possesses expertise in the area of research interest. Furthermore, expert sampling does not require a predetermined number of responses (Etikan et al., 2016; Kumar 2011).

Thus, for the purposes of this research study, the respondents consisted of experts who were meticulously selected from the procurement and supply chain management fraternity.

5.4 Data collection technique

The design of the research instrument and the process that was followed to collect data is discussed in detail in the next section.

5.4.1 Research Instrument

For the purposes of this study, a questionnaire was considered the most suitable research instrument to be deployed for collecting data from a large population (Saunders & Lewis, 2012). According to Kumar (2011), a questionnaire provides anonymity and it is a cost-effective data collection tool to implement. Conversely, the limitations of a questionnaire include the fact that information cannot be improved by further questioning or observations from respondents (Jonker & Pennink, 2010). For van Zyl (2014), an advantage of using a questionnaire as a tool for research, is the request for information that is already within reach of the respondents. The considerations and benefits of using a research questionnaire are presented in Table 5-3.

Table 5-3: Considerations and benefits of using a research questionnaire

Basic assumptions	The Format
• Requests information that respondents presumably have	• Provides clear and explicit directions for completing the questionnaire
• Does not make unreasonable demands upon the respondents	• Items are presented in a professional, easy to understand format
• Does not have hidden purpose	• All questions are clearly numbered
	• The questions are objective
	• Transitions are used from one topic to the next
Questions	
• Comprises questions that can be answered	
• Questions are straightforward	

Source: van Zyl (2014)

The questionnaire for this research study is provided in Appendix A and consisted of 45 questions spread across seven subsections; Section A, B, C, D, E, F, G and H. Section A dealt with the demographics of the respondents. Furthermore, the questionnaire included statements relating to sustainable procurement practices that are embraced by public and private sector organisations. The remaining subsections of the questionnaire were spread across the research variables in the conceptual model for this research study.

5.4.2 Measurement scale and questionnaire design

Kumar (2011) suggests that using a Likert scale is a widely used means to measure competing views on a subject. A 5-point Likert scale was used as a measurement scale for rating the responses on the survey. The rating scale was based on 1- 5, where 1 was "strongly disagree" and 5 was "strongly agree".

This research study explores the relationship between predicting variables; strategic partnerships, competitive advantage, familiarity with policies, trust within the supply chain, and organisational incentives, with sustainable procurement as the mediating variable and inclusive business as the outcome variable. For this reason, the questionnaire consisted of research instruments that were adopted from research studies relating to each of the research variables in the conceptual model for this research study. Saunders and Lewis (2012) posit that a questionnaire design may include questions that are adopted from other research studies. In addition, questions from other research studies can be modified and adapted to fit the current research study (Jonker & Pennink, 2010; Saunders et al. (2009).

5.4.2.1 Predicting variables

The measurement scales for the six predictor variables for this research study are provided in Table 5-4 to Table 5-8. Creswell (2014) suggests that a predicting variable is a measurable attribute that can affect an outcome in a research conceptual model.

a Strategic Partnerships

The variable for strategic partnerships was measured using the 5-point Likert scale from the study conducted by Sikhwari (2016). Similarly, a 5-point Likert scale was adopted for the purposes of this research study, to measure the items presented in Table 5-4.

Table 5-4: Measurement scale for strategic partnerships

SECTION B: STRATEGIC PARTNERSHIPS VARIABLE
1. Our company's procedures are compatible with our supply chain partners' business procedures.
2. The goals and objectives of our company are compatible with our supply chain partners in business dealings.
3. Managers from our company and those of our supply chain partners have compatible approaches to business dealings.
4. Information sharing on important issues has become a critical element to maintain our partnerships.
5. In general, our company is very satisfied with the quality of the relationships that we have with our supply chain partners.

Source: Sikhwari (2016)

b Competitive Advantage

The variable for competitive advantage was measured in accordance with a 4-point Likert scale used by Rao and Holt (2005). However, for the purposes of this research study, the scale was adapted to a 5-point Likert scale in order to measure the items presented in Table 5-5. For the purposes of this research study, a 5-point Likert scale was adopted for all the questions in the various sections of the questionnaire. This approach was followed in order to maintain consistency and to avoid response bias.

Table 5-5: Measurement scale for competitive advantage

SECTION B: COMPETITIVE ADVANTAGE
The manner in which my organisation operates leads to:
1. Improved efficiency
2. Quality improvement
3. Productivity improvement
4. Cost saving

Source: Rao & Holt (2005)

c Familiarity with procurement policies

Familiarity with procurement policies was assessed in accordance with Bor et al.'s (2015) 5-point Likert scale. However, this scale was adapted to include positive statements for the purposes of this study, as the original research measurement scale is in the negative (as shown in Table 5-6). Saunders and Lewis (2012) propose that questions may be modified to avoid bias and to fit the current research study.

Table 5-6: Measurement scale for familiarity with procurement policies

SECTION D: FAMILIARITY WITH PROCUREMENT POLICIES	
Original	**Adapted**
1. Lack of clarity on the applicability of public procurement regulations.	D1 Our supply chain and procurement team members are clear on how to apply public procurement regulations.
2. Not all procurement/purchasing employees are well conversant with the legal obligations to follow the public procurement regulations.	D2 Our supply chain and procurement team members are well conversant with the legal obligations to follow the public procurement regulations.

SECTION D: FAMILIARITY WITH PROCUREMENT POLICIES	
3. The overall knowledge of procurement rules is still low among the purchasing staff in the public procuring entities.	D3 I believe that the overall knowledge of procurement rules is sufficient among the supply chain and procurement team members in procuring organisations.
4. Bidders complain often regarding the outcome of the tender processes.	D4 Bidders are often satisfied with the outcomes of procurement tender processes.
5. Most procurement/purchasing staff tend to ignore the public procurement regulations.	D5 I believe that supply chain and procurement teams tend to embrace procurement regulations.
5. Cost saving	

Source: Bor et al. (2015)

d Trust within supply chain

Kabadayi and Ryu (2007) used a 7-point Likert scale to evaluate trust within supply chains. This scale was, however, amended to a 5-point Likert scale to measure the items presented in Table 5-7. This approach was followed in order to maintain consistency and to avoid response bias.

Table 5-7: Measurement scale for trust in supply chain

SECTION E: TRUST WITHIN SUPPLY CHAIN VARIABLE
1. When making important decisions, our major dealer is concerned about our welfare.
2. When it comes to things that are important to us, we can depend on our major dealer's support.
3. We can count on our major dealer to consider how its decisions and actions will affect us.
4. Though circumstances change, we believe that our major dealer will be ready and willing to offer us assistance and support.
5. Our major dealer keeps promises it makes to our firm.

SECTION E: TRUST WITHIN SUPPLY CHAIN VARIABLE
6. Our firm can count on our major dealer to be sincere.

Source: Kabadayi & Ryu (2007)

e Organisational incentives

The variable for organisational incentives was measured in accordance with a similar 5-point Likert scale used by Gelderman et al. (2006). The items presented in Table 5-8 were adopted in a like manner for this research study.

Table 5-8: Measurement scale for organisational incentives

SECTION F: ORGANISATIONAL INCENTIVES
1. Threat of internal restrictions
2. Budgets can be transferred between departments
3. Knowledgeable internal clients
4. Knowledge controllers

Source: Gelderman et al. (2006)

5.4.2.2 Mediating variable

A mediating variable serves as a link between the predicting variables and the outcome variable (Kumar, 2011). In the proposed conceptual framework for this research study, sustainable procurement connects the aforementioned predicting variables with the outcome variable, inclusive business. The items presented in Table 5-9 were evaluated using a 5-point Likert scale similar to that of Meehan and Bryde (2011).

Table 5-9 Measurement scale for sustainable procurement

SECTION G: SUSTAINABLE PROCUREMENT VARIABLE
1. My organisation has developed targets for sustainable procurement.
2. All our procurement staff receive training on the impact of sustainability on purchasing decision-making.
3. We have made our suppliers aware of our sustainable procurement policy and practices.
4. My organisation helps to develop its suppliers' sustainability performance (e.g. through auditing).
5. We currently have ISO14001 certification.
6. My organisation has integrated sustainability into its procurement process.
7. My organisation specifies sustainability criteria in its contract notices.
8. We have a written procurement policy stating our commitment to purchasing sustainable goods and services.
9. My organisation favours suppliers that rate highly on sustainability during the tender process.
10. We have taken action to develop procurement policies that consider sustainability.

Source: Meehan & Bryde (2011)

5.4.2.3 Outcome variable

Jonker & Pennink (2010) highlight that an outcome variable, also known as a dependent variable, and explains the phenomenon that the research study aims to evaluate. For the purposes of this study, a 5-point Likert scale was adopted from Gradl and Jenkins (2011) to measure the variable for inclusive business as shown in Table 5-10.

Table 5-10: Measurement scale for inclusive business

INCLUSIVE BUSINESS
1. Limited knowledge and skills among SMEs
2. Lack of market information

INCLUSIVE BUSINESS
3. Ineffective regulation
4. Inadequate infrastructure
5. Limited access to finance among the SMEs

Source: Gradl & Jenkins (2011)

5.4.3 Pilot testing

A two-phased pilot exercise was conducted to ensure effective collection of research data and to test the validity of the content (Kothari, 2004; Saunders et al., 2009, Creswell, 2014). Firstly, the questionnaire was circulated to a group of 10 procurement officials who are compatible with the research population, in order to test the interpretation of technical terms. Secondly, a pre-selected group of five non-procurement practitioners were invited to provide feedback on the logical understanding of questions. The questionnaire, which is included in Appendix A, was then refined with minor editorial changes in accordance with the feedback from the pilot exercise.

5.4.4 Data collection

Primary data for this research study was collected using an online survey. A self-administered SurveyGizmo tool was hosted by CIPS and circulated to the identified population sample. An online survey was an economical and efficient tool that could collect data from respondents who are geographically spread across the nine provinces in South Africa (Creswell, 2014). The estimated sample size for the research study was estimated at 346 using the Raosoft® software. However, 385 responses were received, of which 249 were usable and considered for data analysis.

5.5 Data analysis approach

Data analysis is a statistical process in which raw data is prepared and structured so that valuable information can be extracted from it (Ullah, 2010). The collected data were coded in an Excel spread sheet before any analysis commenced. Jonker and Pennink (2010) suggest that data should be linked to each variable using a distinct numerical index in order to allow for statistical analysis. In addition, Jonker and Pennink (2010) posit that descriptive statistics is a useful tool that can be used to gain comprehension of the attributes of each variable and to describe the basic characteristics of the data in the study. The researcher was responsible for the analysis and interpretation of the research data. The Statistical Package for the Social Sciences (SPSS 23) was used to analyse the data.

5.6 Reliability and validity of measurement scales

Data reliability and validity tests were conducted as a means to verify the internal consistency of the scale items in the research survey questionnaire, in order to ensure that the scales that were used for the Likert-type questions were reliable (Bryman & Bell, 2011). The factor loadings, the Cronbach's alpha values and Composite Reliability (CR) values were determined using Statistical Packages for Social Sciences (SPSS version 23) and the Analysis of Moment Structures (AMOS version 23) software in order to assess measurement items' reliability. Convergent and discriminant validity of the research constructs were determined by observing the inter-correlation between the research constructs and by comparing the Average Variance Extracted (AVE) and shared variance (discriminate validity). As for convergent validity, the item total correlation values, item loading and average variance extracted were used as indicators.

5.7 Structural equation modelling approach

The aim of this study was to assess relationships between various research constructs, and as such, mainly required the use of Structural Equation Modelling (SEM) to conduct Confirmatory Factor Analysis and Path Modelling for hypotheses testing. SEM is a statistical technique that utilises measurement models and structural models to address complex behavioural relationships (Nusair & Hua, 2010). In addition, Nusair and Hua (2010) posit that SEM is a technique of multivariate statistical analysis capable of measuring the underlying latent constructs (identified by factor analysis) and assessing the paths of the hypothesised relationships between the constructs.

5.8.1 Model Fit (Goodness of fit)

Chi-squared (CMIN/DF) tests are used as the goodness of fit tests for evaluating overall model fit (Wegner, 2010) and to assess the magnitude of discrepancy between the sample and fitted covariance matrices. In this study, the goodness of fit index (GFI) was used as an indicator that would explain how well a structural equation model fits the data. This index is between 0 and 1 where the value which is closest to 1 is most preferred as the best indicator of model fit.

5.8.2 Path Modeling

Path modelling describes the relationships between observed or measured variables and theoretical constructs (Roche, Duffield & White, 2011) and tests the structural paths of the conceptualised research model. Once the model fit had been assessed using confirmatory factor analysis (CFA), this study proceeded to perform Path Modeling, using the AMOS 23 software package. The SEM technique demonstrates and tests the theoretical underpinnings of a proposed study and the significance of the relationships between models constructs. SEM stipulates a technique where separate relationships are allowed for each set of the dependent variables and provide an estimation technique for a series of separate multi-regression equations to be estimated concurrently. The technique further contains two mechanisms, namely the structural model (which is the path where independent, and dependent variables are being linked) and the measurement model which enables this study to use several indicators for a single independent variable. The multi-item scales for each construct can be developed, thus assessing each relationship simultaneously, rather than separately, by incorporating all the multi-scale items to account for measurement errors with each scale.

5.8.3 Confirmatory factor analysis

Confirmatory factor analysis is an analytical tool that allows the researcher to explore hypotheses regarding the constructs which the test in question is measuring, and provides an empirical basis for clinical interpretation (Marsh, Morin, Parker, & Kaur, 2014). The analysis involves the separation of a large number of variables into a smaller number of factors within which all variables are related to each other (Li, 2016). The purpose of factor analysis is to investigate the underlying variance structure of a set of correlation coefficients. Confirmatory factor analysis in this research study, was performed to obtain the standard regression weights. Model fit indicators such as Chi-square/degrees of freedom, Goodness of Fit Index (GFI), Normed Fit Index (NFI), Incremental Fit

Index (IFI), Tucker-Lewis Index (TLI), Composite Fit Index (CFI) and the Random Measure of Standard Error Approximation (RMSEA) were used to assess the model fit.

5.8 Ethical considerations

According to van Zyl (2014), maintaining a high level of ethical standard is important to the success of any research work. Similarly, Saunders and Lewis (2012) suggest that the necessary authorisation must be sought in order for data to be collected from the respondents. By the same token, the University of the Witwatersrand Research Ethics Office approved the ethical clearance application for this research study accordingly. For this reason, the data collection process was undertaken after the ethical clearance was approved. The respondents of the study were informed about the rationale for the research. In addition to this, formal consent was sought from willing respondents. This process ensured that all information that was provided as far as the research is concerned; would be kept under the highest level of confidentiality. No incentives were provided to the respondents.

The participation information sheet clearly stated and assured the respondents that the data collected would only be used for academic and research purposes and would not be given or sold to any third party. Only the researcher and supervisor had access to the research data and it was kept in a secure undisclosed location. Soft copies of collected data were stored on a password-protected computer. Furthermore, respondents could withdraw from the research at any stage of the study and no penalties would apply. Lastly, the research data will be destroyed after five years.

5.9 Research limitations

The following limitations were observed:

- The research sample may not be representative of the entire population as membership to the professional body is on a voluntary basis
- The research study is independent of the impact of supplier development on sustainable procurement
- Institutional theory lens does not extend to the influence of organisational leadership, which may be an element that influences the adoption of sustainable development.

5.10 Chapter Summary

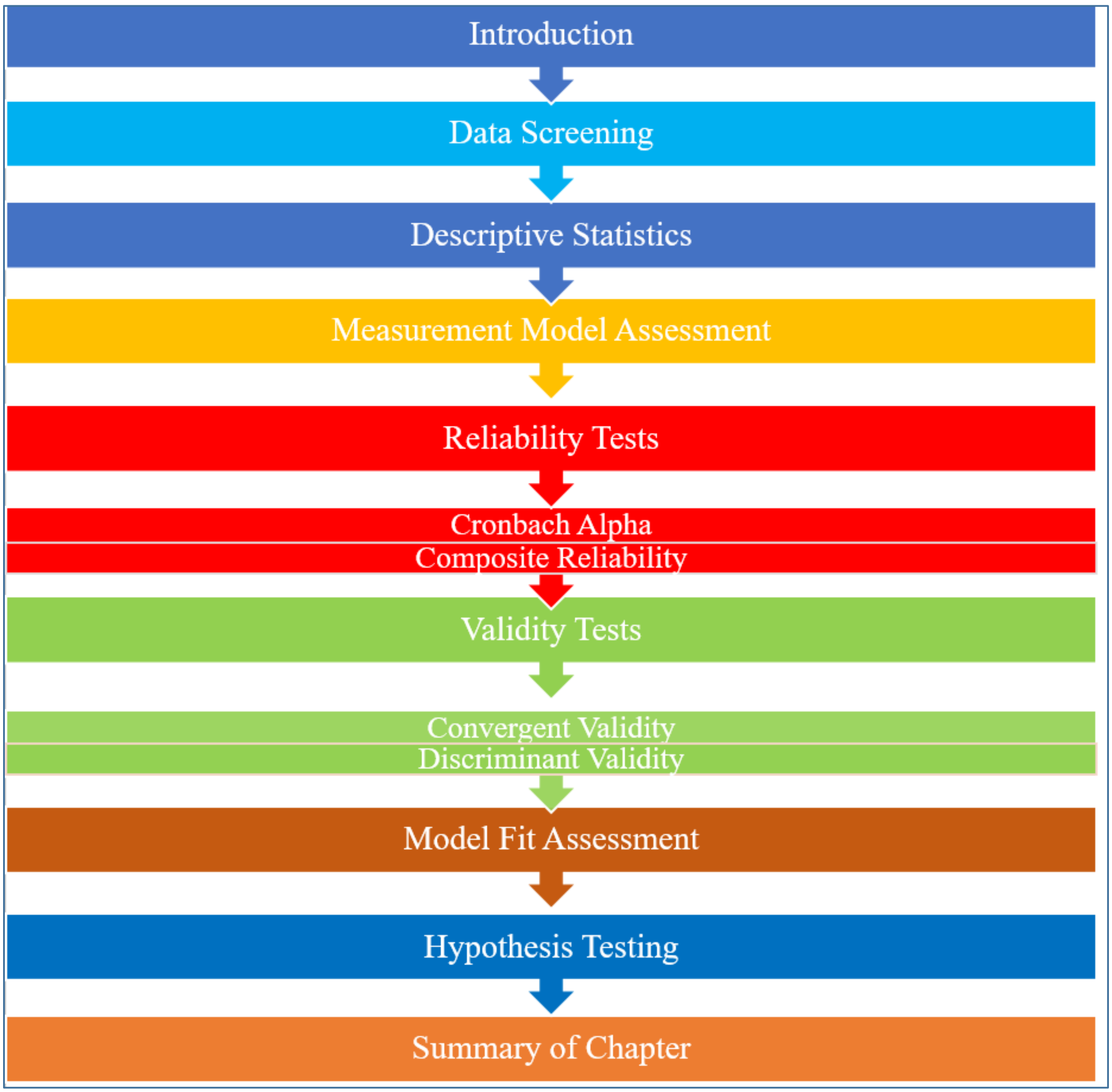
This chapter was concerned with the research methodology and the research design adopted for this research study. A positivist research philosophy was followed for this study. In addition, this study was defined as quantitative in nature and the expert sampling technique was followed to identify the population sample. The research instrument formulated for collecting research data was presented. Thereafter, measurement scales for the questionnaire were discussed accordingly and had been provided in Appendix B. Furthermore, this chapter considered a self-administered questionnaire which was hosted using an online survey, where 385 respondents participated in the survey. Out of this number, 249 usable responses were used in the final analysis. Lastly, the statistical techniques and ethical considerations that were observed were presented. The next chapter provides the data analysis, and results from the study.

Chapter 6

DATA ANALYSIS AND PRESENTATION OF RESULTS

"Without data, you're just another person with an opinion" W. Edwards Deming

Figure 6-1: Overview of Chapter 6



6.1 Introduction

The purpose of this chapter is to present the results of the research data collected from the population sample. The chapter commences by providing descriptive statistics according to gender distribution, the job roles, the service industries and business sectors within which the respondents of the research study operate. In addition, a frequency analysis of the responses to the Likert-scale questions is provided. This is followed by an analysis of the measurement model, which outlines the outcome of the convergent and discriminant validity test. Thereafter, the model fit assessment is presented. The chapter concludes by presenting a structural model for the study and provides the aggregate results of the hypotheses tests.

6.2 Data Preparation

After primary data were collected from the research survey, a preliminary data preparation process was undertaken. Kumar (2011) recommends that a process for assessing raw data for errors, omissions and duplications should be employed. Furthermore, Kumar (2011) points out that preparing data before the data analysis is important, in order to improve the accuracy and quality of data entries. The survey data for this research study was exported from the SurveyGizmo platform into a Microsoft® Excel spreadsheet format. Further checks on the data for consistency and errors were performed (Zhang, Zhang, & Yang, 2003). The SPSS was deployed to test the individual data fields in order to estimate the mean and standard deviation values and to further identify possible outliers (van Zyl, 2014).

6.3 Descriptive Statistics

This next section provides an overview of the demographic profile of the respondents. Firstly, an overview of the gender distribution and job role is presented. Secondly, their years of employment service, sector and industry are provided. Lastly, the sustainable procurement practices that have been adopted in the respective organisations of the respondents are shown.

6.3.1 Gender profile

Figure 6-2: Gender profile of respondents

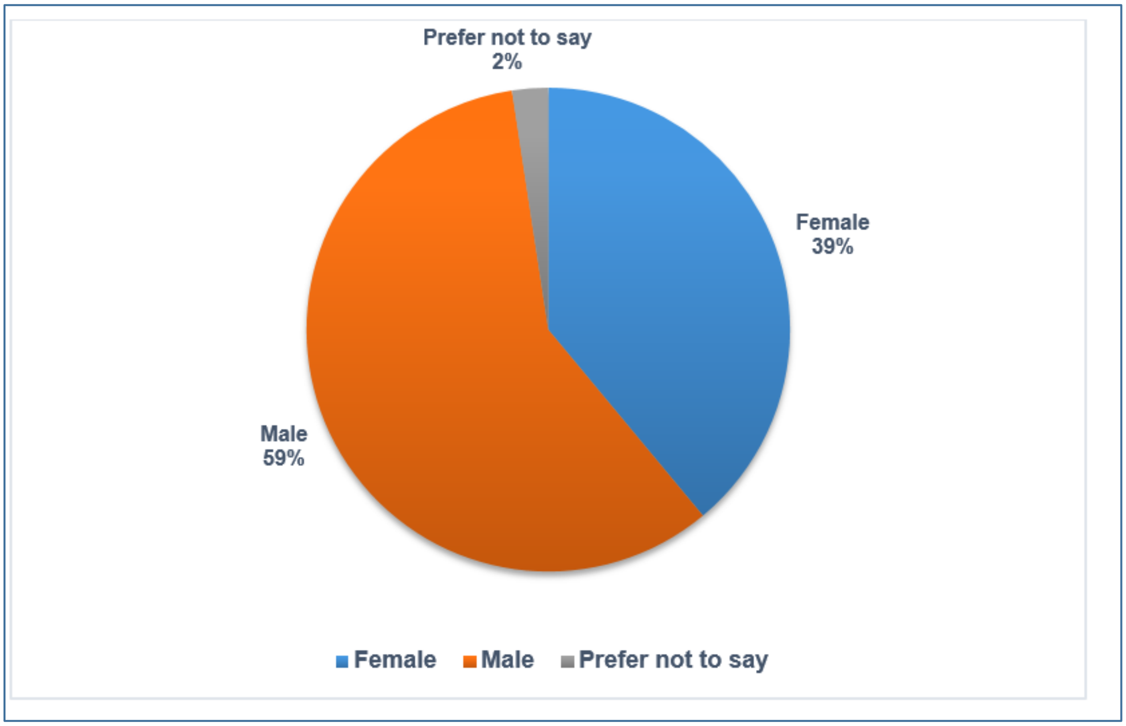


Figure 6-2 above shows the gender profile of the procurement practitioners who responded in the research study. The total number of respondents was 248 of which 146 (59%) were male and 97 (39%) were female. The figure indicates that five respondents (2%) preferred not to state their gender.

Male respondents were the largest individual group accounting for 59 percent of the total sample. This group was followed by female respondents who accounted for 39 percent of the total sample. The smallest group in reference to gender was that of those who preferred not to provide their gender identity. This group consisted of 2 percent of the total sample.

6.3.2 Job role

Figure 6-3 Job Role

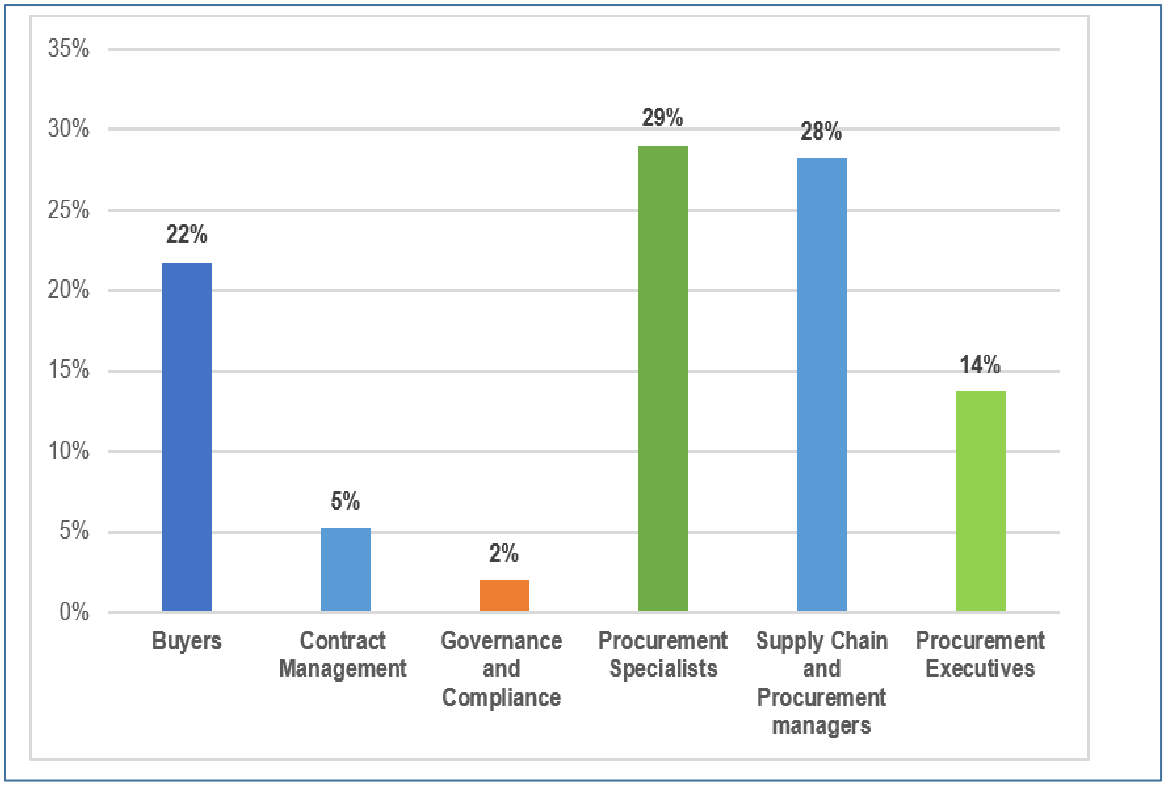
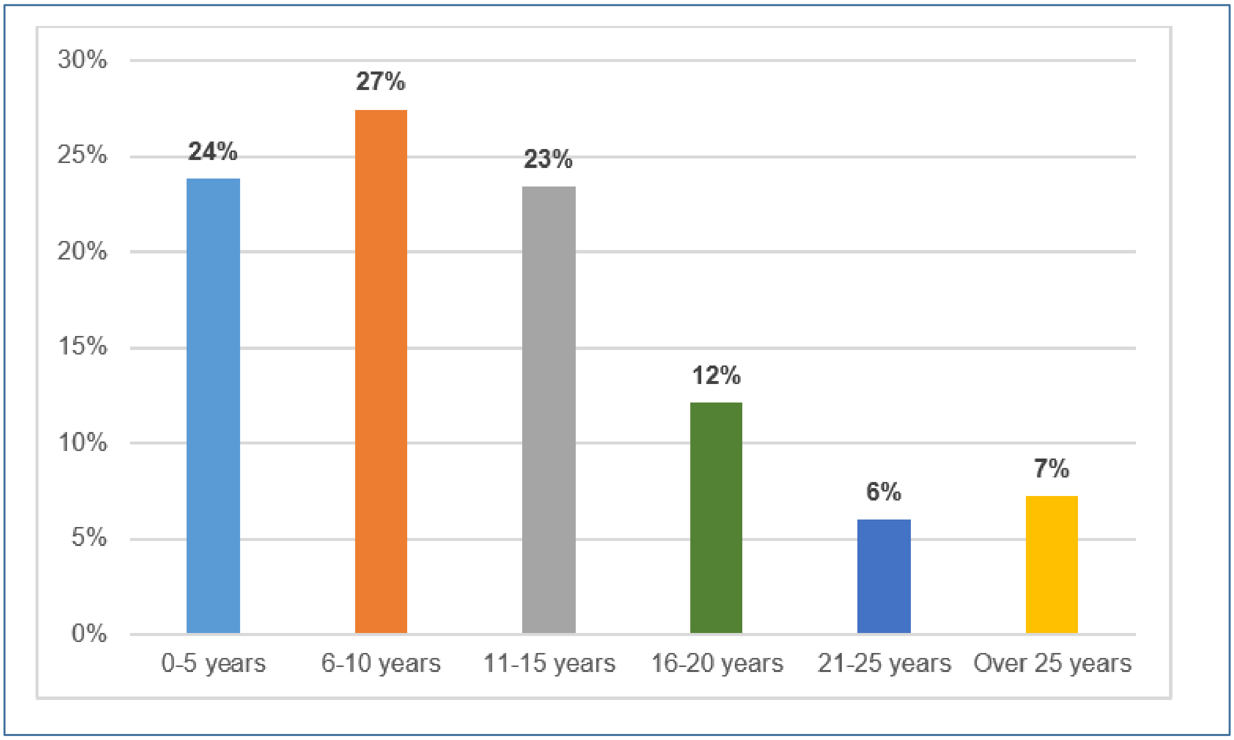


Figure 6-3 shows the functionary roles that are held by the respondents of the study in their day-to-day jobs. The results show that most of the procurement practitioners are supply chain and procurement specialists as indicated by 29 percent. This group represents 72 out of the total 248 respondents. The procurement specialists group was followed by the supply chain and procurement managers group at 28 percent (n=70). The third largest group was the buyers' group as indicated by 22 percent, which represents 54 of the total 248 practitioners who responded in the survey. Thirty-four (34) heads of procurement and executives responded to the survey and made up 14 percent of the results. Lastly, the contract management and compliance team members were represented at 5 percent (n= 13) and 2 percent (n=5) of the population, respectively.

6.3.3 Years of employment service

Figure 6-4: Number of years of service



The number of years of service in employment is shown in Figure 6-4. The results indicate that most of the respondents have work experience exceeding five years. The largest group of respondents, at 27 percent were those that have been in employment for six years and up to ten years. This group consisted of 68 out of the 248 procurement practitioners. The second largest group, at 24 percent (n=59), has work experience of fewer than five years. This group was followed by an established group of individuals at 23 percent (n=58), who have been in employment for eleven years going up to fifteen years. This third largest group represents 30 (12%) out of the 248 respondents.

Finally, the results show that 6 percent (n =15) of the group, consisted of highly experienced individuals who have been in service for twenty-one years up to twenty-five years. In addition, 7 percent of the respondents (n=18) were seasoned veterans that have been employed for over twenty-five years. The results show that the respondents of this study, were knowledgeable individuals in the procurement and supply chain management field.

6.3.4 Business sector

Figure 6-5: Distribution between private and public sector

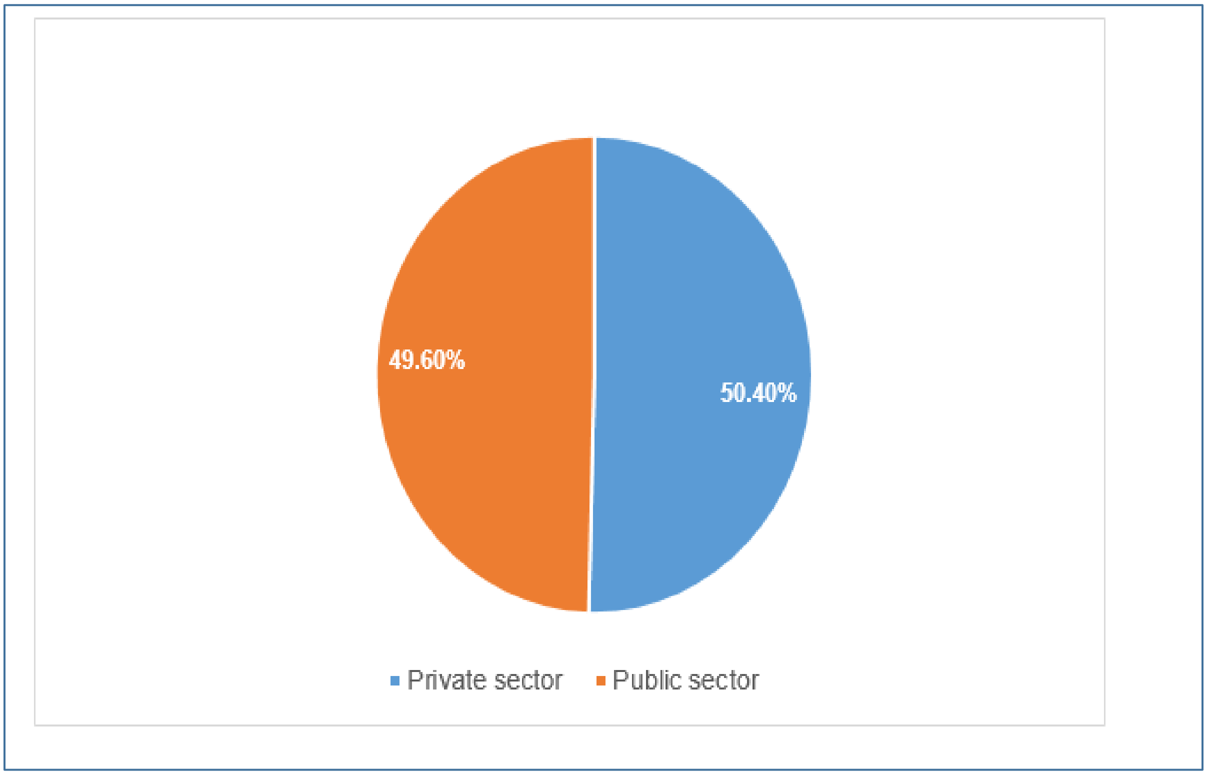


Figure 6-5 indicates the distribution between the private and the public sectors in which the respondents of the survey operate. The results show an almost equal split between the two business sectors at 50.4 percent (n=125) and 49.6 percent (n=123), respectively. Procurement practitioners that are employed in the public sector were the slightly larger group of 125 respondents (50.4%) out of the 248 respondents. The group of procurement practitioners that are based in the private sector accounted for 49.6 percent of the respondents. This group is represented by 123 out of the 248 respondents. The results therefore, suggest a balanced view of perspectives emanating from the empirical evidence presented in this research study.

6.3.5 Service industry

Figure 6-6: Distribution by service industry

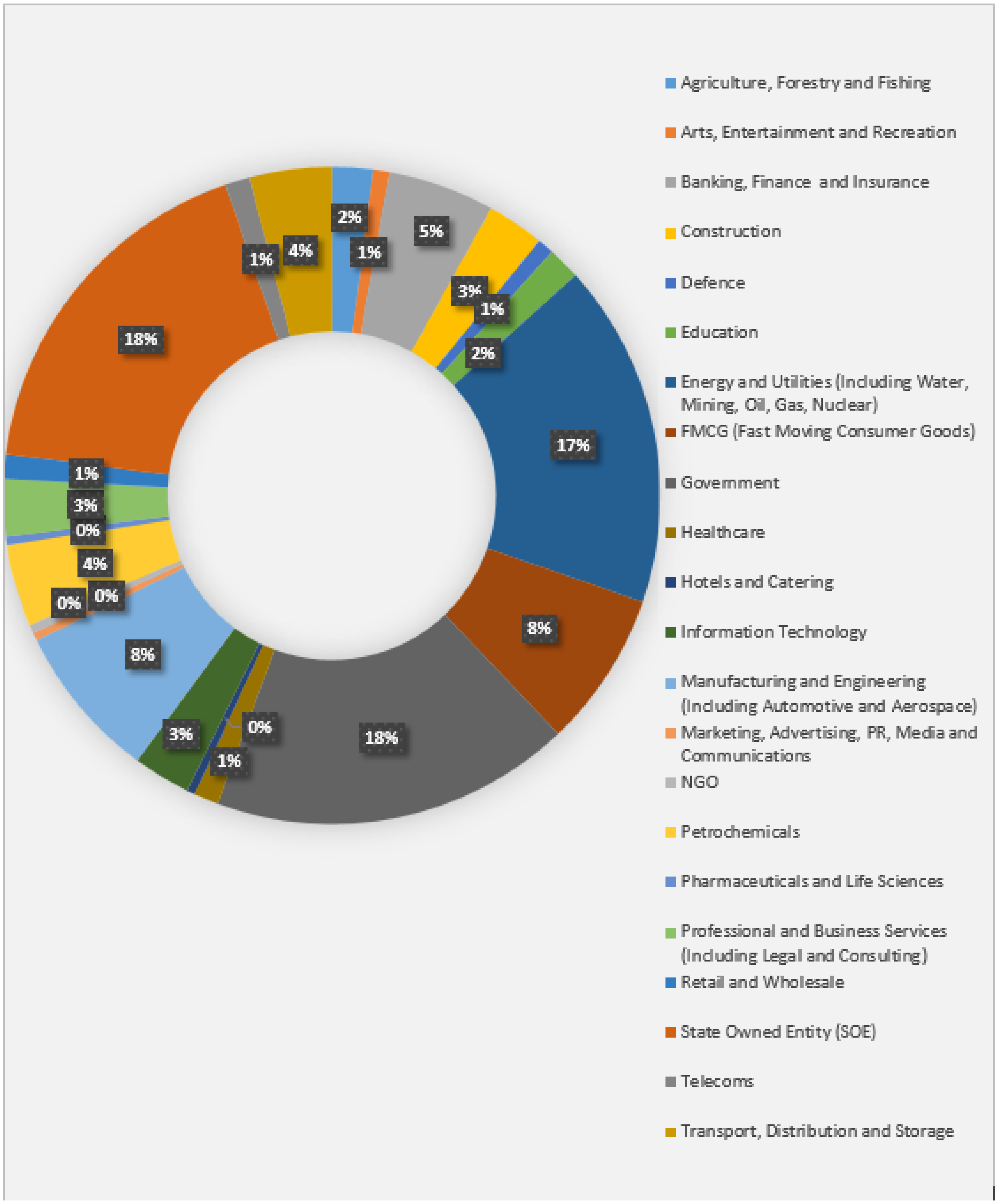


Figure 6-6 is a graphical representation of the distribution of the respondents according to the service industry. The results show that the respondents are employed across various service industries with the majority of the respondents based in government and state-owned entities. These respondents were each represented at 17.7 percent (n=44), respectively. The results are further depicted as a percentage of the study sample in Table 6-1. This information shows that, the third largest group of respondents at 16.9% (n=42), were those that operate in the energy, mining and utility fraternities.

Table 6-1 Service industry as a percentage of sample

Industry	% of sample
Government	17.7%
State Owned Entity (SOE)	17.7%
Energy and Utilities (Including Water, Mining, Oil, Gas, Nuclear)	16.9%
FMCG (Fast Moving Consumer Goods)	7.7%
Manufacturing and Engineering (Including Automotive and Aerospace)	7.7%
Banking, Finance and Insurance	5.2%
Petrochemicals	4.0%
Transport, Distribution and Storage	4.0%
Construction	2.8%
Information Technology	2.8%
Professional and Business Services (Including Legal and Consulting)	2.8%
Agriculture, Forestry and Fishing	2.0%
Education	1.6%
Healthcare	1.2%
Retail and Wholesale	1.2%
Telecoms	1.2%

Industry	% of sample
Arts, Entertainment and Recreation	0.8%
Defence	0.8%
Hotels and Catering	0.4%
Marketing, Advertising, PR, Media and Communications	0.4%
NGO	0.4%
Pharmaceuticals and Life Sciences	0.4%

Furthermore, the graphical representation indicates that 7.7 percent (n=19) were employed within the manufacturing and engineering industry. Representatives from the banking, finance and insurance industry formed 5.2 percent (n=13) of the respondents. An equal number of responses at 4 percent (n=10) were received from practitioners that are based on transport, distribution and storage as well as in the petrochemicals industry.

This group, was followed by individuals that operate in the information and technology, construction industry and professional services at 2.8 percent (n=7) respectively. Supply chain and procurement professionals that are based on education were represented at 1.6 percent (n=4) of the respondents. Finally, the results also show that the lowest number of respondents at 0.4 percent (n=1) each, were based in the hotels and catering industry, pharmaceuticals, NGOs and life sciences, and by the same token, respondents that operate in marketing, advertising, media and communications space.

6.3.6 Sustainable Procurement practices

Figure 6-7: Analysis of adopted sustainable procurement practices

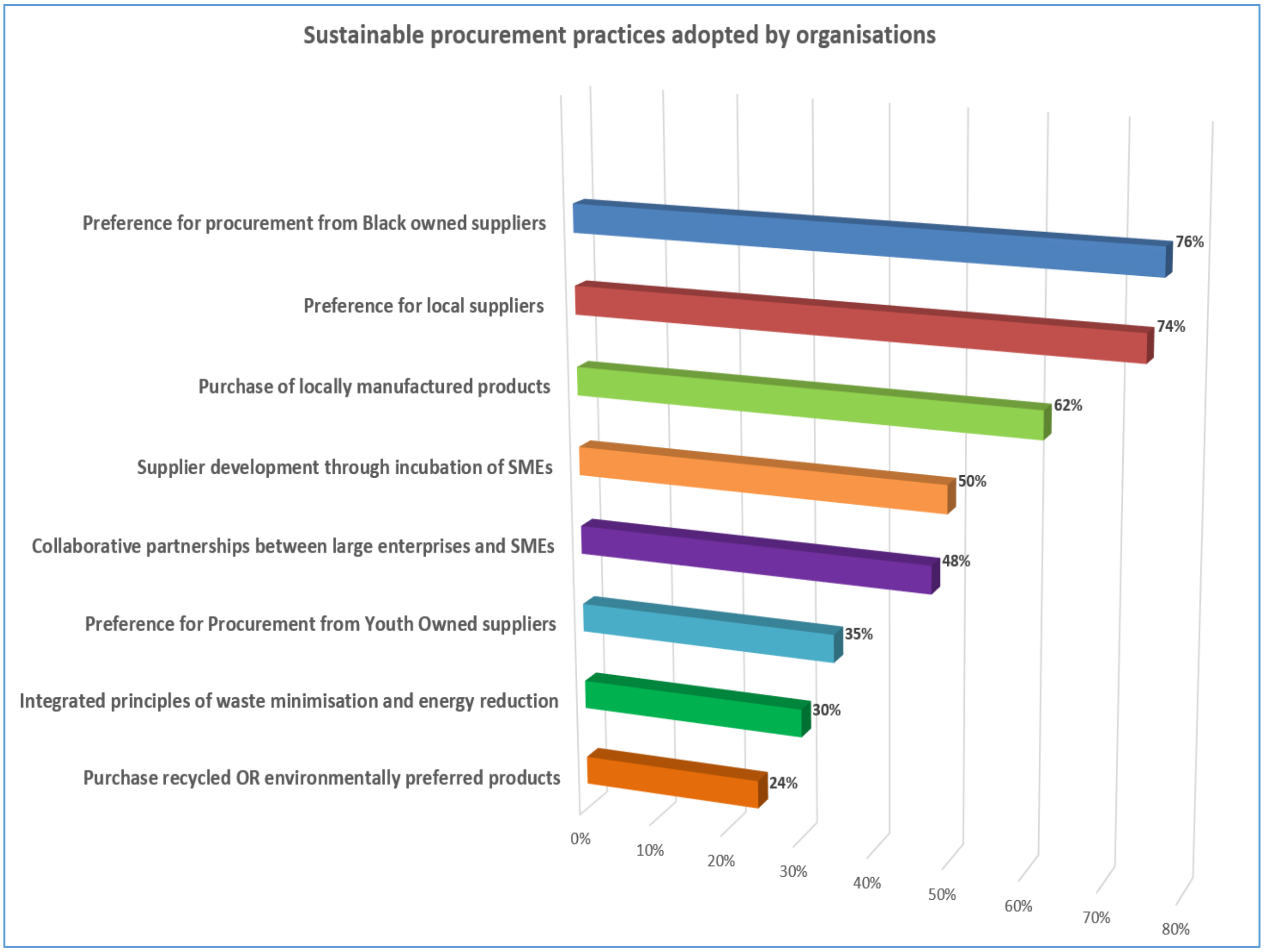


Figure 6-7 provides the results of sustainable procurement practices that have been adopted by respondents in their respective organisations. The results highlight that preference for sourcing from Black-owned suppliers is the most favoured practice that has been adopted by 76 percent (n=189) of the respondents. Sourcing from local suppliers received the highest second ranking at 74 percent (n=184), while purchasing of locally manufactured products was the third highest ranked practice at 62 percent (n=153). In addition, the results depict that half of the respondents at 50 percent (n=124), confirmed that supplier development interventions that allow for the development of small enterprises are a practice that has been widely adopted in both the private and public sector in South Africa. Furthermore, 48 percent (n=118) of the respondents attested to embracing collaborative supply partnerships between large enterprises and small enterprises in their organisations. Finally, the results show that at 35 percent (n=86) and 30 percent (n=75) respectively, organisations are slowly adjusting to considering preference from youth owned suppliers and waste minimisation practices in the supply chain. Furthermore, the inclination towards purchasing recycled or environmentally preferred products, appeared as the least preferred sustainable procurement practice at 24% (n=60).

6.3.7 Summary of Descriptive Statistics

The section above has provided the results and graphical representations of the demographic profile of the respondents of this research study. The highlights of the results are discussed in three parts. Firstly, the results showed that 248 procurement practitioners responded in the survey. Secondly, an almost equal split between the respondents who operate in the private sector (50.4%) and those that are based in the public sector (49.6%) was achieved. Lastly, the results reflect that procuring from Black-owned suppliers and locally based suppliers is a sustainable business practice that has been adopted by the respective organisations of the respondents of this study.

6.4 Frequency analysis

A graphical representation of the results of the Likert scale questions is presented in this section. The frequency tables of the Likert results are provided in Appendix C. The results are presented in accordance with the various sections of the research questionnaire. The sections consisted of questions relating to the research constructs of this study. The items that were asked in section A of the questionnaire have already been presented under the descriptive statistics. Section B was based on the items relating to strategic partnerships.

Section C set out to assess items relating to competitive advantage. In like manner, items relating to familiarity with procurement policies were presented in section D. Trust within supply chains was covered in section E while section F, set out questions around organisational incentives. Items around sustainable procurement were asked in section G while last but not least, inclusive business was measured in section H.

6.4.1 Strategic partnerships

Figure 6-8: Frequencies and percentages for strategic partnerships

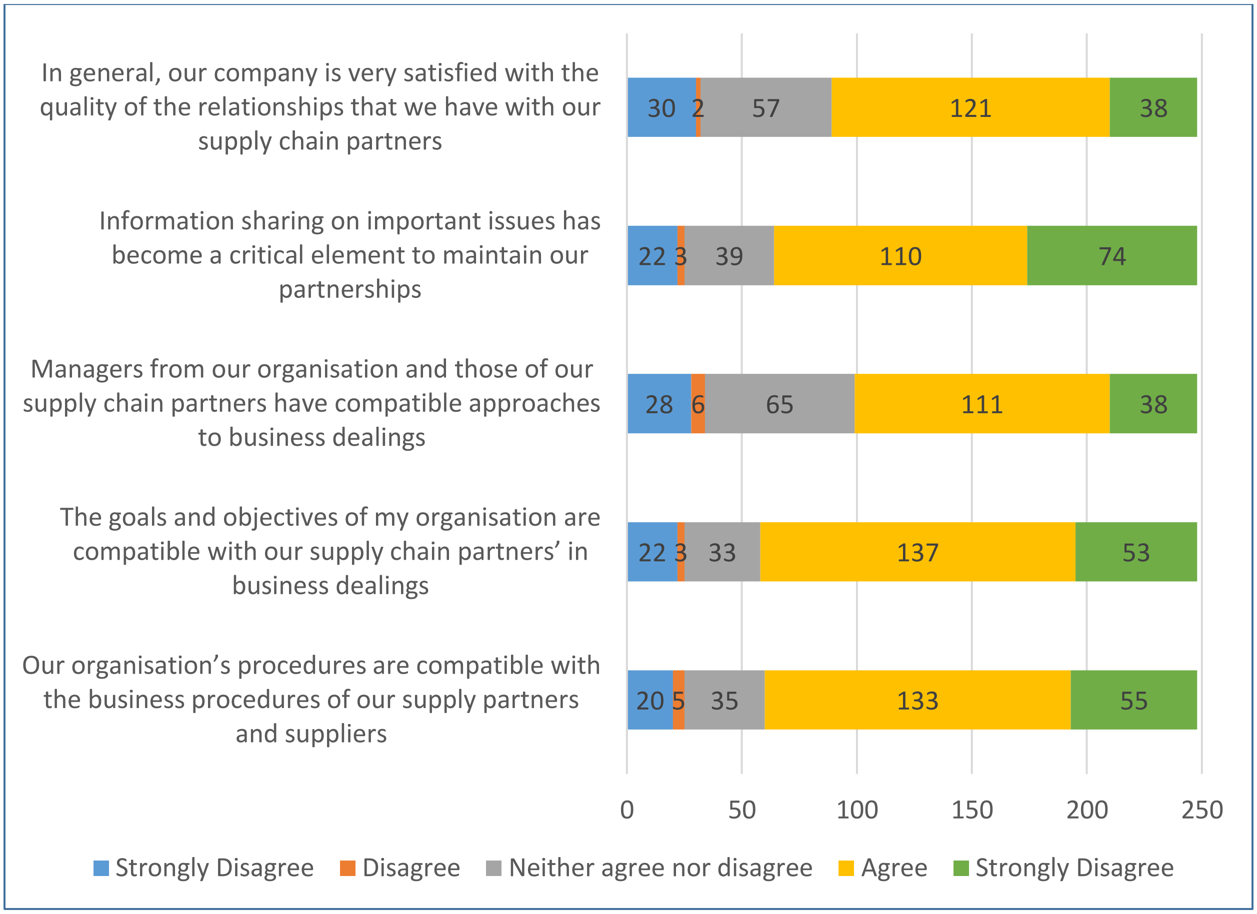
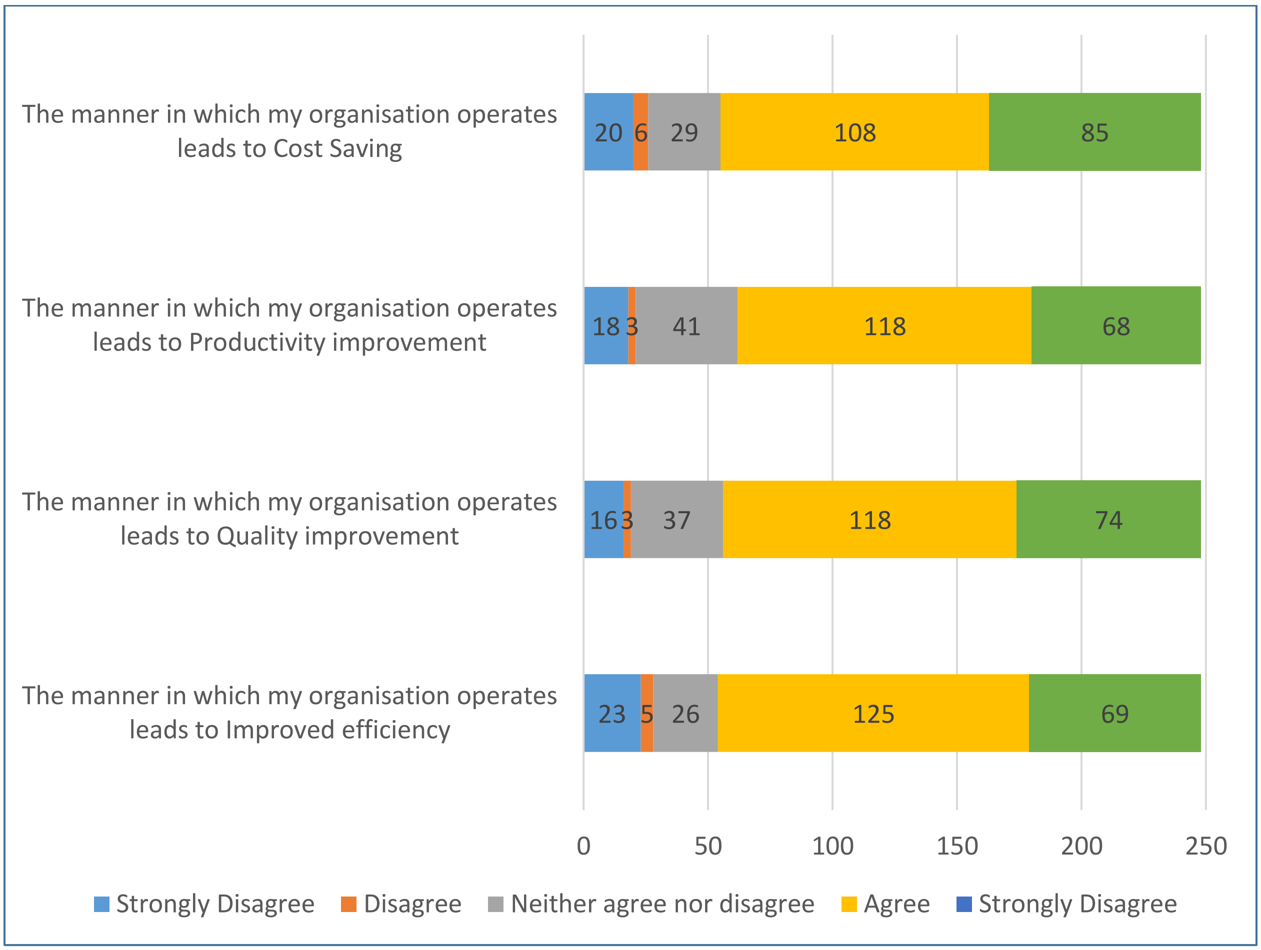


Figure 6-8 depicts a summary of the opinions of the respondents relating to strategic partnerships. The results show that the majority of the respondents were generally in agreement with the statements that were presented. In addition, the graphical representation indicates that an overwhelming total number of 137 respondents unanimously agreed that there is a shared perception regarding relationship building and compatible approaches to business dealings. Furthermore, a further 53 respondents were strongly in agreement with upholding harmonious business dealings with supply chain partners.

It was observed that 111 out of the 248 respondents of the survey indicated that there is an opportunity for relationship building that is aimed at improving engagements between managers and suppliers.

6.4.2 Competitive Advantage

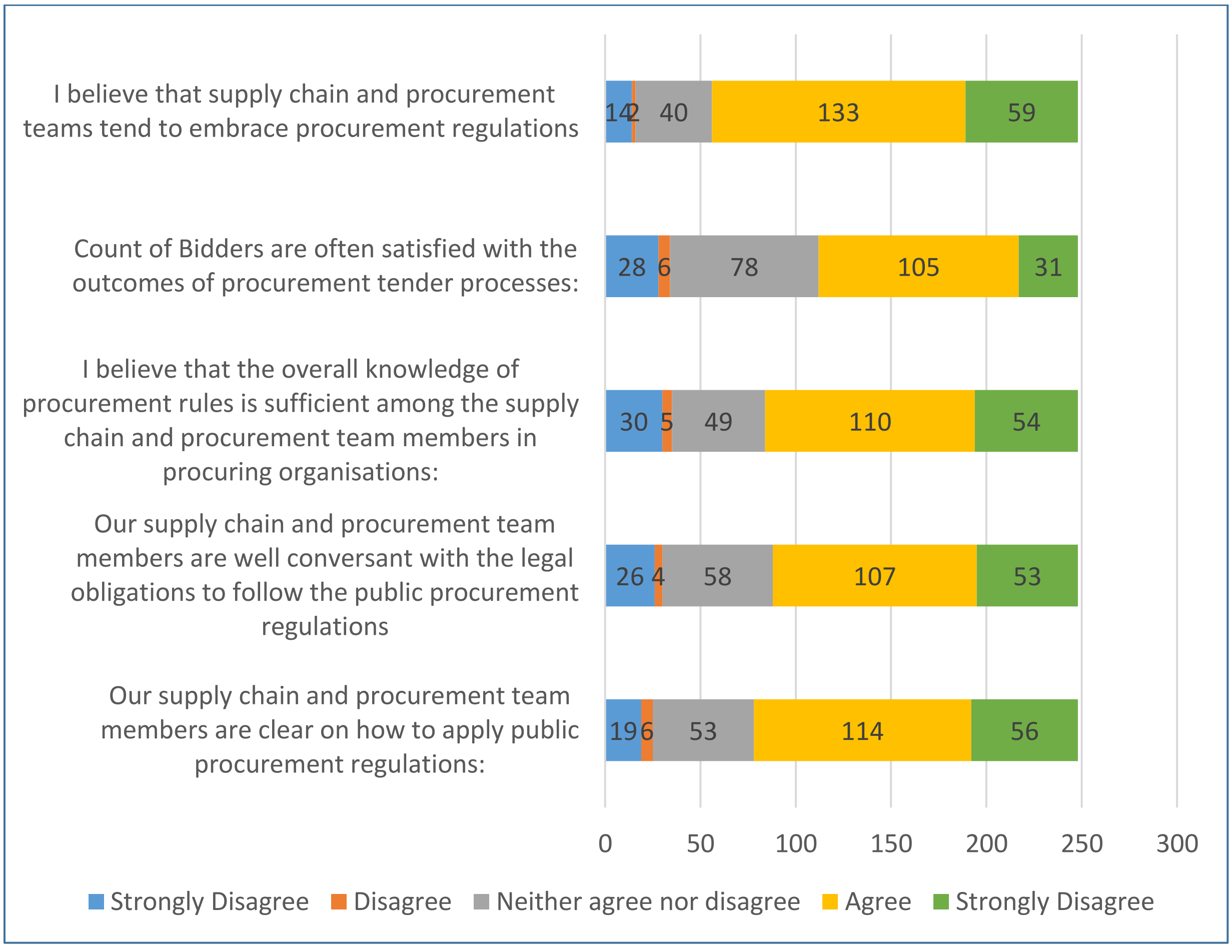
Figure 6-9: Frequencies and percentages for Competitive Advantage



The perceptions of the 248 respondents concerning competitive advantage are presented in Figure 6-9. As indicated, the items in section C of the questionnaire had set out to evaluate opinions on cost saving, productivity improvement, quality improvement and improved efficiency. It was observed that improved efficiency and cost savings were the highest rated insights relating to the manner in which the respective organisations of the respondents operate. These two insights, were supported by 133 practitioners who agreed with the statements and a further 59 who strongly agreed with the views expressed in the survey. In addition, the results indicate that quality improvement is considered an area of development in the respective organisations, as shown by 118 out of the 248 respondents.

6.4.3 Familiarity with procurement policies

Figure 6-10: Frequencies and percentages for Familiarity with procurement policies



The results of the analysis of the Likert scale items relating to familiarity with procurement policies are presented in Figure 6-10. It was observed that the affirmative majority, consisting of 133 respondents, indicated that their respective team members tend to embrace procurement regulations. Furthermore, 59 respondents strongly agreed that procurement regulations are widely accepted by team members.

Furthermore, out of the 248 respondents, around 114 respondents, attested to the knowledge base that exists around procurement rules in their respective organisations. Figure 6-10 further shows that, an additional 59 respondents strongly agreed that team members are familiar with procurement rules. Even though this was the case, at least 78 respondents indicated that bidders are usually not satisfied with the outcome of the tender process. In addition, 160 respondents indicated that there is a need to improve awareness around the legal obligations that relate to regulatory compliance.

6.4.4 Trust within supply chains

Figure 6-11: Frequencies and percentages for Trust within supply chains

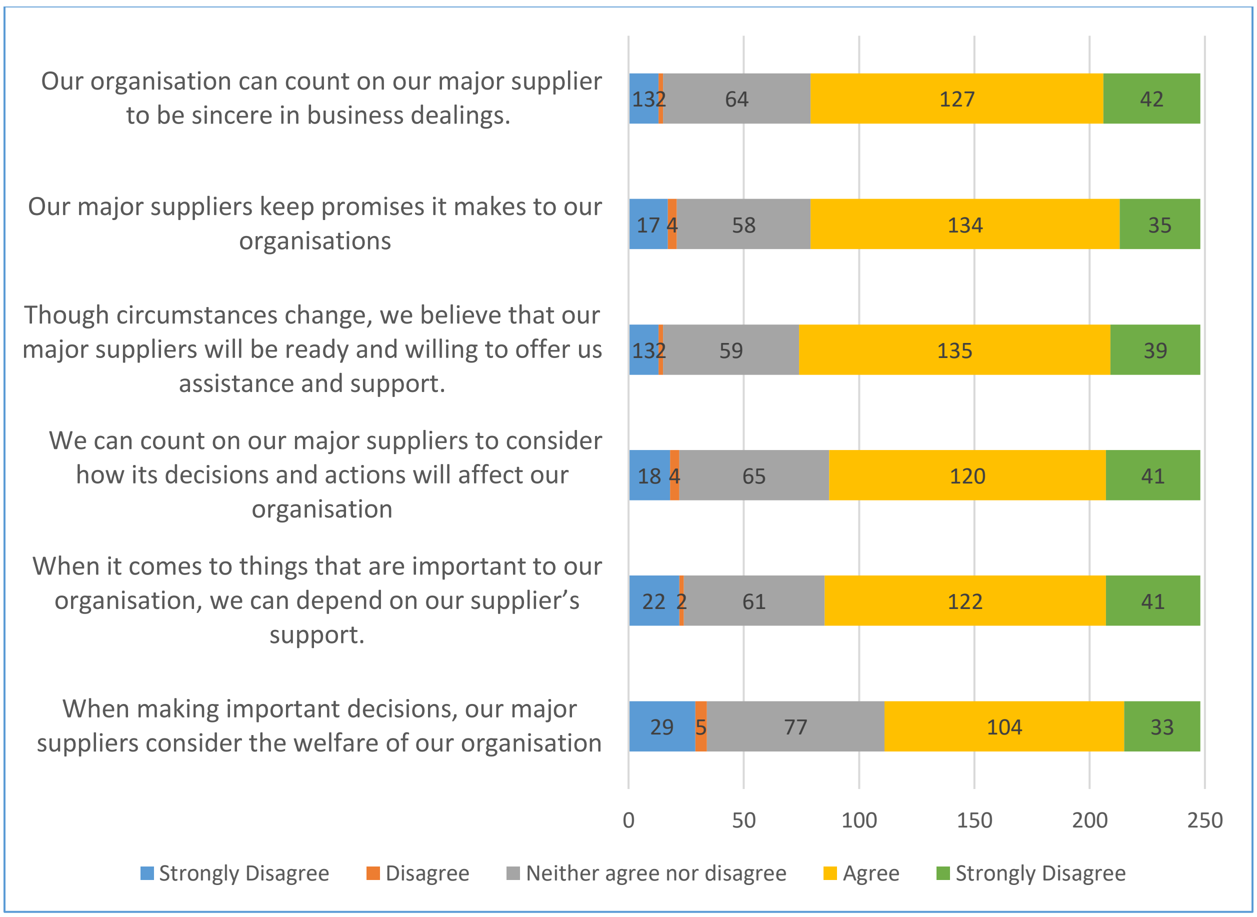
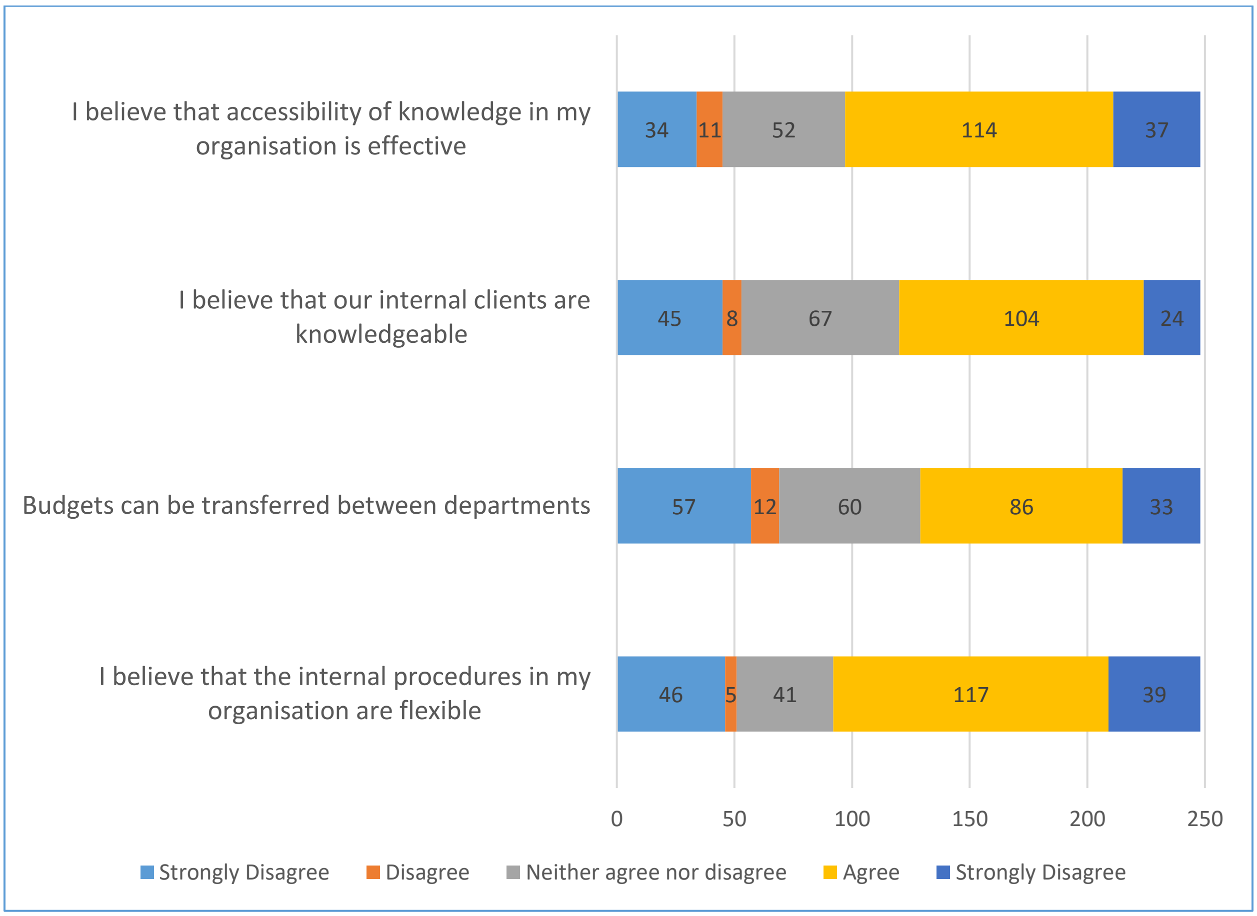


Figure 6-11 depicts a summary of the opinions of the respondents on how they perceived trust within the supply chain. The results showed that174 responses, consisting of 135 and an additional 35 respondents who strongly agreed that the level of trust between their respective organisations and suppliers was satisfactory. Furthermore, the outcome presented in the graph, indicates that 127 respondents attest that there is mutual trust and business dealings are sincere. Out of the 248 respondents, 134 and a further 35 practitioners, agreed that suppliers are willing to keep promises and that they generally consider the welfare of their organisations when making decisions.

6.4.5 Organisational incentives

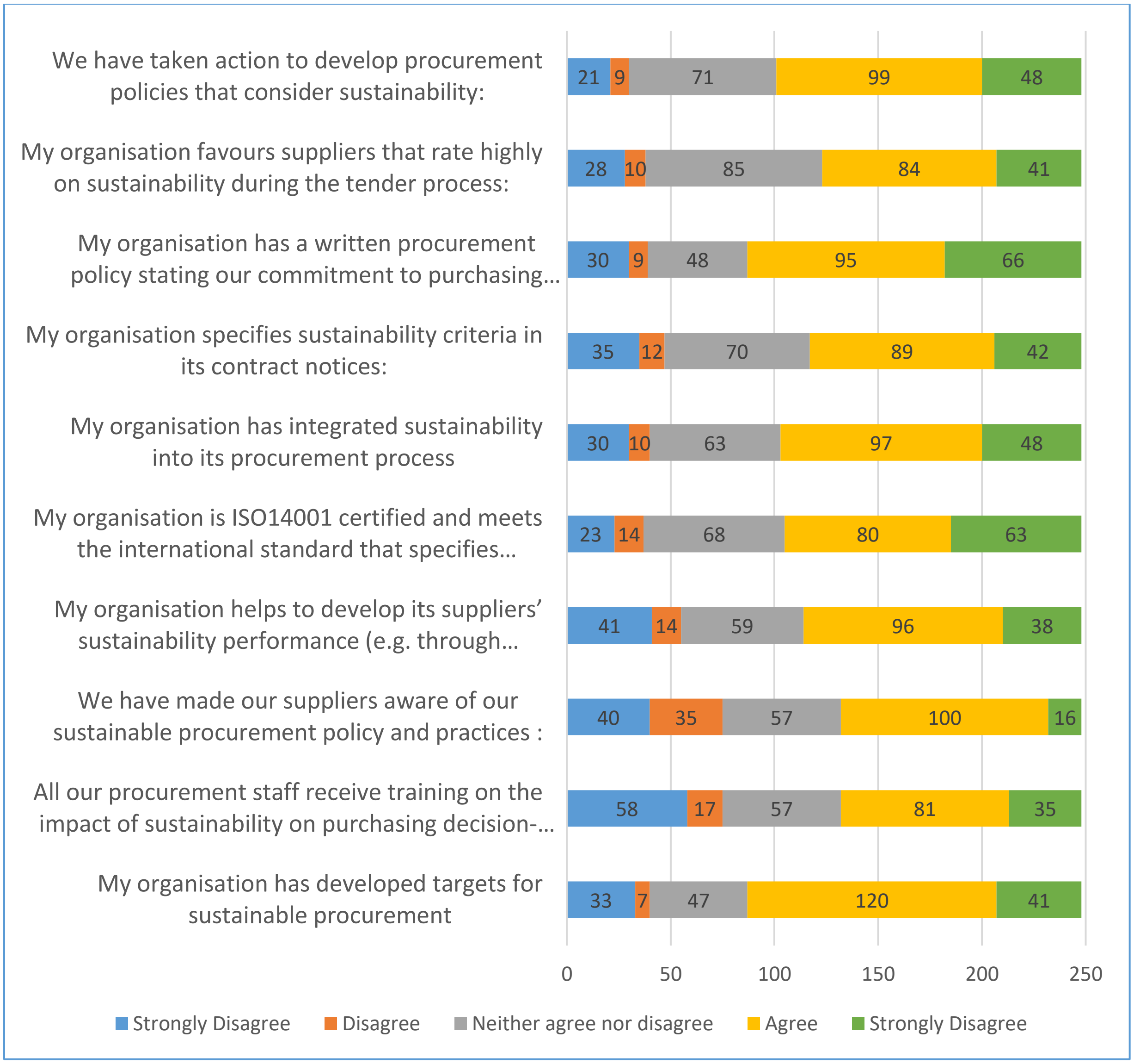
Figure 6-12: Frequencies and percentages of organisational incentives



The views of respondents relating to organisational incentives are presented in Figure 6-12. It was observed that the majority of respondents, comprising of 117 and a further 39 who strongly agreed with the view in the survey, believe that the internal procedures in their respective organisations are flexible. It was however, observed that budget management might be a sensitive issue, judging by the responses of 57 respondents who disagreed with the view that budgets can be transferred between departments. Furthermore, the analysis indicated 67 neutral responses that related to the level of knowledge of internal clients their respective organisations.

6.4.6 Sustainable procurement

Figure 6-13: Frequencies and percentages of sustainable procurement practices



The opinions around the ten items for measuring sustainable procurement practices are captured in Figure 6-13. Over 160 respondents affirmed that their respective organisations have a procurement policy that has expressed a written commitment to sourcing sustainable goods and services. The analysis around this research construct, suggested that respondents believe that there is a need for rolling out training that is specific to sustainability, as evidenced by 75 respondents who disagreed that their procurement staff had all received such training. Furthermore, out of the 248 respondents, around 120 and a further 41 respondents, attested to the setting of specific sustainable procurement targets in their respective organisations. Even though this was the case, at least 85 respondents were neutral around the view relating to granting preferences that improve the rating of suppliers in tender evaluations. In addition, 100 respondents indicated that supplier awareness initiatives around sustainability had been implemented.

6.4.7 Inclusive business

Figure 6-14: Frequencies and percentages for Inclusive business

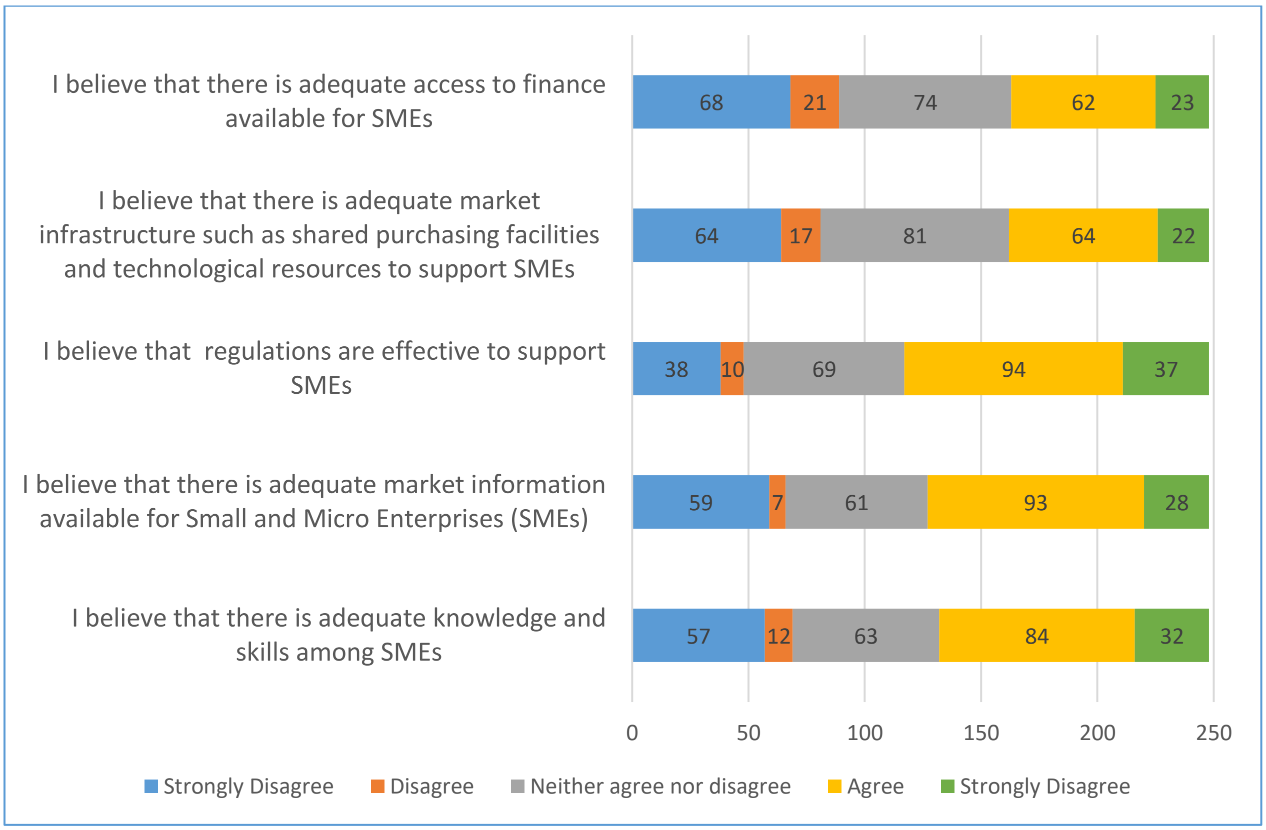


Figure 6-14 presents a summary of the opinions of the respondents on how they perceived inclusive business. The results showed that 131, consisting of 94 and an additional 37 respondents who strongly agreed that regulations effectively support small medium enterprises (SMEs). Notably, the outcome presented in the graph, also indicates that 81 respondents were indifferent around whether there is adequate market infrastructure available to support SMEs. The widely identified issue around whether access to finance is adequate was noted in the 132 responses which did not support this view. Out of this number, 68 respondents showed that they disagreed with this view, 21 respondents strongly opposed this view and 74 respondents were neutral around this matter.

6.5 Measurement Model Analysis

This section presents the results of the reliability and validity of the measurement instrument. The research constructs for this study; strategic partnerships, competitive advantage, familiarity with policies, trust within supply chain, organisational incentives, sustainable and inclusive business were assessed. The analysis of measurement model is discussed in three- fold. Firstly, the reliability analysis, which is evaluated using the Cronbach's alpha and the composite reliability values is presented. Secondly, the outcome of the convergent validity and the discriminant validity tests is discussed. Finally, the model fit assessment and the chi-square values are assessed. The factor loadings, the Cronbach's alpha values and Composite Reliability (CR) values were estimated using SPSS 23 and Analysis of Moment Structures (AMOS 23) software in order to assess measurement items reliability The analysed values together with the factor loadings, the highest share variance and the composite reliability values are presented in Table 6-2. The analysis shows the mean values, standard deviations, item to total and the Cronbach's test of each research construct.

Table 6-2: Accuracy Analysis Statistics

Research Construct		Descriptive Statistics				Cronbach's Test		C.R. Value	AVE Value	Highest Shared Variance	Factor Loading
		Mean Value		Standard Deviation		Item-total	α value				
SP	SP1	3,84	3,776	0,918	0,928	0,769	0,890	0,904	0,654	0,566	0,808
	SP2	3,84		0,899		0,765					0,806
	SP3	3,62		0,972		0,787					0,833

Research Construct		Descriptive Statistics				Cronbach's Test		C.R. Value	AVE Value	Highest Shared Variance	Factor Loading
		Mean Value		Standard Deviation		Item-total	α value				
	SP4	3,90		0,946		0,650					0,696
	SP5	3,68		0,906		0,694					0,889
CA	CA1	3,87	3,911	0,956	0,949	0,852	0,913	0,949	0,725	0,566	0,913
	CA2	3,92		0,923		0,833					0,867
	CA3	3,89		0,926		0,841					0,889
	CA4	3,95		0,992		0,688					0,724
TP	TP1	3,81	3,768	0,955	0,924	0,759	0,890	0,904	0,655	0,404	0,771
	TP2	3,78		0,928		0,817					0,823
	TP3	3,76		0,975		0,755					0,841
	TP4	3,58		0,935		0,617					0,827
	TP5	3,91		0,829		0,724					0,781
TWS	TWS1	3,63	3,762	0,917	0,845	0,741	0,932	0,918	0,690	0,343	0,774
	TWS2	3,78		0,848		0,824					0,854
	TWS3	3,77		0,860		0,820					0,855
	TWS4	3,83		0,798		0,818					0,853
	TWS5	3,76		0,842		0,803					0,818
	TWS6	3,81		0,806		0,806					0,828
SUSP	SUSP1	3,68	3,610	0,985	1,038	0,865	0,835	0,965	0,733	0,517	0,881
	SUSP2	3,42		1,124		0,815					0,849
	SUSP3	3,53		1,069		0,863					0,875

Research Construct		Descriptive Statistics				Cronbach's Test		C.R. Value	AVE Value	Highest Shared Variance	Factor Loading
		Mean Value		Standard Deviation		Item-total	α value				
	SUSP4	3,55		1,066		0,864					0,889
	SUSP5	3,69		1,061		0,669					0,677
	SUSP6	3,64		1,025		0,884					0,876
	SUSP7	3,57		1,042		0,911					0,904
	SUSP8	3,75		1,036		0,833					0,844
	SUSP9	3,58		1,003		0,823					0,851
	SUSP10	3,69		0,971		0,886					0,894
OI	OI1	3,64	3,555	0,996	1,016	0,648	0,835	0,835	0,565	0,517	0,670
	OI2	3,46		1,076		0,581					0,586
	OI3	3,51		0,982		0,722					0,840
	OI4	3,62		1,009		0,720					0,872
IB	IB1	3,46	3,421	1,068	1,061	0,769	0,935	0,949	0,788	0,520	0,926
	IB2	3,48		1,024		0,863					0,873
	IB3	3,58		1,016		0,814					0,851
	IB4	3,31		1,081		0,880					0,910
	IB5	3,28		1,117		0,817					0,876

As observed in Table 6-2, all items per construct had a mean that ranged from 3.28 to 3.95. In addition, the standard deviation values for each item ranged from 0,806 to 1,124. It was also noted that in both cases (mean and standard deviation), the values were between -2 and +2 indicating that data were fairly distributed.

6.5.1 Cronbach's alpha test

The results in Table 6-2, for the Cronbach's alpha (α) value, were shown to be above 0.6 for all the constructs. These values indicate robust reliability and acceptable internal consistency levels. Cronbach's alpha values of constructs were from 0.835 to 0.935 exceeding the 0.7 threshold recommended by Bryman and Bell (2011).

6.5.2 Composite Reliability test

Bryman and Bell (2011) suggest that the index of the Composite Reliability test should be greater than 0.7 in order for the data to be considered reliable. For Composite Reliability to be accepted, the index should be greater than 0.7. Composite reliability (CR) values for this research study were computed and found to be between 0.835 and 0.965 for the study constructs. The internal reliability of each construct was evaluated using the Composite Reliability (CR) index test. This index is calculated using the following formula:

(CR): $\mathbf{CR_{\eta} = (\Sigma\lambda yi)^{2} / [(\Sigma\lambda yi)^{2} + (\Sigma\varepsilon i)]}$ Composite Reliability = (square of the summation of the factor loadings)/

{(square of the summation of the factor loadings) + (summation of error variances)}.

The results in Table 6-3 were all above 0.7, which further supports the existence of reliability of the data.

Table 6-3: Calculation of Composite Reliability

				Composite reliability (CR)			
				$(\sum\lambda Yi)^2$	summation of error terms		$CR\eta=(\Sigma\lambda yi)2/[(\Sigma\lambda yi)2+(\Sigma\varepsilon i)]$
					Ɛi	∑ɛ́i	CR
SP	<---	SP1	0,808	16,257	0,347	1,729	0,904
	<---	SP2	0,806		0,350		

				$(\sum\lambda Yi)^2$	Composite reliability (CR) summation of error terms		CRη=(Σλyi)2/[(Σλyi)2+(Σεi)]
					´Ei	∑έi	CR
	<---	SP3	0,833		0,306		
	<---	SP4	0,696		0,516		
	<---	SP5	0,889		0,210		
CA	<---	CA1	0,913	11,512	0,166	0,624	0,949
	<---	CA2	0,867		0,248		
	<---	CA3	0,889		0,210		
	<---	CA4	0,724		0,476		
TP	<---	TP1	0,771	16,346	0,406	1,727	0,904
	<---	TP2	0,823		0,323		
	<---	TP3	0,841		0,293		
	<---	TP4	0,827		0,316		
	<---	TP5	0,781		0,390		
TWS	<---	TWS1	0,774	17,2557	0,401	1,544	0,918
	<---	TWS2	0,854		0,271		
	<---	TWS3	0,855		0,269		
	<---	TWS4	0,853		0,272		
	<---	TWS5	0,818		0,331		
	<---	TWS6	0,828		0,314		
SUSP	<---	SUSP1	0,881	72,9316	0,224	2,668	0,965
	<---	SUSP2	0,849		0,279		

				Composite reliability (CR)			
				(∑λYi)²	summation of error terms		CRη=(Σλyi)2/[(Σλyi)2+(Σεi)]
					´Ei	∑έi	CR
	<---	SUSP3	0,875		0,234		
	<---	SUSP4	0,889		0,210		
	<---	SUSP5	0,677		0,542		
	<---	SUSP6	0,876		0,233		
	<---	SUSP7	0,904		0,183		
	<---	SUSP8	0,844		0,288		
	<---	SUSP9	0,851		0,276		
	<---	SUSP10	0,894		0,201		
OI	<---	OI1	0,670	8,8090	0,551	1,742	0,835
	<---	OI2	0,586		0,657		
	<---	OI3	0,840		0,294		
	<---	OI4	0,872		0,240		
IB	<---	IB1	0,926	19,6781	0,143	1,061	0,949
	<---	IB2	0,873		0,238		
	<---	IB3	0,851		0,276		
	<---	IB4	0,910		0,172		
	<---	IB5	0,876		0,233		

6.6 Validity Tests

6.6.1 Convergent validity assessment

Convergent validity was assessed by evaluating whether the individual item loadings for each corresponding research construct was above the recommended value of 0.5 (Hooper , Coughlan, & Mullen, 2008).

6.6.2 Standardised Regression Weights

The standardised regression weights are presented in Table 6-4. These estimates were generally above the threshold of 0.500 which is recommended by Fraering and Minor (2006). The estimated values were between the range of 0.696 to 0.913, indicating the existence of reliability for the research construct items.

Table 6-4: Standardised Regression Weights

				Estimate
SP1		<---	SP	0,808
SP2		<---	SP	0,806
SP3		<---	SP	0,833
SP4		<---	SP	0,696
SP5		<---	SP	0,889
CA1		<---	CP	0,913
CA2		<---	CP	0,867
CA3		<---	CP	0,889
CA4		<---	CP	0,724
TP1		<---	TP	0,771

				Estimate
TP2		<---	TP	0,823
TP3		<---	TP	0,841
TP4		<---	TP	0,827
TP5		<---	TP	0,781
TWS1		<---	TWS	0,774
TWS2		<---	TWS	0,854
TWS3		<---	TWS	0,855
TWS4		<---	TWS	0,853
TWS5		<---	TWS	0,818
TWS6		<---	TWS	0,828
SUSP1		<---	SUSP	0,881
SUSP2		<---	SUSP	0,849
SUSP3		<---	SUSP	0,875
SUSP4		<---	SUSP	0,889
SUSP5		<---	SUSP	0,677
SUSP6		<---	SUSP	0,876
SUSP7		<---	SUSP	0,904
SUSP8		<---	SUSP	0,844
SUSP9		<---	SUSP	0,851
SUSP10		<---	SUSP	0,894
OI1		<---	OI	0,670
OI2		<---	OI	0,586
OI3		<---	OI	0,840

				Estimate
OI4		<---	OI	0,872
IB1		<---	IB	0,926
IB2		<---	IB	0,873
IB3		<---	IB	0,851
IB4		<---	IB	0,91
IB5		<---	IB	0,876

6.7 Discriminant Validity

6.7.1 Inter-construct Correlation Matrix

In order to assess for discriminant validity, the inter-construct correlation matrix was applied. All correlation values in Table 6-5 were computed and found to be below 1 (one). This evidence indicated the presence of discriminant validity in the research data. Discriminant validity suggests that each construct in the research study, was measuring a completely distinct aspect from the other (Henseler, 2017). This was in line with the threshold value of below one that Henseler (2017) recommended.

Table 6-5: Computation of Internal correlation values

Correlations							
	SP	CA	TP	TWS	SUSP	OI	IB
SP	1	0.752^{**}	0.625^{**}	0.586^{**}	0.626^{**}	0.560^{**}	0.452^{**}
CA	0.752^{**}	1	0.610^{**}	0.560^{**}	0.619^{**}	0.575^{**}	0.423^{**}
TP	0.625^{**}	0.610^{**}	1	0.584^{**}	0.636^{**}	0.584^{**}	0.545^{**}

Correlations							
	SP	CA	TP	TWS	SUSP	OI	IB
TWS	0.586**	0.560**	0.584**	1	0.576**	0.546**	0.541**
SUSP	0.626**	0.619**	0.636**	0.576**	1	0.719**	0.658**
OI	0.560**	0.575**	0.584**	0.546**	0.719**	1	0.721**
IB	0.452**	0.423**	0.545**	0.541**	0.658**	0.721**	1
*****. Correlation is significant at the 0.01 level (2-tailed).***							

6.7.2 Average Variance Extracted (AVE) test

In order to test for validity of the data, the average variance extracted (AVE) values were computed. These values, as presented in Table 6-6, were above 0.5 and most approached 0.8. Fraering and Minor (2006) recommend that a value for the average variance extracted test which is above 0.5 indicates validity of the data. The average variance extracted estimate reveals the overall amount of variance in the indicators accounted for by the latent construct (Fraering & Minor, 2006). Higher values for the variance extracted estimate (greater than 0.50) reveal that the indicators well represent the latent construct (Fraering & Minor, 2006).

The formula below is used to calculate Average Variance Extracted (AVE):

$$\mathbf{V_\eta = \Sigma\lambda yi_2 / (\Sigma\lambda yi_2 + \Sigma\varepsilon i)}$$

The AVE values in Table 6-6 were above the recommended threshold, thus being acceptable in accordance with the literature (Fraering & Minor, 2006).

Table 6-6: Calculation of Average Variance Extracted

			Estimate	λyi²	∑λyi²	ἑi	∑ἑi	∑λyi² / (∑λyi² + ∑ἑi)
SP	<---	SP1	0,808	0,653	3,271	0,347	1,729	0,654
	<---	SP2	0,806	0,650		0,350		
	<---	SP3	0,833	0,694		0,306		
	<---	SP4	0,696	0,484		0,516		
	<---	SP5	0,889	0,790		0,210		
CA	<---	CA1	0,913	0,834	2,900	0,166	1,100	0,725
	<---	CA2	0,867	0,752		0,248		
	<---	CA3	0,889	0,790		0,210		
	<---	CA4	0,724	0,524		0,476		
TP	<---	TP1	0,771	0,594	3,273	0,406	1,727	0,655
	<---	TP2	0,823	0,677		0,323		
	<---	TP3	0,841	0,707		0,293		
	<---	TP4	0,827	0,684		0,316		
	<---	TP5	0,781	0,610		0,390		
TWS	<---	TWS1	0,774	0,599	4,142	0,401	1,858	0,690
	<---	TWS2	0,854	0,729		0,271		
	<---	TWS3	0,855	0,731		0,269		
	<---	TWS4	0,853	0,728		0,272		

			Estimate	λyi^2	$\sum\lambda yi^2$	$\dot{\varepsilon}i$	$\sum\dot{\varepsilon}i$	$\sum\lambda yi^2 / (\sum\lambda yi^2 + \sum\dot{\varepsilon}i)$
	<---	TWS5	0,818	0,669		0,331		
	<---	TWS6	0,828	0,686		0,314		
SUSP	<---	SUSP1	0,881	0,776	7,332	0,224	2,668	0,733
	<---	SUSP2	0,849	0,721		0,279		
	<---	SUSP3	0,875	0,766		0,234		
	<---	SUSP4	0,889	0,790		0,210		
	<---	SUSP5	0,677	0,458		0,542		
	<---	SUSP6	0,876	0,767		0,233		
	<---	SUSP7	0,904	0,817		0,183		
	<---	SUSP8	0,844	0,712		0,288		
	<---	SUSP9	0,851	0,724		0,276		
	<---	SUSP10	0,894	0,799		0,201		
OI	<---	OI1	0,670	0,449	2,258	0,551	1,742	0,565
	<---	OI2	0,586	0,343		0,657		
	<---	OI3	0,840	0,706		0,294		
	<---	OI4	0,872	0,760		0,240		
IB	<---	IB1	0,926	0,857	3,939	0,143	1,061	0,788
	<---	IB2	0,873	0,762		0,238		
	<---	IB3	0,851	0,724		0,276		
	<---	IB4	0,910	0,828		0,172		
	<---	IB5	0,876	0,767		0,233		

6.7.3 Highest Shared Variances

The highest shared variances (HSV) are presented in Table 6-7. The HSV values were lower than the AVE values for all constructs indicating the presence of discriminant validity (Fraering & Minor, 2006). Most of the Item to total values was at 0.5 or close to 0.5, indicating that there was sufficient reliability of the data. These values ranged from 0,581 to 0,911.

Table 6-7: Computation of Highest Shared Variance

	SP	CA	TP	TWS	SUSP	OI	IB
SP	1	0,566	0,391	0,343	0,392	0,314	0,204
CA	0,566	1	0,372	0,314	0,383	0,331	0,179
TP	0,391	0,372	1	0,341	0,404	0,341	0,297
TWS	0,343	0,314	0,341	1	0,332	0,298	0,293
SUSP	0,392	0,383	0,404	0,332	1	0,517	0,433
OI	0,314	0,331	0,341	0,298	0,517	1	0,520
IB	0,204	0,179	0,297	0,293	0,433	0,520	1
****. Correlation is significant at the 0.01 level (2-tailed).**							

6.8 Model fit assessment

Table 6-8 provides a representation of the model fit assessment and presents the Goodness of Fit Index (GFI), Normed Fit Index (NFI), Relative Fit Index (RFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), Comparative Fit Index (CFI) and the Root Mean Square Error of Approximation (RMSEA). The chi-squared value was considered as the key highlight from the indices presented.

Table 6-8: Model Fit Assessment (Confirmatory Factor Analysis Model)

Model Fit Indices	Acceptable Thresholds	Study results	Acceptable/ Not acceptable
Chi-Square Value: $\chi 2/(df)$	<3	1,467	Acceptable
Goodness of Fit Index (GFI)	> 0.900	0,900	Acceptable
Normed Fit Index (NFI)	> 0.900	0,941	Acceptable
Relative Fit Index (RFI)	> 0.900	0,927	Acceptable
Incremental Fit Index (IFI)	> 0.900	0,981	Acceptable
Tucker Lewis Index (TLI)	> 0.900	0,976	Acceptable
Comparative Fit Index (CFI)	> 0.900	0,976	Acceptable
Random Measure of Standard	< 0.08	0,035	Acceptable

Model Fit Indices	Acceptable Thresholds	Study results	Acceptable/ Not acceptable
Error Approximation (RMSEA)			

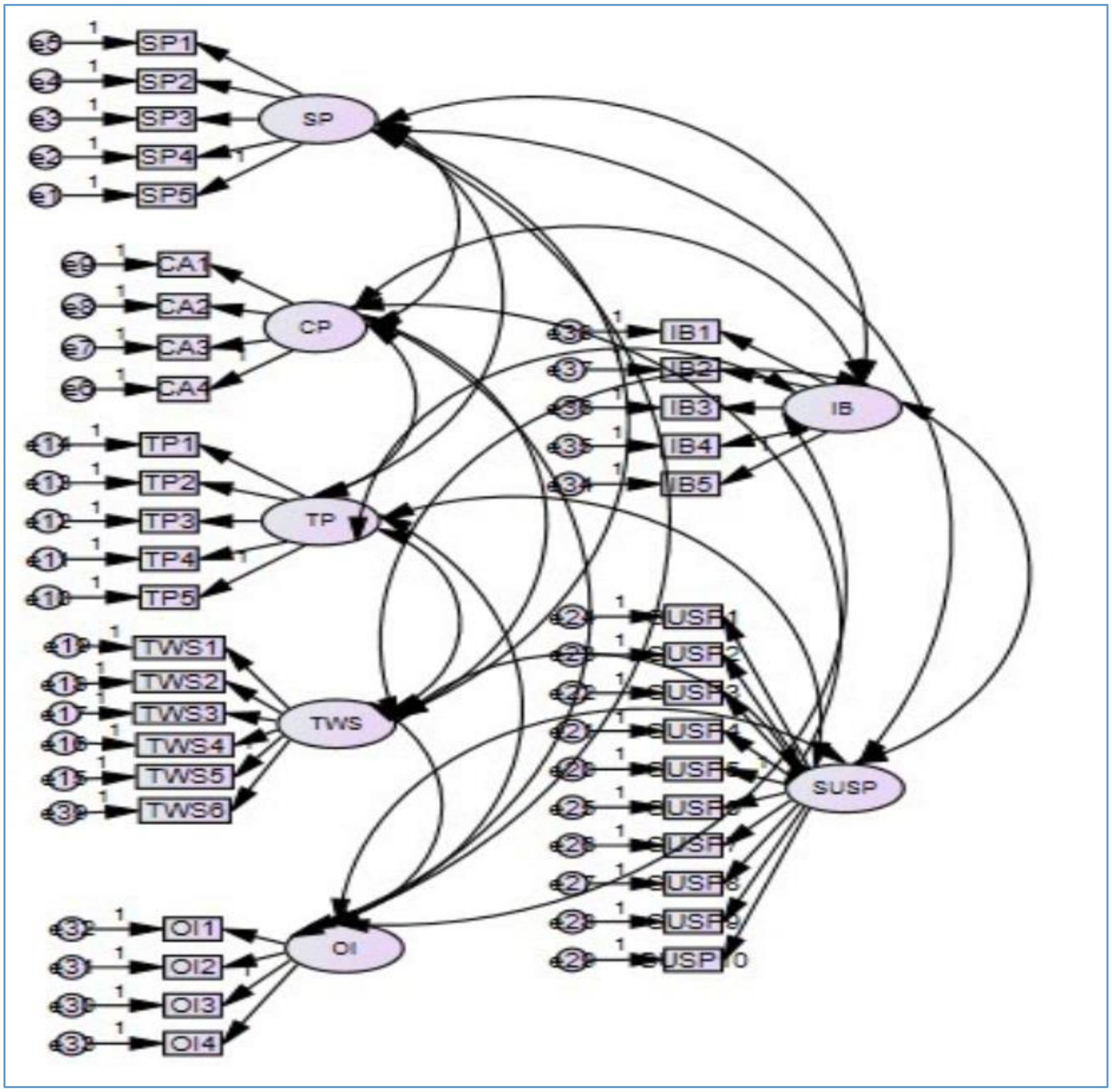
6.8.1 Chi-squared test

Chi-squared tests are applied to confirm the goodness of fit tests (Wegner, 2010). The Chi-Squared value that is greater than 0.05 is widely accepted as a measure for assessing the model fit as it evaluates the extent of inconsistency between the sample and fitted covariance indices (Hooper et al., 2008). The chi-squared value (CMIN/D) that was estimated from the model fit assessment was 1,467. This value suggests that the chi-square met the recommended threshold of a value lower than three (Hooper et al., 2008). According to Hair, Black, Babin and Anderson (2010), a value that is greater than 0.9 is considered as acceptable for the indices that relate to Goodness of Fit Index (GFI), Normed Fit Index (NFI), Relative Fit Index (RFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI) and Comparative Fit Index (CFI). In like manner, Hooper et al. (2008) recommend that an acceptable RMSEA value should be lower than 0.08. Table 6-8 indicates that the RMSEA value for this research study was estimated at 0.035 which further confirmed good model fit.

6.8.2 Confirmatory factor analysis (CFA)

A confirmatory factor analysis (CFA) was performed using the AMOS 23 software to measure reliability, validity and model fit. The CFA is a technique that is used to confirm the grouping of the research questions according to each latent construct for statistical testing purposes (Marsh et al., 2014). The structural model for this research study is shown in Figure 6-15 in accordance with the proposed conceptual model. The confirmatory factor analysis model, as shown, is an illustration of the eight hypothesised relationships between the predicting variables, the mediating variable and the outcome variable of the research study.

Figure 6-15: Confirmatory Factor Analysis Model



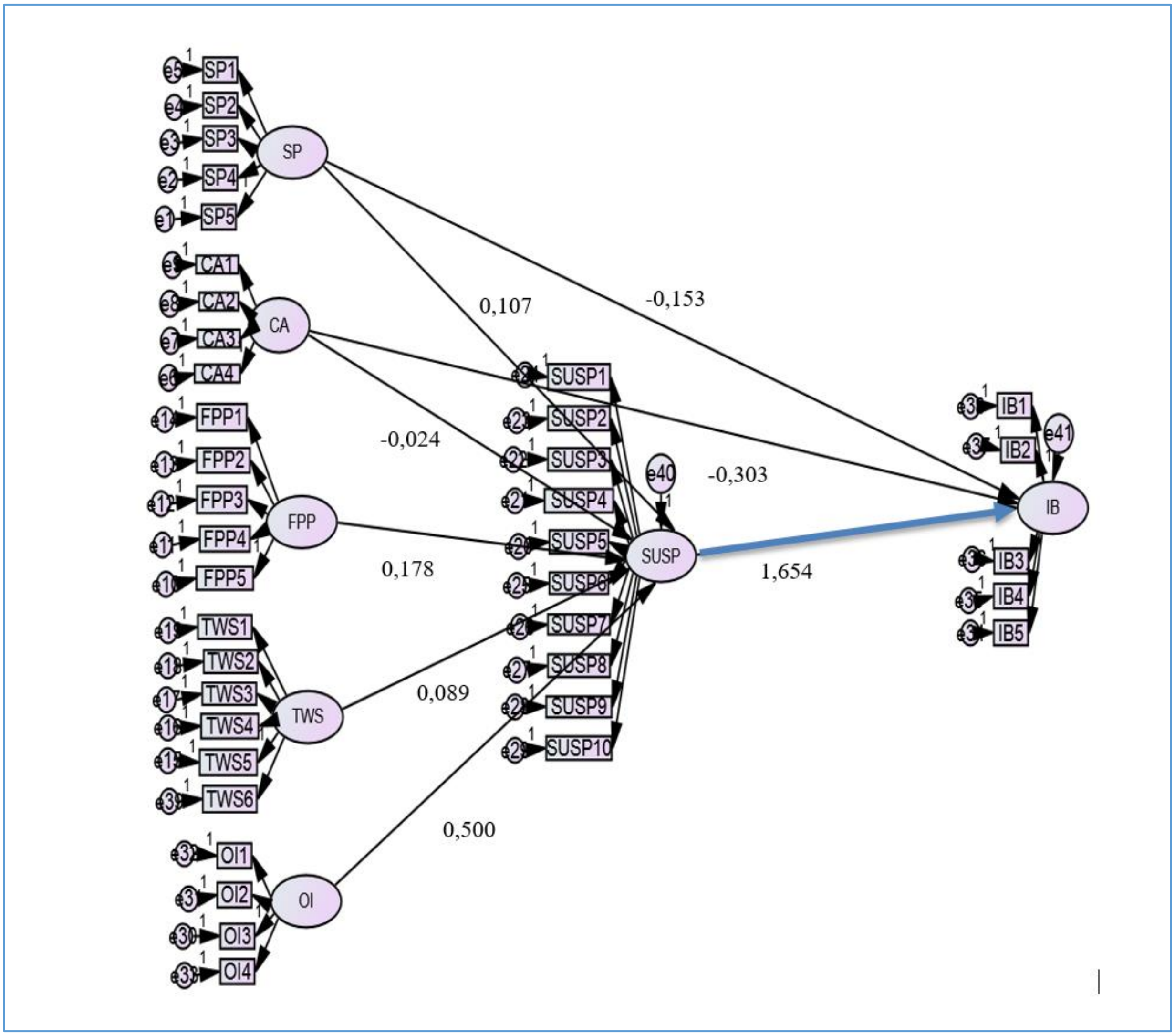
Source: Own Compilation

6.9 Hypotheses Testing

6.9.1 Structural model for research study

This section explores the second stage of structural equation modelling which involves the testing of the hypothesised relationships. The eight relationships that were hypothesised in the conceptual model of this present study were tested accordingly, using statistical methods. Model fit for the structural model that was tested in which all the indices as discussed is shown in Table 6-8. The model fit indices, as presented, have met their required thresholds. The structural model for this research study is presented in Figure 6-16.

Figure 6-16: Structural model for research study



Source: Own Compilation

6.9.2 Hypotheses testing results

Each relationship is discussed where objectives are assessed to ascertain whether they were achieved. In addition, the results of the hypotheses testing which show the path coefficient values, the corresponding p-values and the outcome of each hypothesised relationship are provided in Table 6-9.

Table 6-9: Results of hypotheses testing and path coefficients

Relationship	Hypothesis	Path Coefficient	P Value	Outcome
SP → SUSP	H1	0,107	0,046	Significant and supported
CA → SUSP	H2	-0,024	0,705	Not supported and not significant
FPP → SUSP	H3	0,178	***	Significant and supported
TWS → SUSP	H4	0,089	0,014	Significant and supported
OI → SUSP	H5	0,500	***	Significant and supported
SP → IB	H6	-0,153	0,174	Not supported and not significant
CA → IB	H7	-0,303	0,02	Not supported but significant
SUSP → IB	H8	1,654	***	Significant and supported

SP: Strategic partnerships, CA: Competitive advantage, FPP: Familiarity with procurement policies, TWS: Trust within Supply Chain, OI: Organisational incentives, SUSP: Sustainable procurement, IB: Inclusive business

A close examination of the results in Table 6-9 shows that five out of the eight hypotheses were significant and supported. The key highlight of the results was the strongest relationship that indicated a path coefficient estimate of 0,500 and a positive p-value. This was the fifth hypothesised relationship of the conceptual model, which is between organisational incentives and sustainable procurement. This result indicates that organisational incentives have a strong positive influence on sustainable procurement. In like manner, hypothesis three produced a relatively high positive path coefficient of 0.178 and was found to be significant at the ($p<0,001$) level of significance when tested. The relationship between familiarity with procurement policies and sustainable procurement thus was also considered significant and supported.

Furthermore, the results show that the relationship between trust within supply chains and sustainable procurement resulted in a path coefficient estimate of 0.089. This result however, was the weakest hypothesised relationship of the model. It was observed that the second and the sixth hypothesised relationships were not supported. The seventh hypothesis showed a path coefficient of -0,303 which was not supported. This hypothesis test however, showed a p-value of 0.02, which was significant at the ($p<0.05$) level of significance. Finally, the eighth hypothesised relationship was between sustainable procurement and inclusive business. This relationship was supported and significant at ($p<0,001$) level of significance. However, it should be noted that this relationship was the only relationship in the model that generated an estimate above 1.

6.10 Chapter Summary

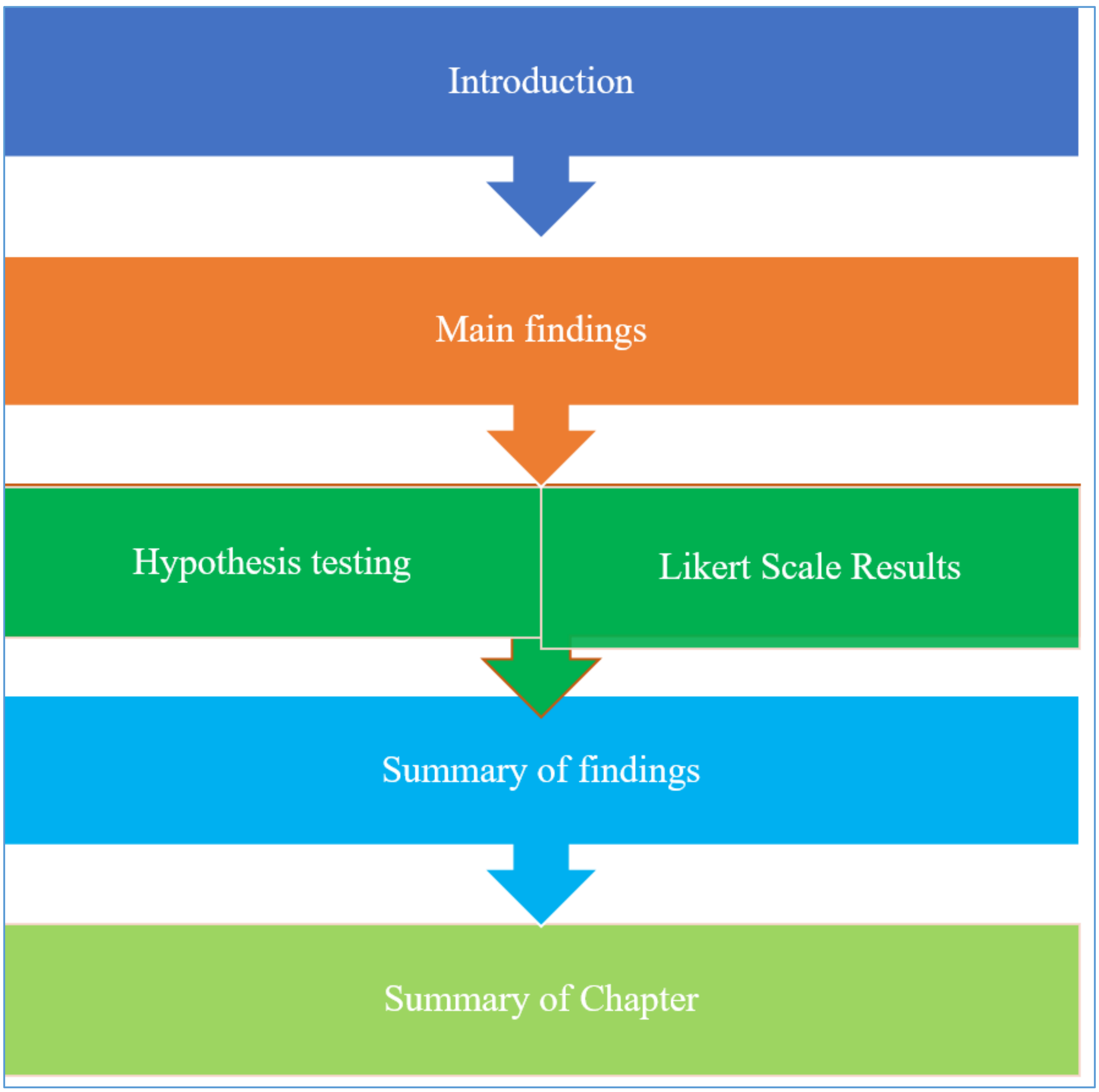
The aim of this chapter was to provide the results of the research data that were collected from the supply chain and procurement practitioners who participated in this research study. Out of the 385 responses that were received, 249 were usable and analysed using the Statistical Packages for the Social Sciences (SPSS version 23) and the Analysis of the Moment Structures (AMOS version 23) statistical software packages. In addition, an overview of the profile of the respondents was presented through graphical summaries, highlighting the gender, job roles, the job roles, the service industries and business sectors within which the respondents of the research study operate. The results showed an almost equal split between the participants; 197 who operate in the private sector (50.4%) and 123 who are based in the public sector (49.6%). This was followed by a frequency analysis of the responses to the research questionnaire. Thereafter, the analysis has shown that procuring from Black-owned suppliers and locally based suppliers is a sustainable business practice that has been adopted by the respective organisations of the respondents of this study. Lastly, the model fit assessments and the results of the hypotheses testing were observed. The next chapter provides a detailed interpretation of the results and the inferences for this research study.

Chapter 7

DISCUSSION OF THE STUDY RESULTS

"Both the public and private sectors need to focus on a concerted, collaborative effort to support the work of SMEs by providing them with procurement opportunities." (Morobe, 2017)

Figure 7-1: Overview of Chapter 7



7.1 Introduction

The purpose of this chapter is to provide an interpretation of the results of this research study. The discussion of the results is presented in two parts. The first part provides an interpretation of the results that were presented in the preceding chapter. This is followed by a detailed discussion of the key results of this research study. The second part outlines and provides a deliberation on the outcome of the hypotheses testing. Consequently, this chapter serves to highlight the connections between this research study to the results observed in previous research studies. These connections, in like manner, aim to relay either the confirmation or refutation for future research. The chapter concludes with an overview of the main results of this research study.

7.2 Discussion of Results and Key Results

This section provides a detailed analysis of each of the eight hypothesised relationships that are encompassed in the conceptual model of the study.

7.2.1. Hypotheses Results

Hypothesis 1: ***Strategic partnerships and sustainable procurement are positively and directly related***

Strategic partnerships (SP) and sustainable procurement (SUSP) was found to have a positive and direct relationship. The relationship resulted in a path coefficient estimate of 0.107 and was both supported and significant at the ($p<0.05$) level of significance. This suggests that strategic relationships and alliances in the supply chain have a positive impact on sustainable procurement practices. Strategic partnerships are therefore imperative to promote responsible sourcing of goods and services.

The empirical evidence from this research study, therefore, suggests that strategic partnerships are significant predictors of sustainable procurement. This result is therefore, in alignment with the suggestion by Kim and Lee (2010), who posit that strategic collaborations and partnerships play a key role in supply chains. Furthermore, research suggests that strategic collaborative ventures are able to influence business practices and levels of responsiveness in supply chains (Oke et al., 2013;

Kim & Lee, 2010). In like manner from a practical perspective, three main suggestions can be drawn from the empirical evidence obtained for the purposes of this study. Firstly, it can be inferred that supply partnerships and market linkage initiatives can facilitate economic growth. Research has suggested that sustainable procurement inherently serves as a strategic link between strategic partnerships, supplier networks and value chains in business (Wolf, 2013; Hoejmose et al., 2013; Meehan & Bryde, 2015; Witjes & Lozano, 2016).

Secondly, through the results of this research study, supply chain practitioners therefore can deduce that collaborative procurement initiatives and strategic relationships that involve suppliers and organisations carry the opportunity to positively impact societies. Furthermore, the observed results of this hypothesised relationship suggest the establishment of inclusive avenues that encourage organisations to consider supplier development prospects that involve partnerships between SMEs and large enterprises to deliver on procurement outcomes. Such avenues may include development programmes and partnerships that focus on incubation of SMEs and on providing market access using platforms in procurement. Lastly, this research study thus infers and submits that such partnerships between organisations and various enterprises can positively serve as conduits for achieving and promoting sustainable procurement objectives.

Hypothesis 2: ***There is a positive and direct relationship between competitive advantage and sustainable procurement***

The results showed that hypothesised relationship between competitive advantage (CA) and sustainable procurement (SUSP) was not supported, nor significant. The relationship showed a path coefficient of -0.024 and indicated a p-value of 0.705. This result thus conversely refuted the proposed relationship between competitive advantage and sustainable procurement. The relationship between the two constructs was drawn from the assertion by Hoejmose et al. (2014) who suggest that the adoption of sustainable procurement has a positive impact that enhances stakeholder perceptions and upholds the reputation of an organisation. Furthermore, positive and responsible business practices are considered as drawcards that set organisations apart in the market (Cui & Jiao, 2011; Hitt et al., 2016).

For Theodorakopoulous et al. (2015), competitive advantage is gained through the implementation of organisational strategies that promote the sustainable and inclusive development of suppliers. The empirical evidence of this research study, however, negated the inferred relationship between competitive advantage and sustainable procurement.

The results of this research study therefore, are depicted under three main suggestions. Firstly, the results indicate that an organisation's favourable positioning in the market does not guarantee that responsible procurement practices will be adopted. Nevertheless, secondly, the results of the present study could mean that competitive advantage would require complementary factors in order to positively impact sustainable procurement. Finally, from a practical perspective, this contrary result may prompt further probing for organisations. Such investigations may indicate key building blocks and outcomes that are required for supporting responsible business practices, improving stakeholder perceptions and positive gains for organisations.

Hypothesis 3: ***Familiarity with policies and sustainable procurement are positively and directly related***

Familiarity with procurement policies (FPP) and sustainable procurement (SUSP) was observed to have a positive and direct relationship. The hypothesised relationship was both supported and significant at the ($p<0.001$) level of significance, with an estimate of 0.178. This result confirmed the assertion by Brammer and Walker (2011) who suggest that knowledgeable organisations are able to support and implement responsible sourcing of goods and services. By the same token, Johnsen et al. (2017) support the view that the comprehension of procurement policies by procurement practitioners is a value-adding benefit for organisations. This means that through the knowledge base that is gained and maintained, organisations are able to reduce the likelihood of unscrupulous tender processes (Weber & Witkos, 2013).

The positive outcome of this hypothesis under this research study is adapted into practice in two ways. Firstly, the results suggest that procurement rules, when applied consistently by practitioners, can play a role in promoting responsible business practices. To this end, the empirical evidence of this research study can be inferred to support the use of procurement policies for coercing good governance and compliance. This means that familiarity with procurement policies sets a good tone within the context of organisations and serves as a mechanism for ethical procurement practices.

Secondly, research suggests that procurement policies may be used to create a positive bias for advancing sustainable procurement (Theodorakopoulos et al., 2015). Thus, it can be concluded from the results of the third hypothesis test, that if procurement practitioners are fully knowledgeable around procurement policies and procedures, such practitioners are more likely to engage in sustainable procurement practices. Furthermore, the use of procurement policies can act as an enabler for inclusive procurement practices that further support SMEs, market access and local procurement opportunities.

Hypothesis 4: ***There is a positive and direct relationship between trust within supply chains and sustainable procurement***

It was found that trust within supply chains (TWS) and sustainable procurement (SUSP) have a direct and positive relationship. The results showed a path coefficient of 0.089, and a p-value of 0.014. This hypothesis was supported and found to be significant at the ($p<0,05$) level of significance. This result supports previous research that examined the influence of trust within supply chains. Wu et al. (2012) suggest that trust is an important building block in the supply chain which facilitates cooperation. Furthermore, Kumar et al. (2016) posit that trust between parties can contribute towards commitment and sharing of resources in a supply chain relationship. It was observed however, that the relationship between trust within supply chains and sustainable procurement, though positive and significant, was the weakest relationship in the proposed conceptual model of this research study.

The practical application of this positive outcome can be interpreted using two key suggestions. Firstly, practitioners in supply chain and procurement can infer the empirical evidence of this research study in the context of supplier relationship management. This means that the broad understanding of this hypothetical relationship means that the higher the level of trust that exists within the supply chain, the higher the inclination to do good and promote sustainable procurement objectives will be.

Secondly, the results suggest that practitioners should strive to promote trustworthy engagements, when dealing with issues of contracts, turnaround times and delivery of outcomes in supplier relationships. Such engagements are recommended as delivery of procurement outcomes and projects is highly dependent on functional relationships with suppliers. Furthermore, from a practical perspective, the results may be extended to honouring of commitments by suppliers and the value-adding benefits derived from supplier relationships.

Hypothesis 5: ***There is a direct and positive relationship between organisational incentives and sustainable procurement***

Organisational incentives (OI) had a direct and positive impact on sustainable procurement (SUSP), where the relationship between the two constructs was significant at the ($p<0.001$) level of significance. This was also found to be the strongest relationship of the model with an estimate of 0.500. This result implied that the more organisational incentives that are available, the more that the procurement practitioners are motivated to engage in responsible procurement practices. According to Brammer and Walker (2011), organisations that utilise incentives are more likely to exhibit behaviour that promotes responsible practices. Furthermore, previous research studies have suggested that organisational incentives are able to strengthen trust in supply relationships (Caniëls et al., 2012; Sridharan & Simatupang, 2013). This suggestion is reflective of the fourth hypothesis of this research study.

It was observed that the results of the fifth hypothesis therefore provided overwhelmingly strong statistical evidence, at the 1% level of significance, to conclude that organisational incentives support the adoption of sustainable procurement practices by organisations. For this reason, the positive outcome of this hypothesised relationship can be considered in practice using three tiers. The first tier of organisational incentives may be applied by regulatory bodies to organisations for enforcing compliance and promoting the adoption of sustainable business practices. The second tier of organisational incentives may be considered when processing procurement business cases for strategic business units or user departments as a means to positively impact procurement from local suppliers and SMEs. The third tier of organisational incentives may be provided as a mechanism for promoting trust and improved performance levels as part of effective supplier relationship management.

Hypothesis 6: ***There is a direct and positive relationship between strategic partnerships and inclusive business***

Strategic partnerships (SP) were found not have an impact on inclusive business models/ structures (IB). This relationship resulted in a path coefficient of -0.153, and a p-value of 0.174. For this reason, this hypothesis was neither supported nor significant. It was observed that, instead, the relationship between the two is inverse in nature. The results suggest that strategic partnerships might not always have intended consequences when developing inclusive strategies and approaches in business.

According to the United Nations Development Programme (2010a), inclusive supply networks between stakeholders and strategic partners serve as platforms for promoting sustainable development objectives. In addition, Rösler et al. (2013) consider strategic partnerships as an important conduit for linking society, the environment and the economy. Thus, based on the outcome of the hypothesis test of the sixth relationship, it could be recommended that organisations should consider the type of incentives that could be implemented or adopted in order to promote inclusive business models. Furthermore, this reflects the results of hypothesis five.

Hypothesis 7: ***There is a direct and positive relationship between competitive advantage and inclusive business***

This research study has proposed that competitive advantage (CA) and inclusive business (IB) have a positive and direct relationship. However, after the relationship was tested, it was observed that the two constructs CA and IB were found to have an inverse relationship. This hypothesis emitted an estimate of -0.303, and a p-value of 0.02, which was significant at the ($p<0.05$) level of significance. According to Golja and Požega (2012), inclusive business strategies and innovative product offerings are able to attract stakeholder interest and improve the market standing of an organisation. Reficco and Márquez (2012) point out that organisations gain a competitive advantage by doing good. Conversely, the results of the hypothesis however, did not provide sufficient statistical evidence to support the claims made by previous research studies.

The results of this research study, however, implied that having a competitive advantage in the market alone is not enough to successfully implement practices that involve the participation of previously marginalised groups.

Hypothesis 8: ***There is a direct and positive relationship between sustainable procurement and inclusive business***

Sustainable procurement (SUSP) was proposed to impact inclusive business (IB) in a positive and direct manner. This relationship was supported and significant at ($p<0.001$) level of significance. However, it should be noted that this relationship was the only relationship that showed a path coefficient estimate that is above 1. The structural model and the relationship between sustainable procurement and inclusive business as hypothesised in this study is diagrammatically presented in Figure 7-2. The eight hypothesises relationships and the corresponding path coefficient values are shown in Table 7-1.

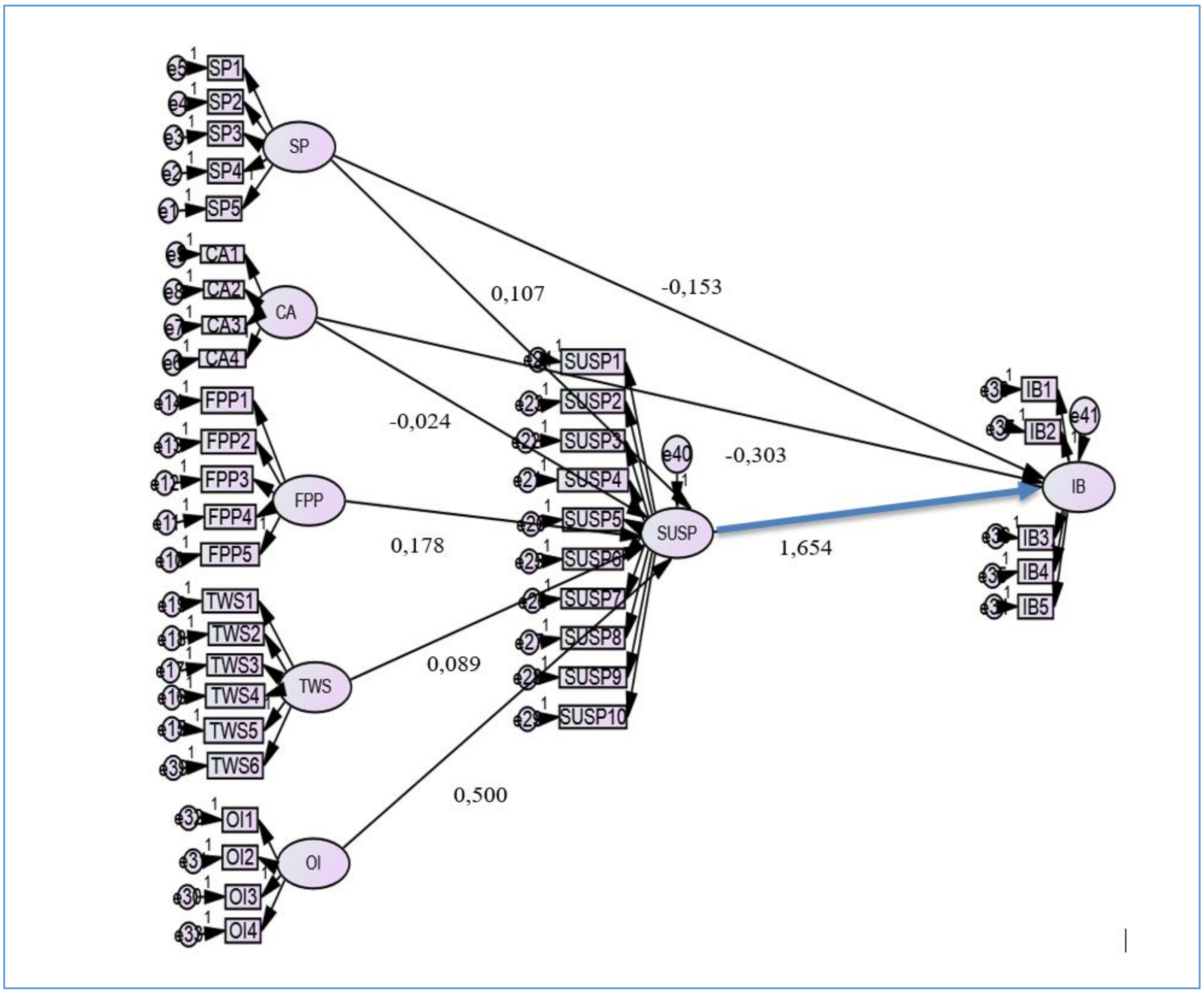
Table 7-1: Hypotheses Testing Results

Relationship	Hypothesis	Path Coefficient
SP → SUSP	H1	0,107
CA → SUSP	H2	-0,024
FPP → SUSP	H3	0,178
TWS → SUSP	H4	0,089
OI → SUSP	H5	0,500
SP → IB	H6	-0,153

Relationship	Hypothesis	Path Coefficient
CA → IB	H7	-0,303
SUSP → IB	H8	1,654

i. Original hypothesis: Sustainable Procurement to Inclusive Business

Figure 7-2: Structural model with the original hypothesis (H8)

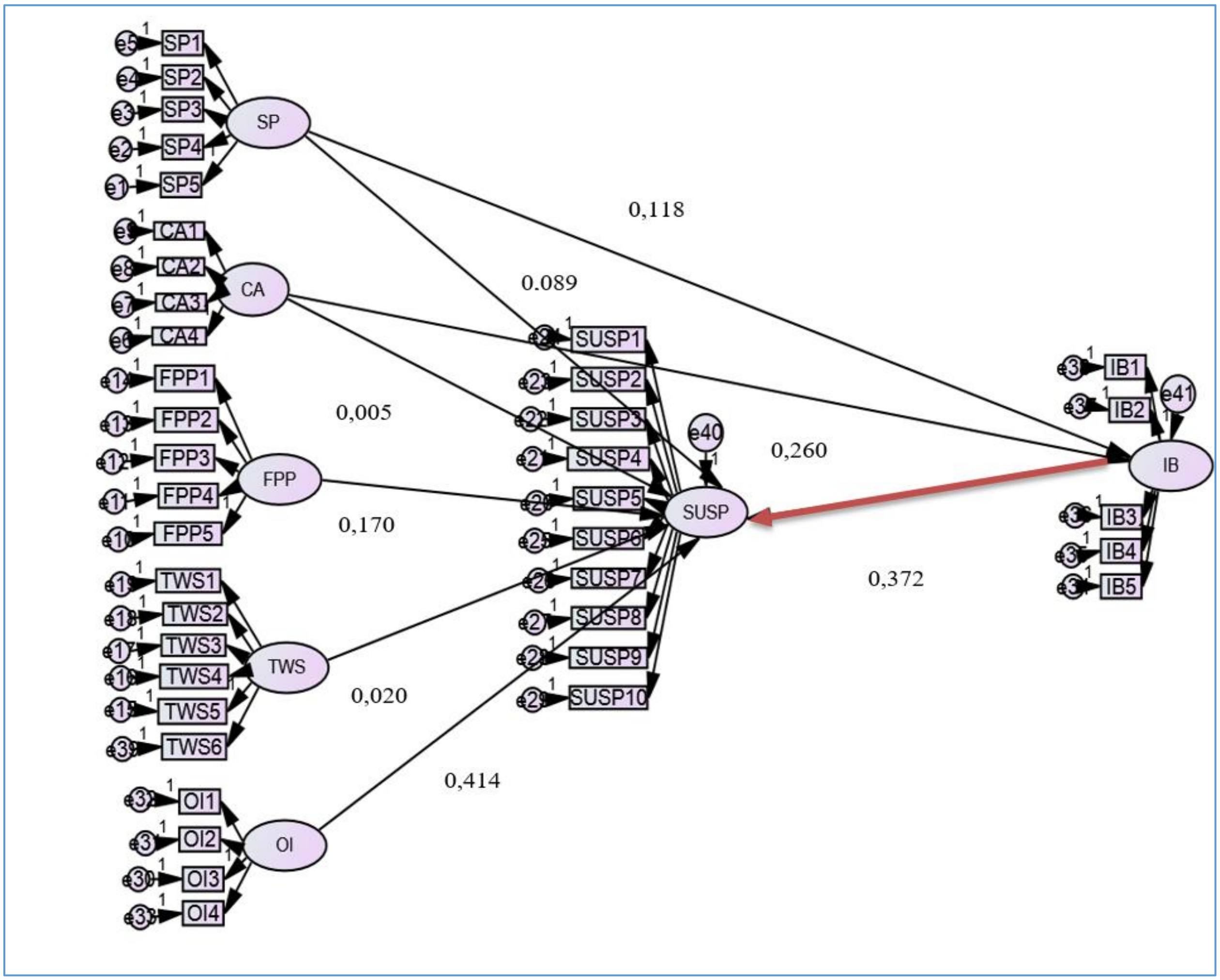


Source: Own Compilation

Figure 7-2 shows that the initial path coefficient value for H8 was greater than one, thus being considered unacceptable at a value of 1.654 for hypothesis testing. This result therefore prompted consideration of changing the direction of the path which suggested logical sense, given the impact of inclusive business approaches on sustainable development, particularly through deploying procurement opportunities. The change in the path direction is presented in Figure 7-3. The revised hypothesis thus suggests a relationship between inclusive business (IB) and sustainable procurement (SUSP).

ii. Revised hypothesis: Inclusive Business to Sustainable Procurement

Figure 7-3: Structural model with revised hypothesis (H8)



Source: Own Compilation

The revised relationship, as depicted in Figure 7-3, showed an outcome of 0.372 which proved to be the second strongest relationship after the fifth hypothesis (H5). The fifth hypothesis (H5) suggests a relationship between organisational incentives (OI) and sustainable procurement (SUSP). This value (0.372) was below the threshold value of 1, which was acceptable for hypothesis testing. Lastly, it could be recommended for future research to examine the same relationship (H8), as shown in Figure 7-3, to establish whether the direction of causality change would be necessary, which appeared to be a potential unique contribution of this research study.

Further research could also establish the implications of the causality linking sustainable procurement and inclusive business as established by the present study. This could help introduce academic rigour in either critiquing this particular result (H8) or confirming this potentially unique result that motivated the change of causality.

iii. Model fit assessment

Table 7-2: Model fit assessment for revised hypothesis (H8)

Model Fit Indices	Acceptable Thresholds	Study results	Acceptable/ Not acceptable
Chi-Square Value: $\chi 2/(df)$	<3	1,795	Acceptable
Goodness of Fit Index (GFI)	> 0.900	0,884	Acceptable
Normed Fit Index (NFI)	> 0.900	0,929	Acceptable
Relative Fit Index (RFI)	> 0.900	0,911	Acceptable
Incremental Fit Index (IFI)	> 0.900	0,967	Acceptable

Model Fit Indices	Acceptable Thresholds	Study results	Acceptable/ Not acceptable
Tucker Lewis Index (TLI)	> 0.900	0,959	Acceptable
Comparative Fit Index (CFI)	> 0.900	0,959	Acceptable
Random Measure of Standard Error Approximation (RMSEA)	< 0.08	0,046	Acceptable

Table 7-2 provides a representation of the model fit assessment for the revised hypothesis. The indices presented are acceptable and confirm that the statistical data is a good fit to the revised model.

iv. Observation

After observing the reverse of the originally stated hypothesis, it was established that inclusive business indeed had a positive impact on sustainable procurement. This revised hypothesis generated a value of 0,372 and was both supported and significant at ($p<0.001$) level of significance. In addition, the relationship (H8) could not be eliminated for the conceptualised model that was analysed as this was not only the outcome relationship, but it was material to this present research study. According to Hahn (2012), inclusive business models are beneficial as they are implemented and deployed for introducing innovative solutions for sustainable development. Notably, the studies conducted by Vorley and Thorpe (2014) and Witjes and Lozano (2016) support the consideration of unique criteria and business practices that promote sustainable development. Similarly, Brammer and Walker (2011) attest to the inclusion of such criteria, particularly through market and procurement channels.

This research study thus infers and submits that inclusive business models have a positive influence on sustainable procurement. This implies that business approaches and interventions that consider the inclusion of previously marginalised groups are able to increase the impact of sustainable development. Furthermore, this research study has shown that procurement channels and market linkages are able to serve as mechanisms for implementing inclusive business models.

7.3 Summary of Results

Table 7-2 presents a summary of the results of the hypotheses tests. The results, as discussed in the previous section, indicated that five out of the eight hypotheses are supported. Firstly, H1 was supported, which indicates that strategic partnerships have a positive influence on sustainable procurement. Secondly, upon testing H2, it was found that competitive advantage does not have an impact on sustainable procurement. However, familiarity with procurement policies was found to have a significant effect on sustainable procurement (H3). Fourthly, from the results it is evident that there is a positive relationship between trust within supply chains and sustainable procurement (H4).

The above-mentioned hypotheses (H1, H3 and H4), revealed similar results as did previous literature, and therefore, confirm that there is a significant positive relationship between the variables. Though this was the case, H2 refuted the claims of previous studies.

Furthermore, H5 was significant, thus indicating that organisational incentives have a strong influence on sustainable procurement. To the contrary, the tests for H6 and H7, however, did not support the hypothesised relationships between inclusive business, strategic partnerships and competitive advantage respectively. This indicated that the latter variables do not have a strong influence on sustainable procurement. Lastly, H8 indicated a significant relationship between sustainable procurement and inclusive business.

Table 7-3: Summary of Hypothesis Testing

Hypothesis	Relationship	Outcome
H1	**Strategic Partnerships → Sustainable Procurement**	Supported
H2	**Competitive Advantage → Sustainable Procurement**	Not supported
H3	**Familiarity with Procurement Policies → Sustainable Procurement**	Supported
H4	**Trust Within Supply Chains → Sustainable Procurement**	Supported
H5	**Organisational Incentives → Sustainable Procurement**	Supported
H6	**Strategic Partnerships → Inclusive Business**	Not supported
H7	**Competitive Advantage → Inclusive Business**	Not supported
H8	**Sustainable Procurement → Inclusive Business**	Supported

7.4 Chapter Summary

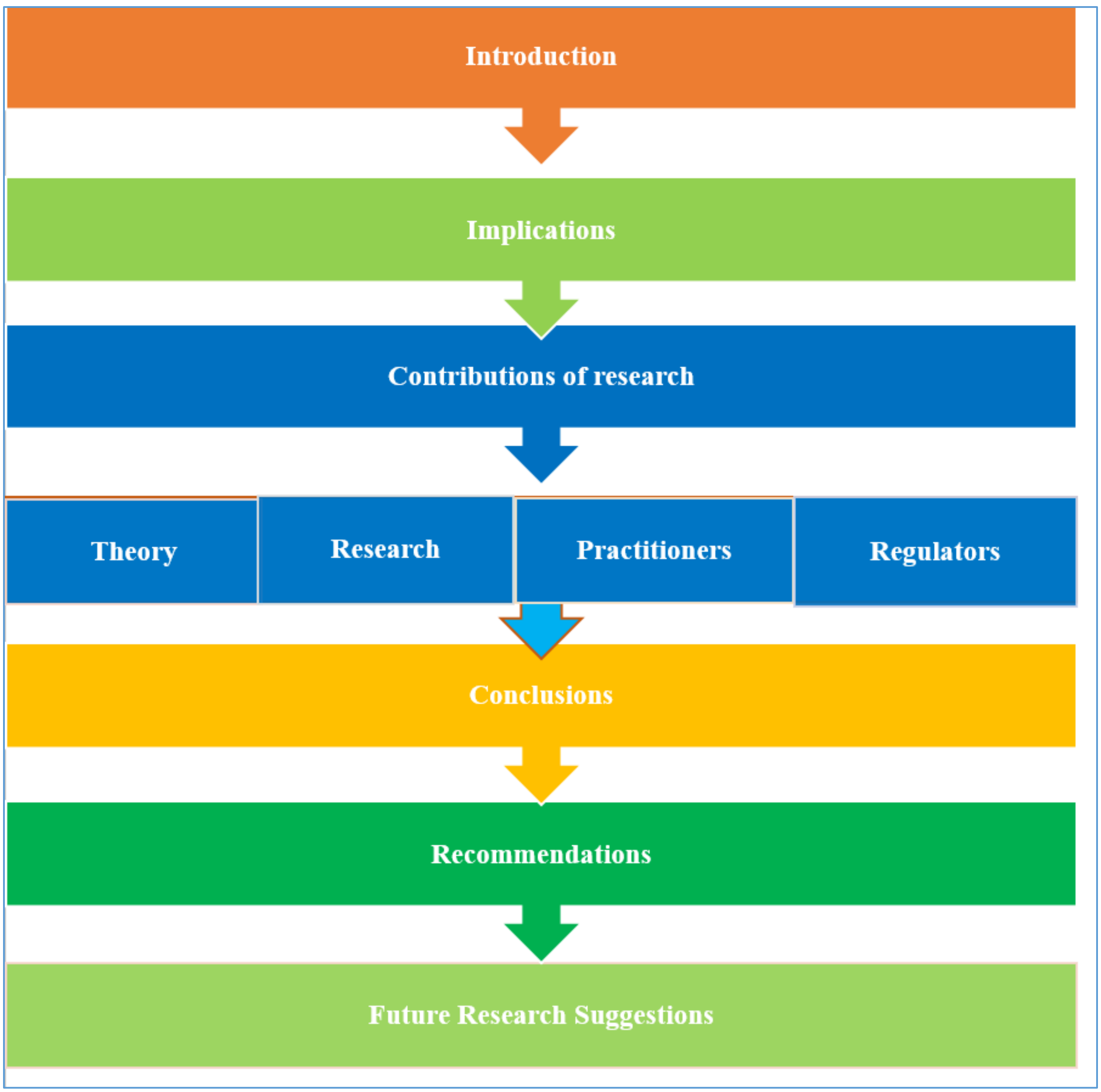
This chapter was aimed at presenting a comprehensive discussion of the research results. Firstly, an interpretation of the statistical results that were presented in the preceding chapter was provided. This consisted of an in-depth discussion of the outcome of the hypotheses tests that were conducted. For the purposes of this study, eight relationships were proposed between research constructs; strategic partnerships, competitive advantage, familiarity with policies, trust within supply chains, organisational incentives; sustainable procurement and inclusive business. The results showed that there is a strong relationship between organisational incentives and sustainable procurement, highlighting the need for adopting procurement policies and strategies that are aimed at promoting responsible and inclusive procurement practices. Secondly, in this chapter, a comparison of the main results of this research and previous literature was presented. The results have, amongst others, affirmed that strategic relationships and alliances in the supply chain have a positive impact on sustainable procurement practices. In the following and final chapter, the conclusion, contributions of this research study and future research are discussed.

Chapter 8

CONCLUSIONS, RECOMMENDATIONS AND FUTURE RESEARCH

"But what if tomorrow we were about not only being strategic, but also an ethical advisor in all outsourcing decisions, supporting the business to develop in a sustainable manner?" (Ribaud, 2017, p.45)

Figure 8-1: Overview of Chapter 8



8.1 Introduction

This concluding chapter of the thesis provides a comprehensive overview of this research study. The purpose of this chapter is to present the implications, limitations, and recommendations. The purpose of this study was to investigate the potential supply chain antecedents of sustainable procurement and inclusive business in South Africa. A conceptual model consisting of eight hypothesised relationships was formulated for the purposes of this study. The model proposed strategic partnerships, competitive advantage, familiarity with policies, trust within supply chains and organisational incentives as predictor variables. Sustainable procurement was the mediating variable while the outcome variable was inclusive business. Structural equation modelling (SEM) was applied to evaluate the proposed research model and hypotheses. Chapter 8 is intended to address the following areas. Firstly, this chapter is intended to condense all the thesis chapters into main research results. Secondly, this chapter serves to highlight policy and practical contributions that were identified as part of this research study. Lastly, this chapter aims to provide areas for possible future research.

8.2 Summary of the thesis chapters

The purpose of this study was to investigate the potential supply chain antecedents of sustainable procurement and inclusive business in South Africa. Given the purpose of this study, the following research questions were formulated:

- Do strategic partnerships lead to sustainable procurement amongst supply chain management practitioners?
- Does familiarity with policies lead to sustainable procurement?
- Does competitive advantage lead to sustainable procurement?
- Does trust within supply chains lead to sustainable procurement?
- Do organisational incentives lead to sustainable procurement?
- Do strategic partnerships lead to inclusive business?
- Does competitive advantage lead to inclusive business?
- Does sustainable procurement lead to inclusive business?

This study is presented using eight distinct chapters, with each chapter contributing towards the research thesis. The first chapter served as an introductory backdrop to the research study, which outlined the context of the study, research problem, research gap and the relevance of the study. This was followed by a presentation of the theoretical and empirical objectives, the research questions and the definitions of the variables that were employed in this study. The second chapter of the study, focuses on a review of the status quo of inclusive procurement in South Africa. Using the economic and geopolitical outlook of South Africa as a starting base, the review examined the system of procurement, regulations that govern supply chain and procurement, the state of local procurement and concludes with assessing inclusive business approaches that are adopted in the country. The third chapter presents a theoretical framework that underpins this research study. Three complimentary theories were observed and were followed by a literature review of variables and the research themes; including the impact of sustainability and institutional contexts in procurement.

In the fourth chapter, a conceptual model for this study comprising eight research hypotheses, was formulated. The importance of each hypothesised relationship was outlined and substantiated using literature. The fifth chapter presents the research methodology and the research approach that was followed. An examination of the sampling and data collection techniques is presented, including the statistical analysis approach, research limitations and the ethical considerations that were observed. Attention is directed to the statistical procedures that were employed and the research results in the sixth chapter. An account of the descriptive statistics, the frequency analysis of the view of the respondents, the measurement model analysis and the hypothesis testing was provided. In the seventh chapter, a comprehensive discussion of the results is presented, with a concise deliberation of each of the hypotheses that were subjected to statistical testing. This final chapter, provides an overview of the implications, contributions and recommendations for future research.

8.3 Realisation of theoretical objectives of the study

The theoretical objectives of this study were to examine literature relating to strategic partnerships, familiarity with procurement policies, trust within supply chains, organisational incentives, sustainable procurement and inclusive business. These areas of research were employed as variables for the purposes of this research study. In order to realise the theoretical objectives as outlined in Chapter 1, the third chapter of this study provided an extensive review of literature relating to the variables. The discussion was augmented and prefaced by a theoretical framework that underpins this study. Furthermore, emerging themes that were identified from the literature review were presented in the third chapter of the study. A thorough comprehension and realisation of the theoretical objectives was achieved in Chapter 4. Subsequently, proposed relationships were drawn between strategic partnerships, familiarity with procurement policies, trust within supply chains, organisational incentives, sustainable procurement and inclusive business.

8.4 Conclusions based on empirical objectives

This section presents eight conclusions that are drawn from the empirical objectives as outlined in the first chapter of this study. Furthermore, conclusions for each of the eight empirical objectives are presented in this section. For the purposes of this study, empirical objectives were realised through formulating eight hypotheses in the fourth chapter. The hypotheses were subsequently tested, using primary data that were collected from supply chain professionals. The research methodology and the data collection techniques that were employed, were set out in the fifth chapter. Structural equation modelling (SEM) was applied to the research data for statistical testing of the hypothesised relationships in this study. Finally, recommendations and implications relating to potential supply chain antecedents of sustainable procurement and inclusive business in South Africa, are presented in this concluding chapter of the thesis.

8.4.1. The influence of strategic partnerships on sustainable procurement amongst supply chain professionals in South Africa

The perceptions of supply chain professionals relating to the impact of strategic partnerships on sustainable procurement were investigated. The results of the frequency analysis that was conducted on this proposed relationship are presented in Chapter 6. It was observed that most of the responses were strongly in agreement with maintaining harmonious business relationships with supply chain partners. Furthermore, the results strongly indicated that the goals and objectives of supply chain partners are congruent in business dealings. Consequently, the results of the hypotheses testing of the proposed relationship between strategic partnerships and sustainable procurement, suggested that strategic relationships and alliances in supply chains have a positive impact on sustainable procurement practices. For this reason, it is concluded that strategic partnerships are imperative to promote responsible sourcing of goods and services. Furthermore, it is suggested that strategic collaborative ventures can influence business practices and levels of responsiveness in procurement and supply chains.

8.4.2. The impact of competitive advantage on sustainable procurement

The perceptions around the influence of competitive advantage on sustainable procurement were examined. The results of the frequency analysis that was conducted on this proposed relationship are presented in Chapter 6. The responses for this research element were found to concur and suggest that organisations operate in a manner that promotes improved quality and efficiency. Conversely, it was observed that the hypotheses testing of the proposed relationship between the two variables, however, suggested that competitive advantage does not have an influence on sustainable procurement. For this reason, it is concluded that an organisation's favourable positioning in the market does not necessarily guarantee that responsible procurement practices will be adopted. In addition, the results of the present study suggest that competitive advantage would require complementary factors to positively impact sustainable procurement.

8.4.3. The effect of familiarity with procurement policies on sustainable procurement

The perceptions around the effect of familiarity with procurement policies on sustainable procurement were explored. The results of the frequency analysis that was conducted on this proposed relationship are presented in Chapter 6. It was found that most the respondents asserted that there is a strong knowledge base that exists around procurement rules in their respective organisations. By the same token, the results indicated a strong and positive relationship between familiarity with procurement policies and sustainable procurement. Consequently, it is concluded that the understanding of procurement policies by procurement practitioners is a value-adding benefit for organisations. Furthermore, the empirical evidence of this research study can be inferred to promote the utilisation of procurement policies as a means for upholding good governance and compliance standards. This means that familiarity with procurement policies sets a good tone within the context of organisations and serves as a mechanism for promoting ethical procurement practices.

8.4.4. The role of trust within supply chains on sustainable procurement

The perceptions around the role of trust within supply chains on sustainable procurement were investigated. The results of the frequency analysis that was conducted on this proposed relationship are presented in Chapter 6. It was found that the majority of the respondents strongly agreed that the level of trust between their respective organisations and suppliers was satisfactory.

In addition, the respondents showed that business dealings are usually based on mutual trust. In like manner, the results showed a positive and significant relationship between trust within supply chains and sustainable procurement. For this reason, it is concluded that the higher the level of trust that exists within the supply chain, the higher the inclination to do good and promote sustainable procurement objectives will be. This means that organisations and practitioners should aim to uphold trustworthy engagements, when dealing with issues of procurement contracts, turnaround times and delivery of outcomes in supplier relationships.

8.4.5. The influence of organisational incentives on sustainable procurement

The perspectives of supply chain practitioners concerning the influence of organisational incentives on sustainable procurement were assessed. The results of the frequency analysis that was conducted on this proposed relationship are presented in Chapter 6. It was found that the majority of the respondents perceive their internal organisational procedures to be flexible. Furthermore, the results provided overwhelmingly strong statistical evidence to conclude that organisational incentives have a positive and significant influence on sustainable procurement. Consequently, it is concluded that organisations that utilise incentives are more likely to exhibit behaviour that promotes responsible practices. This means that organisations should consider implementing incentivised programmes and schemes as a mechanism for promoting responsible procurement practices.

8.4.6. The impact of strategic partnerships on inclusive business

The perceptions around the impact of strategic partnerships on sustainable procurement were investigated. The results of the frequency analysis that was conducted on inclusive business are presented in Chapter 6. It was found that the majority of the respondents agreed that regulations effectively support small medium enterprises (SMEs). The respondents expressed negative sentiments towards the adequacy of access to finance and infrastructure to support SMEs. Similarly, the statistical analysis did not support the proposed relationship between strategic partnerships and sustainable procurement. For this reason, it is concluded that strategic partnerships might not always have intended consequences when developing inclusive approaches and strategies in business.

8.4.7. The role of competitive advantage on inclusive business

The perceptions around the role of competitive advantage on sustainable procurement were examined. The results of the frequency analysis that was conducted on these research variables are presented in Chapter 6. The assessment of competitiveness was based on cost saving, productivity improvement, quality improvement and improved efficiency. It was found that improved efficiency and cost savings were the highest rated insights. The results of the hypothesised relationship between competitive advantage and sustainable procurement however, were not supported. For this reason, it is concluded that competitive advantage in the market alone is not enough to successfully implement practices that involve the participation of previously marginalised groups.

8.4.8. The influence of sustainable procurement on inclusive business

The perspectives of supply chain practitioners concerning the influence of sustainable procurement and inclusive business were examined. The results of the frequency analysis that was conducted for the research variables are presented in Chapter 6. The empirical evidence of this research study suggested that most organisations have a procurement policy that has expressed a written commitment to sourcing sustainable goods and services. Furthermore, respondents indicated that setting of specific sustainable procurement targets in their respective organisations is a commonly adopted business practice. The statistical testing of the relationship between the sustainable procurement and inclusive business was positively affirmed. For this reason, it is concluded that procurement channels and market linkages are able to serve as mechanisms for implementing inclusive business models. This means that through considering unique criteria and business practices that promote sustainable development, organisations can positively contribute towards building better societies.

8.5 Implications

The current research has both academic and practical implications. Firstly, on the academic front it was observed that organisational incentives and sustainable procurement policies had the strongest relationship. This implied that it is imperative for academics and researchers alike to explore this relationship further. In addition, trust within supply chains and sustainable procurement were found to have a direct and positive relationship. However, this relationship proved to be the weakest of all the relationships proposed in the study. The implication is that future research has to establish factors that influence the strength of the proposed relationship. Secondly, the study posited that the availability of organisational incentives has an influence on the behaviour and motivation for organisations and procurement practitioners to engage in responsible procurement practices. These results therefore, implies that organisations involved in driving sustainable practices are encouraged to provide incentives to their employees.

8.6 Contributions of the Research

The contribution of the present study are as follows:

i. **Contribution to theory:** this study proposes a lens that integrates stakeholder, institutional and resource-based theories which cut across many areas of research and management
ii. **Contribution to research:** it is anticipated that academia stands to benefit from empirical evidence and gain new approaches that would potentially enhance the comprehension of the study's proposed variables and how these variables are related. The study established that organisational incentives had the strongest impact on sustainable procurement based on a framework developed for the purposes of the present research.

iii. **Contribution to practitioners:** this study will inform procurement and supply chain practitioners on how to consider inclusive sustainable development practices in procurement decisions

iv. **Contribution to government and regulators:** this study will contribute towards the development of progressive policies and regulation for inclusive business and sustainable development in a procurement context.

8.7 Conclusion

In conclusion, the study covered eight chapters. In total, eight hypotheses were tested; where five relationships were supported and found to be significant. Conversely, out of the three relationships that were not supported, one was found to be significant. The strongest relationship of this research study was between organisational incentives and sustainable procurement. On the other hand, trust within supply chains was found to have a weak relationship with sustainable procurement.

8.8 Recommendations

The purpose of this study was to investigate potential supply chain predictors of sustainable procurement and inclusive business in South Africa. The research results suggest that there are opportunities for organisations and practitioners for utilising procurement as a mechanism for promoting sustainable development in South Africa. Thus, drawing from the empirical evidence of this study, the following recommendations are put forward as possible mechanisms for advancing socio-economic opportunities through procurement platforms.

8.8.1 Recommendations for building strategic partnerships

For the purposes of this study, strategic partnerships were defined as inter-organisational supply relationships that are formed in order to improve organisational capabilities and socio-economic objectives. It is recommended that organisations and practitioners should strive to form alliances that can yield opportunities for increasing developmental impact. Furthermore, this study highlights the importance of relationship building in supply chains. Consequently, it is recommended that strategic relationships may be formed with suppliers, organisations and individuals for the benefit of supply chain management. The research results have suggested that organisations are able to leverage resources, capacity and capabilities through strategic networks and partnerships. This study recommends that at the core of building supply relationships, should be harmonious engagements that are aimed at optimising resources, cultivating synergies and know-how in business dealings. Thus, stakeholder fora and procurement networking initiatives may serve as platforms for developing strategic partnerships and strengthening supply relationships.

8.8.2 Recommendations for increasing competitive advantage

The results of this research study suggested that competitive advantage may require other complementary factors in order to positively influence sustainable procurement. In this study, competitive advantage was defined as the favourable position and associated benefits that an organisation gains over its competition in a market. This study has suggested that competitive advantage is gained from access to tangible and intangible resources, such as, technologies, human resources, financial resources, physical equipment and facilities, that improve effectiveness and efficiencies. Thus, it is recommended that for the purposes of improving supply chain capabilities, organisations should aim to accede to those opportunities for automating business processes. In addition, it is recommended that the use of technology in facilitating and delivering procurement services can improve customer experience and turn-around times. The research results also showed that improved efficiency and cost savings were the highest rated insights by the respondents of this study. For this reason, it is suggested that organisations should consider leveraging enterprise resource planning platforms, which may be a mechanism for improving competitive advantage in supply chains. This means that from a supply chain perspective, it is important to identify opportunities for improving value and cost-savings through procurement channels. Furthermore, it is suggested that supply chain networks and collaborative initiatives that yield beneficial resources, may be considered as a source of competitive advantage.

8.8.3 Recommendations for promoting familiarity with procurement rules

This study has posited that understanding procurement policies is an important enabler, as the knowledge thereof provides organisations with competencies that are required to promote the adoption of sustainable procurement practices. The research results have suggested that the consistent adoption of procurement rules can play a role in promoting responsible business practices. It is thus recommended that stakeholder forums and procurement networking platforms may be used for facilitating a common understanding between practitioners around the application of procurement rules. The results of this study also indicated that there is a need to improve awareness around the legal obligations that relate to regulatory compliance. For this reason, it is recommended that targeted stakeholder sessions should be considered as mechanisms for addressing the gap that was identified in this study. Consequently, it is suggested that practitioners and organisations should encourage opportunities for promoting ethical and compliant procurement practices.

8.8.4 Recommendations for improving trust within supply chains

For the purposes of this study, trust within supply chains was defined as the level of reliance, conviction and positive expectation that supply business relationship partners have with each other. It is suggested that relationship management in the supply chain is important, due to the interdependencies that are inherent in delivering procurement outcomes through suppliers. The results of this research study suggested that there is a positive and strong relationship between trust within supply chains and sustainable procurement. For this reason, it is recommended that organisations identify and nurture supplier relationships that are key to the organisations. Furthermore, supply chain risk that is associated with supply relationships should be understood. It is suggested that organisations should manage the risk that may be connected to procurement outcomes, such as, reputation, commercial exposure, timeframes and quality standards. Consequently, it is important for all parties to honour and respectfully uphold the commitments that relate to the supply relationship. For this reason, it is recommended that open and honest communication should be maintained to improve trust within supply chains. From a supply chain perspective, this includes providing feedback on procurement outcomes and performance standards. While the intention of improving trust is encouraged, it is suggested that the necessary communication channels in business should be observed.

8.8.5 Recommendations for improving organisational incentives

In this study, organisational incentives are defined as extrinsic motives that incite and channel business behaviour and practices in a particular manner. The research results have shown that organisational incentives have a positive and significant influence on sustainable procurement. Thus, it is recommended that organisations should consider rewarding responsible business practices. This means that incentives schemes or programmes may be implemented to promote responsible behaviour, particularly those initiatives that are aimed at sourcing products and services from local suppliers, promoting and partnering with small and medium enterprises, purchasing recycled or environmentally preferred products, and adopting waste minimisation practices. In addition, it is recommended that organisations may consider offering financial incentives in the form of improved payment cycles to suppliers that support environmentally and socially friendly procurement practices. Lastly, it is recommended that sustainable procurement targets should be linked to incentivised mechanisms. Such incentives may extend to negotiating preferred contract terms with supply partners, with the view of increasing the impact of sustainable development.

8.8.6 Recommendation for improving sustainable procurement

Sustainable procurement in this study was defined as responsible and ethical sourcing of products, goods and services that are harmless to society and the environment. The results of the study have shown that organisations have set out written commitments around sourcing sustainable goods and services. Conversely, the results have indicated that this commitment has not been expressly translated into practical considerations during supplier evaluations. For this reason, it is recommended that organisations should establish specific and measurable targets for sustainable procurement. Such prescribed targets should be linked to outputs and outlined accordingly, in the performance scorecard of the procurement and supply chain departments. Consequently, it is further recommended that at a practical level, sustainable procurement targets can be cascaded into procedures, and further incorporated as assessment criteria for sourcing of products and services. Finally, it is recommended that organisations consider establishing pilot projects and specialised programmes for promoting sustainable procurement initiatives.

8.8.7 Recommendations for promoting inclusive business

For the purposes of this study, inclusive business was defined as business approaches for promoting the participation of previously marginalised groups and increasing the impact of sustainable development objectives. The results have shown that regulations are effective in supporting the advancement of small and medium enterprises (SMEs). From a procurement perspective, it is recommended that partnership opportunities between SMEs and large enterprises should be encouraged. Through such supply partnerships, inclusive approaches for up-skilling of SMEs, resource sharing and enterprise development initiatives can be achieved. Furthermore, it is recommended that, as far as possible, and where practical, procurement platforms should be used for promoting inclusive business approaches. The results of this study have also shown that access to finance for SMS is still considered inadequate. From a developmental perspective, it is recommended that innovative financing approaches should be considered as a mechanism for accelerating participation by previously marginalised groups. Such approaches may include establishing support services; particularly, procurement specific advisory services, as part of promoting governance, improving purchasing activities and thus, increasing the bottom line for organisations.

8.9 Final remarks

Based on empirical evidence obtained from the study, five recommendations are presented. Firstly, it could be recommended that an increase in incentives that are associated with responsible behaviour and practices could be beneficial to individuals. Furthermore, similar incentivised schemes could also serve to encourage organisations to act responsibly. Secondly, it could also be recommended for government and regulators to consider policies that promote inclusive business structures in the context of procurement. Thirdly, strategic partnerships and sustainable procurement were found to yield positive results. It therefore recommended for organisations to engage in strategic partnerships in order to achieve sustainable procurement objectives.

The study found that familiarity with procurement policies had an impact on sustainable procurement. Thus, the fourth recommendation proposes that government officers and procurement professionals should be encouraged to familiarise themselves with procurement policies in order to implement sustainable procurement practices.

Last but not least, the study proposes recommendations that stem from the proposed conceptual framework. It could be recommended that organisations invest in adopting inclusive business models so as to successfully implement sustainable procurement activities. Loosely based on the stakeholder theory, institutional theory and resource-based view theory, this research study proposes that, business models and strategies that are inclusive in nature, are able to facilitate increased access to procurement markets and resources (Klein, 2008; Meehan & Bryde, 2011; Meckenstock et al., 2016).

8.10 Future Research Suggestions

The study yielded numerous results from the eight tested hypotheses. However, it could be recommended for future researchers to consider those relationships that were not analysed. For instance, the relationship between strategic partnerships and competitive advantage was not analysed. This could potentially contribute to supply chain research or any other field. The relationship between competitive advantage and familiarity with procurement policies was not analysed and analysing this relationship could help explain how procurement policies could be influenced by an organisation's competitive edge in the market. It was observed that more potential relationships that could be of interest to future researchers could involve that of familiarity with procurement policies and trust within supply chains. This is because it can be assumed that there is a potential relationship between the two. Understanding procurement compliance is important, as it can curb the surge in tender irregularities and service delivery challenges (Weber & Witkos, 2013).

Furthermore, another potential relationship that could be explored was that of trust within supply chains and organisational incentives. This research could identify ethical considerations that may arise when organisational incentives are offered in order to gain trust. Based on the proposed conceptual model, the relationship between organisational incentives and inclusive business models was left out of the study. However, it could be assumed that organisational incentives could complement inclusive business models. Finally, the present research focused on supply chain research, however, the same conceptual model could be adopted, extended or adapted for other areas of research and disciplines.

REFERENCES

Abbasi, M., & Nilsson, F. (2012). Themes and challenges in making supply chains environmentally sustainable. *Supply Chain Management: An International Journal, 17*(5), 517 - 530.

Adebanjo, D., Ojadi, F., Laosirihongthong, T., & Tickle, M. (2013). A case study of supplier selection in developing economies: a perspective on institutional theory and corporate social responsibility. *Supply Chain Management: An International Journal, 18*(5), 553 - 566.

Aguinis, H., & Glavas, A. (2012). What We Know and Don't Know About Corporate Social Responsibility: A Review and Research Agenda. *Journal of Management, 38*(4), 932-968.

Al Zaabi, S., Al Dhaheri, N., & Diabat, A. (2013). Analysis of interaction between the barriers for the implementation of sustainable supply chain management. *International Journal of Advanced Manufacturing Technology, 68*, 895–905.

Allred, C. R., Fawcett, S. E., Wallin, C., & Magnan, G. M. (2011). A Dynamic Collaboration Capability as a Source of Competitive Advantage. *Decision Sciences, 42*(1), 129 -161.

Amann, M., Roehrich, K. J., Eßig, M., & Harland, C. (2014). Driving sustainable supply chain management in the public sector: The importance of public procurement in the European Union. *Supply Chain Management: An International Journal, 19*(3), 351 - 366.

Ambe, I. M. (2016). Public procurement trends and developments in South Africa. *Research Journal of Business and Management, 3*(4), 277 - 290.

Ambe, I., & Badenhorst-Weiss, J. (2012). Procurement challenges in the south african public sector. *Journal of Transport and Supply Chain Management, 6*(1), 242-261. doi:10.4102/jtscm.v6i1.63

Areff, A. (2016, April 7). *Create an 'export processing zone' in Mandela Bay - think tank*. Retrieved from Fin24: http://www.fin24.com

Areff, A. (2015, Nov 25). *Auditor general flags R25.7bn in irregular govt spending*. Retrieved October 12, 2016, from Mail and Guardian: http://www.mg.co.za

Argandoña, A. (2011). *Stakeholder theory and value creation.* Working Paper 922, IESE University of Navara.

Asgary, N., & Li, G. (2016). Corporate Social Responsibility: Its Economic Impact and Link to the Bullwhip Effect. *Journal of Business Ethic, 135*, 665–681.

Ashby, A., Leat, M., & Hudson-Smith, M. (2012). Making connections: a review of supply chain management and sustainability literature. *Supply Chain Management: An International Journal, 17*(5), 497 - 516. doi:10.1108/13598541211258573

Ault, J. K. (2016). An institutional perspective on the social outcome of entrepreneurship: Commercial microfinance and inclusive markets. *Journal of International Business Studies, 47,* 951–967.

Bakar, N. A., Peszynski, K., Azizan, N., Pandiyan, V., & Sundram, K. (2016). Abridgment of Traditional Procurement and E-Procurement: Definitions, Tools and Benefits. *Journal of Emerging Economies and Islamic Research, 4*(1), 1-17.

Barney, J. B., Ketchen, D. J., & Wright, M. (2011). The Future of Resource-Based Theory: Revitalization or Decline? *Journal of Management, 37*(5), 1299-1315.

Beckwith, N. (2016). Inclusive Business can help solve the sustainability equation. *OECD Year Book 2016*, p. 84. Retrieved April 29, 2017,

Blome, C., Paulraj, A., & Schuetz, K. (2014). Supply chain collaboration and sustainability: a profile deviation analysis. *International Journal of Operations & Production Management, 34*(5), 639 - 663.

BMI Research. (2017). *South Africa Country Risk Report Q2 2017.* Business Monitor International Ltd;. Retrieved February 22, 2017, from http://www.bmiresearch.com

Bolton, P. (2006). Government Procurement as a policy tool in South Africa. *Journal of Public Procurement, 6*(3), 193 -217.

Bolton, P. (2008). Protecting the environment through public procurement: The case of South Africa. *Natural Resources Forum, 32*, 1–10.

Bonnell, V., & Veglio, F. (2011). Inclusive business for sustainable livelihoods. *Field Actions Science Reports, 5*, 1-5.

Bor, J., Chepkwony, J., & Serem, W. (2015). Effects of familiarity with procurement regulations and perceived inefficiency of procedures on non compliance to public procurement regulations: a survey of Kenya's state corporations. *International Journal of Economics, Commerce and Management, III*(4), 1-17.

Börjeson, N., Gilek, M., & Karlsson, M. (2015). Knowledge challenges for responsible supply chain management of chemicals in textiles e as experienced by procuring organisations. *Journal of Cleaner Production, 107*, 130-136.

Brammer, S., & Walker, H. (2011). Sustainable procurement in the public sector: an international comparative study. *International Journal of Operations & Production Management, 31*(4), 452 - 476.

Brammer, S., Jackson, G., & Matten, D. (2012). Corporate Social Responsibility and institutional theory: new perspectives on private governance. *Socio-Economic Review, 10*, 3–28.

Brinkhoff, A., & Özer, Ö. (2014). Inter-organizational Supply Chain Projects. *Production and Operations Management, 24*(2), 181–200.

Brower, J., & Mahajan, V. (2013). Driven to Be Good: A Stakeholder Theory Perspective on the Drivers of Corporate Social Performance. *Journal of Business Ethics, 117*, 313–331.

Bryman, A., & Bell, E. (2011). *Business research methods.* Oxford: Oxford University Press.

Butler, T. (2011). Compliance with institutional imperatives on environmental sustainability: Building theory on the role of Green IS. *Journal of Strategic Information Systems, 20*, 6 - 26.

Cafaggi, F. (2016). Regulation through contracts: Supply-chain contracting and sustainability standards. *European Review of Contract Law, 12*(3), 218–258.

Caniëls , M., Gelderman, C. J., & Vermeulen, N. P. (2012). The interplay of governance mechanisms in complex procurement projects. *Journal of Purchasing & Supply Management, 18*(2), 113 -121.

Caniëls, M. C., & Gelderman, C. J. (2005). Purchasing strategies in the Kraljic matrix—A power and dependence perspective. *Journal of Purchasing and Supply Management, 11*, 141 - 155.

Cant, M. C., & Wiid, J. A. (2013). Establishing The Challenges Affecting South African SMEs. *International Business & Economics Research Journal, 12*(6), 707 -716.

Cao, M., & Zhang, Q. (2011). Supply Chain Collaboration: Impact on collaborative advantage and firm performance. *Journal of Operations Management, 29*, 163-180.

Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. *International journal of management reviews, 12*(1), 85-105.

Chamberlain, W., & Aanseuw, W. (2017). *Inclusive businesses in agriculture: what, how and for whom? Critical business insight based on South African cases* (1st ed.). SUN MeDIA MeTRO.

Chang, R. D., Zuo, J., Zhao, Z. Y., Zillante, G., Gan, X. L., & Soebarto, V. (2017). Evolving theories of sustainability and firms: History, future directions and Evolving theories of sustainability and firms: History, future directions and. *Renewable and Sustainable Energy Reviews, 72*, 48–56.

Chartered Institute of Purchasing and Supply. (2013). P&SM: Supply Chain Management. Retrieved May 29, 2017, from http://www.cips.org.za

Chiloane-Tsoka, G. E. (2013). How Effective Affirmative Tender Procurements Assist Women Entrepreneurs Operating in Small Business in South Africa. *Gender & Behaviour, 11*(1), 5135 - 5145.

Chinomona, R., & Ming-Sung Cheng, J. (2013). Distribution Channel Relational Cohesion Exchange Model: A Small-to-Medium Enterprise Manufacturer's Perspective. *Journal of Small Business Management, 51*(2), 256–275.

Commission on Growth and Development. (2008). *The growth report: Strategies for sustained growth and inclusive development.* Commission on Growth and Development Final Report, Washington, DC.

Conner, K. R. (1991). A historical comparison of resource based theory and five schools of thought within Industrial Organization Economics: do we have a new theory of the firm? *Journal of Management, 17*(1), 121-154.

Crane, A., & Matten, D. (2010). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization.* Oxford: Oxford University Press.

Crane, A., & Ruebottom, T. (2011). Stakeholder Theory and Social Identity: Rethinking Stakeholder Identification. *Journal of Business Ethics, 102*, 77–87.

Crespin-Mazet, F., & Dontenwill, E. (2012). Sustainable procurement: Building legitimacy in the supply network. *Journal of Purchasing & Supply Management, 18*, 207–217.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Los Angeles: Sage Publications.

Cui, Y., & Jiao, H. (2011). Dynamic capabilities, strategic stakeholder alliances and sustainable competitive advantage: evidence from China. *Corporate Governance: The international journal of business in society, 11*(4), 386-398.

Department of Environmental Affairs. (2011). *National Strategy for Sustainable Development and Action Plan(NSSD 1) 2011–2014.* Pretoria: Department of Environmental Affairs.

Department of National Treasury. (2016b). *Budget Review.* National Treasury South Africa. Retrieved July 7, 2017, from http://www.treasury.gov.za

Department of Trade and Industry. (2015). *Industrial Policy Action Plan 2015. IPAP 2015/16 - 2017/18.* Pretoria: Department of Trade and Industry.

DiMaggio, P., & Powell, W. W. (1983). The Iron Cage Revisted: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review, 48*(2), 147 -160.

Doh, J. P., & Quigley, N. (2014). Responsible leadership and stakeholder management: Influence pathways and organizational outcomes. *The Academy of Management Perspectives, 28*(3), 255–274.

Economic Development Department. (2011). *New Growth Path Accord 3: Local Procurement Accord.* Pretoria: Economic Development Department.

Ensor, L. (2016, March 17). Drive to buy local stalled by 'tardy' Treasury. *Business Day*. Retrieved from http://www.bdlive.com

Eriksson, D., & Svensson, G. (2015). Elements affecting social responsibility in supply chains. *Supply Chain Management: An International Journal, 20*(5), 561 - 566.

Escobar, L. F., & Vredenburg, H. (2011). Multinational Oil Companies and the Adoption of Sustainable Development: A Resource-Based and Institutional Theory Interpretation of Adoption Heterogeneity. *Journal of Business Ethics, 98*, 39–65.

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics, 5*(1), 1-4.

Fassin, Y. (2009). The stakeholder model redefined. *Journal of Business Ethics, 84*, 113-135.

Fassin, Y. (2012). Stakeholder Management, Reciprocity and Stakeholder Responsibility. *Journal of Business Ethics, 109*, 83–96.

Favoreto, R. L., Amâncio-Vieira, S. F., Shimada, A. T., & Ferreira, T. S. (2017). *Revista de Administração da UNIMEP*, 182 -213.

Ferri, L. M., Oelze, N., Habisch, A., & Molteni, M. (2014). Implementation of responsible procurement management: An Institutional Perspective. *Business Strategy and the Environment*. doi:10.1002/bse.1870

Formentini, M., & Taticchi, P. (2016). Corporate sustainability approaches and governance mechanisms in sustainable supply chain management. *Journal of Cleaner Production, 112*(3), 1920-1933.

Fraering , M., & Minor, M. S. (2006). Sense of community: an exploratory article of US consumers of financial services. *International Journal of Bank Marketing, 24*(5), 284-306.

Freeman, R. E. (2011). Managing for stakeholders: Trade-offs or value creation. *Journal of Business Ethics, 96*, 935. doi:10.1007/s10551-011-0935-5

Frye, I., Farred, G., & Nojekwa, L. (2011). *Inequality in South Africa. Tearing us apart: Inequalities in southern Africa.* Rosebank: Open Society Initiative for Southern Africa.

Furneaux, C. W., & Barraket, J. (2014). Purchasing social good(s): A definition and typology of social procurement. *Public Money and Management*, *34*(4), 265-272.

G20 Development Working Group. (2015). *G20 Inclusive Business Framework.* Retrieved November 20, 2016, from http://www.g20inclusivebusiness.org

G20 Leaders Summit. (2016). *G20 Inclusive Business Report for the 2016 Summit.* Retrieved December 12, 2016, from http://www.g20inclusivebusiness.org

Games, D. (2012). South Africa as Africa's Gateway: A Perspective From Business. *South African Institute of International Affairs Policy Briefing 46,* (pp. 1-4).

Gelderman, C. J., Ghijsen, P. W., & Brugman, M. J. (2006). Public procurement and EU tendering directives-explaining non-compliance. *International Journal of Public Sector Management, 19*(7), 702-714.

George, G., McGahan, A. M., & Prabhu, J. (2012). Innovation for Inclusive Growth: Towards a Theoretical Framework and a Research Agenda. *Journal of Management Studies, 49*(4), 661.

Gibson, K. (2012). Stakeholders and Sustainability: An Evolving Theory. *Journal of Business Ethics*, *105*, 15– 25.

Gitau, K. (2013). An Assessment of Factors Affecting the Development of Local Suppliers in the Ministry of Roads, Nairobi Kenya. *International Journal of Business and Commerce, 3*(1), 100-116.

GIZ. (2013). *Value chain development by the private sector in Africa. Lessons learnt and guidance notes.* Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.Germany: Federal Ministry for Economic Cooperation and Development (BMZ).

Gold, S., Seuring, S., & Beske, P. (2010). Sustainable Supply Chain Management and Inter-Organizational Resources: A Literature Review. *Corporate Social Responsibility and Environmental Management, 17*, 230–245.

Golja, T., & Požega, S. (2012). Inclusive Business – What It Is All About? Managing Inclusive Companies. *International Review of Management and Marketing, 2*(1), 22-42.

Gonza´lez-Trejo, E. S., Gonza´lez-Salazar, N. M., Pedroza-Cantu, G., & Elizondo-Arroyave, S. G. (2013). Corporate supply chain responsibility (CSCR): Theoretical rationale, research propositions and implementation guidelines. *Journal of Management Development, 32*(4), 363 - 375.

Gosling, J., Jia, F., Gong, Y., & Brown, S. (2017). The role of supply chain leadership in the learning of sustainable practice: Toward an integrated framework. *Journal of Cleaner Production, 140*(1), 239–250.

Government Communications (GCIS) . (2016a). *A Pocket Guide to South Africa 2015/2016.* Government Communication and Information System (GCIS), Retrieved March 11, 2017, from www.gcis.gov.za

Government Communications (GCIS). (2016b). *South Africa Yearbook 2015/16.* Twenty-third (23rd) edition. Retrieved February 20, 2017, from www.gcis.gov.za

Gradl, C., & Jenkins, B. (2011). *Tackling Barriers to Scale: From Inclusive Business Models to Inclusive Business Ecosystems.* Cambridge, MA: Harvard University. Retrieved November 6, 2016, from https://www.hks.harvard.edu/m-rcbg/CSRI/research/publications/report_47_inclusive_business.pdf

Gradl, C., Krämer, A., & Amagidi, F. (2010). Partner Selection for Inclusive Business Models: The Case of Casa Melhor. *Greener Management International, 56*, 25-56.

Grant, R. M. (1991). The resource-based theory of competitive advantage: implications for strategy formulation. *California management review, 33*(3), 114-135.

Grater, T. (2017, August 10). *Emerging markets, where the only constant is change...* Retrieved December 12, 2017, from Finweek: http://www.fin24.com

Green, W. (2015, September 8). *News focus: Examining the world bank's radical procurement overhaul*. Retrieved from Supply Management: http://www.supplymanagement.com/

Griggs, D. (2013). Sustainable development goals for people and planet. *Nature's International Weekly Journal of Science*, *495*, 305-307.

Gumede, M. (2017, February 28). *Blade Ndzimande gives Thabo Mbeki the glad eye at Unisa inaguaration*. Retrieved from Business Day: www.bdlive.co.za

Gutman, J. (2014). *Is there room for discretion? Reforming public procurement in a compliance oriented world (Global Economy and Development No. 74).* Working Paper, Global Economy and Development. Retrieved from Brookings: http://www.brookings.edu

Hahn, R. (2012). Inclusive business, human rights and the dignity of the poor: a glance beyond economic impacts of adapted business models. *Business Ethics: A European Review*, 47-63.

Hair, Jr., J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis.* London: Pearson Prentice Hall.

Halldórsson, Á., Hsuan, J., & Kotzab, H. (2015). Complementary theories to supply chain management revisited – from borrowing theories to theorizing. *Supply Chain Management: An International Journal, 20*(6), 574 - 586.

Hank, J., Davies, H., & Perera, O. (2008). *Sustainable Public Procurement in South Africa.* International Institute for Sustainable Development.Canada.

Harrison, J. S., & Wicks, A. C. (2013). Stakeholder Theory, Value and Firm Performance. *Business Ethics Quarterly*, *23*(1), 97-124.

Henseler, J. (2017). Bridging Design and Behavioral Research With Variance-Based Structural Equation Modeling. *Journal of Advertising, 46*(1), 178–192.

Hernández-Espallardo, M., Rodríguez-Orejuela, A., & Sánchez-Pérez, M. (2010). Inter-organizational governance, learning and performance in supply chains. *Supply Chain Management: An International Journal, 15*(2), 101 - 114.

Hitt, M. A., Xu, K., & Carnes, C. M. (2016). Resource based theory in operations management research. *Journal of Operations Management, 41*, 77-94.

Hlakudi, N. J. (2012). *Preferential procurement and emerging enterprises.* Master's Thesis, University of the Witwatersrand, Johannesburg.

Hoejmose, S. U., Roehrich, J. K., & Grosvold, J. (2014). Is doing more doing better? The relationship between responsible supply chain management and corporate reputation. *Industrial Marketing Management, 43*, 77-90.

Hoejmose, S., Brammer, S., & Millington, A. (2013). *International Journal of Operations & Production Management, 33*(5), 589 - 621.

Hooper , D., Coughlan, J., & Mullen, M. (2008). Structural equation modelling: guidelines for determining model fit. *Electronic Journal of Business Research Methods*, *6*(1), 53-60.

Huang, Y. C., Yang, M. L., & Wong, Y. J. (2016). Institutional pressures, resources commitment and returns management. *Supply Chain Management: An International Journal, 21*(3), 398–416.

IHS Economics and Country Risk. (2015). *24 Mar 2015 South Africa Country Monitor.* Retrieved February 22, 2017, from www.ihs.com

Industrial Development Corporation. (2016). *Economic Overview: Recent developments in the global and South African economies.* IDC Department of Research and Information.Johannesburg.

Islam, M. M., & Siwar, C. (2013). A Comparative Study of Public Sector Sustainable Procurement Practices, Opportunities and Barriers. *Procurement Practices, Opportunities and Barriers, 9*(3), 62 – 84.

Jeffery, A. (2010). *Chasing the rainbow: South Africa's move from Mandela to Zuma.* South African Institute of Race Relations.Pre.toria

Jenkins , B., & Ishikawa, E. (2010). *Scaling Up Inclusive Business: Advancing the Knowledge and Action Agenda.* Washington, DC: International Finance Corporation and the Harvard Kennedy School. Retrieved October 25, 2017, from http://www.ifc.org

Jimena, J. (2011, January). Inclusive business: the next challenge. *Canadian Mining Journal*, p. 8. Retrieved April 29, 2017, from http://www.canadianminingjournal.com

Johnsen, T., Miemczyk, J., & Howard, M. (2017). Systematic Literature Review of Sustainable Purchasing and Supply Research: Theoretical Perspectives and Opportunities for IMP-Based Research. *Industrial Marketing Management, 61*, 130 -143.

Jonker, J., & Pennink, B. (2010). *The essence of research methodology: A concise guide for master and PhD students in management science.* Heidelberg: Springer Science & Business Media.

Kabadayi, S., & Ryu, S. (2007). The protection of the trust or through the use of control mechanisms and its performance implications. *Journal of Business and Industrial Marketing, 22*(4), 260–271.

Kashmanian, R. (2015). Building a sustainable supply chain: key elements. *Environmental Quality Management, 24*(3), 17-41.

Kelly, S., Vergara, N., & Bammann, H. (2015). *Inclusive Business Models: Guidelines for improving linkagesbetween producer groups and buyers of agricultural produce.* Food and Agriculture Organisation of The United Nations. Retrieved July 14, 2017, from http://www.fao.org

Kim, D., & Lee, R. P. (2010). Systems Collaboration and Strategic Collaboration: Their Impacts on Supply Chain Responsiveness and Market Performance. *Decision Sciences, 41*(4), 955 - 981.

Klein, M. H. (2008). *Poverty Alleviation through Sustainable Strategic Business Models: Essays on Poverty Alleviation as a Business Strategy* . Rotterdam: Erasmus University, Erasmus Research Institute of Management.

Koskela-Huotari, K., & Vargo, S. L. (2016). Institutions as resource context. *Journal of Service Theory and Practice, 26*(2), 163 - 178.

Kotabe, M., Mol, M. J., & Murray, J. Y. (2008). Outsourcing, performance, and the role of e-commerce: A dynamic perspective. *Industrial Marketing Management, 37*(1), 37-45.

Kothari, C. R. (2004). *Research Methodology Methods and Techniques* (2nd Revised ed.). New Delhi: New Age International.

Kraaijenbrink, J., Spender, J. C., & Groen, A. (2010). The resource-based view: A review and assessment of its critiques. *Journal of management*, *36*(1), 349-372.

Kumar, G., Banerjee, R. N., Meena, P. L., & Ganguly, K. (2016). Collaborative culture and relationship strength roles in collaborative relationships: a supply chain perspective. *Journal of Business & Industrial Marketing*, *31*(5), 587–599.

Kumar, R. (2011). *Research Methodology: a step-by-step guide for beginners* (3rd ed.). London: SAGE Publishing Ltd.

Lai, K. K., Liu, T. L., & Kao, F. C. (2009). Why is quality improving continuously? An integrated perspective of institution theory and the resource-based view of the firm. *Total Quality Management, 20*(10), 1111–1122.

Lazzarini, S. (2015). Strategizing by the Government: Can Industrial Policy Create Firm-level Competitive Advantage? *Strategic Management Journal*, *36*, 97–112.

Lee, J. J., & Sehoole, C. (2015). Regional, continental, and global mobility to an emerging economy: the case of South Africa. *Higher Education, 70*(5), 827–843.

Lee, V. H., Foo, A. T., Leong, L. Y., & Ooi, K. B. (2016).). Can competitive advantage be achieved through knowledge management? A case study on SMEs. *Expert Systems with Applications*, *65*, 136-151.

Li, C. H. (2016). Confirmatory factor analysis with ordinal data: Comparing robust maximum likelihood and diagonally weighted least squares. *Behavior Research Methods, 48*(3), 936–949.

Lin, H., & Darnall, N. (2015). Strategic Alliance Formation and Structural Configuration. *Journal of Business Ethics, 127*, 549–564.

Liu, H., Ke, W., Kee Wei, K., Gu, J., & Chen, H. (2010). The role of institutional pressures and organizational culture in the firm’s intention to adopt internet-enabled supply chain management systems. *Journal of Operations Management, 28*, 372–384.

Loader, K. (2013). Is public procurement a successful small business support policy? A review of the evidence. *Environment and Planning C: Government and Policy, 31*, 39 – 55.

Loosemore, M. (2016). Social procurement in UK construction projects. *International Journal of Project Management, 34*(2), 133–144.

Lozano, R., Carpenter, A., & Huisingh , D. (2015). A review of 'theories of the firm' and their contributions to Corporate Sustainability. *Journal of Cleaner Production, 106,* 430-442.

Mahadea, D. (2012). Prospects of Enterpreneurship to the Challenge of Job Creation in South Africa. *Journal of Developmental Entrepreneurship, 17*(4), 1-17.

Mahdi, O. R., & Almsafir, M. K. (2014). The role of strategic leadership in building sustainable competitive advantage in the academic environment. *Procedia-Social and Behavioral Sciences, 129*, 289-296.

Mansi, M. (2015). Sustainable procurement disclosure practices in central public sector enterprises: Evidence from India. *Journal of Purchasing & Supply Management, 21*, 125 – 137.

Marais, L. (2008). *Missing the Target: Business Development Support to the Second Economy*. Trade and Industrial Policy Strategies (TIPS).

Marsh, H. W., Morin, A. J., Parker, P. D., & Kaur, G. (2014). Exploratory structural equation modeling: An integration of the best features of exploratory and confirmatory factor analysis. *Annual review of clinical psychology, 10*, 85-110.

Mashele, F. (2016). *The Relationship Between Sustainability and Compliance in a Procurement Context.* MBA Thesis, Gordon Institute of Business Science, University of Pretoria.Johannesburg.

Masiko, D. M. (2013). *Strategic procurement practices and procurement performance among commercial banks in Kenya.* MBA Thesis, University of Nairobi.Nairobi.

Maswaganyi, N. (2016, March 31). *Local procurement is still low despite accord, says chamber*. Retrieved October 12, 2016, from Business Day: http://www.bdlive.co.za

McCrudden, C. (2004). Using public procurement to achieve social outcomes. *Natural Resources Forum, 28*, 257–267.

McKague, K., Wheeler, D., Cash, C., Comeault, C., & Ray, E. (2011). Introduction to the special issue on growing inclusive markets. *Journal of Enterprising Communities: People and Places in the Global Economy, 5*(1), 5-10.

McMurray, A. J., Islam, M., Siwar, C., & Fien, J. (2014). Sustainable procurement in Malaysian organizations: Practices, barriers and opportunities. *Journal of Purchasing & Supply Management, 20*, 195–207.

Meckenstock, J., Barbosa-Póvoa, A. P., & Carvalho, A. (2016). The wicked character of sustainable supply chain management: Evidence from sustainability reports. *Business Strategy and the Environment, 25*(7), 449-477.

Meehan, J., & Bryde, D. (2011). Sustainable Procurement Practice. *Business Strategy and the Environment, 20*, 94–106.

Meehan, J., & Bryde, D. J. (2015). A field-level examination of the adoption of sustainable procurement in the social housing sector. *International Journal of Operations & Production Management, 35*(7), 982 - 1004.

Meixell, M. J., & Luoma, P. (2015). Stakeholder pressure in sustainable supply chain management: A systematic review. *International Journal of Physical Distribution & Logistics Management, 45*(1/2), 69-89.

Meyer, R. E., & Höllerer, M. A. (2014). Does Institutional Theory Need Redirecting? *Journal of Management Studies, 51*(7), 1221 - 1233.

Migiro, S. O. (2010). Public sector procurement and black economic empowerment in South Africa: Challenges of preferential procurement and decentralisation of the provincial tender board. *Journal of Social Development in Africa, 25*(2), 177-195.

Mofokeng, M. (2012). *Improving the Effectiveness of Public Entities Procurement Practices.* Masters Thesis, University of Johannesburg.Johannesburg.

Morali, O., & Searcy, C. (2013). A Review of Sustainable Supply Chain Management Practices in Canada. *Journal of Business Ethics, 117*, 635–658.

Moré, R. P., Telles, R., Marinho, S. V., & Corrêa, F. B. (2016). Institutional Theory of Strategic Capacity and Competitive Advantage: Theoretical View of the Information Technology Industry in Brazil. *International Journal of Business Management and Economic Research, 7*(3), 671-679.

Morobe, D. (2017, September 2017). *Small firms are still in need of helping hand*. Retrieved December 15, 2017, from Business Day Live: http://www.bdlive.co.za

Moxham, C., & Kauppi, K. (2014). Using organisational theories to further our understanding of socially sustainable supply chains: The case of fair trade. *Supply Chain Management: An International Journal*, 413–420.

Mutalemwa, D. K. (2015). Does globalisation impact SME development in Africa? *African Journal of Economic and Management Studies, 6*(2), 164 - 182.

Mzobe, N. (2015). *The role of education and financial inclusion in Africa: The case of selected African countries.* Masters Thesis, University of Stellenbosch.Stellenbosch.

Nath, P., Nachiappan, S., & Ramanathan, R. (2010). The impact of marketing capability, operations capability and diversification strategy on performance: A resource-based view. *Industrial Marketing Management*, *39*, 317–329.

National Planning Commission. (2011). *National Development Plan. Vision 2030.* Cape Town: The Commission

National Treasury. (2015). *2015 Public Sector Supply Chain Management Review.*

National Treasury. (2016a, February 24). *2016 Budget Speech*. Retrieved from The National Treasury Department, Republic of South Africa: www.treasury.gov.za/documents/national%20budget/2016/speech/speech.pdf

NEPAD. (2010). *Africa's Renaissance – dream or reality?, asks former president John Kufuor at the launch of the Thabo Mbeki Foundation*. Retrieved March 11, 2017, from NEPAD: www.nepad.org

Nijaki, L. K., & Worrel, G. (2012). Procurement for sustainable local economic development. *International Journal of Public Sector Management, 25*(2), 133 - 153.

Nurunnabi, M. (2015). Tensions between politico-institutional accounting regulation in a developing economy: insights from institutional theory. *Business Ethics: A European Review, 24*(4), 398 - 424.

Nusair, K., & Hua, N. (2010). Comparative assessment of structural equation modeling and multiple regression research methodologies: E-commerce context. *Tourism Management, 31*(3), 314-324.

OECD. (2015). *OECD Recommendation of the Council on Public Procurement.* Retrieved October 12,2016, from http://www.oecd.org

OECD and World Bank Group. (2015). *Inclusive Global Value Chains: Policy options in trade and complementary areas for GVC Integration by small and medium enterprises and low-income developing countries.* Washington DC: OECD and World Bank Group.

Oguttu, A. W. (2011). Developing South Africa as a gateway for foreign investment in Africa : a critique of South Africa's headquarter company regime. *South African Yearbook of International Lawvol. 36*, 61-93.

Oke, A., Prajogo, D. I., & Jayaram, J. (2013). Strengthening the innovation chain: The role of internal innovation climate and strategic relationships with supply chain partners. *Journal of Supply Chain Management, 49*(4), 43-58.

Okubena, O. (2016). Accountability and Transparency: Procurement issues in selected municipalities in South Africa. *Journal of Finance, Accounting and Management, 7*(2), 39-52.

Oliva, R., & Watson, N. (2011). Cross-functional alignment in supply chain planning: A case study of sales and operations planning. *Journal of Operations Management, 29*, 434–448.

Oliver, C. (1997). Sustainable Competitive Advantage: Combining Institutional and Resource-Based Views. *Strategic Management Journal, 18*(9), 697-713.

Pagell, M., & Shevchenko, A. (2014). Why research in sustainable supply chain management should have no future. *Journal of Supply Chain Management, 50*(1), 44-55.

Park-Poaps, H., & Rees, K. (2010). Stakeholder Forces of Socially Responsible Supply Chain Management Orientation. *Journal of Business Ethics, 92*, 305–322.

Parmar, B. L., Freeman, R. E., Harrison, J. S., Wicks, C. A., Purnell, L., & de Colle, S. (2010). Stakeholder Theory: The State of the Art. *The Academy of Management Annals, 4*(1), 403-445.

Paulraj, A. (2011). Understanding the relationships between internal resources and capabilities, sustainable supply management and organizational sustainability. *Journal of Supply Chain Management, 47*(1), 19 -37.

Phakathi, B. (2015, June 29). *Without real inclusivity, there can be no growth*. Retrieved from Business Day: http://www.bdlive.co.za

Porter, M. E., & Kramer, M. R. (2011). The Big Idea: Creating Shared Value. *Harvard Business Review, 89*(1/2), 62-77.

Prahalad, C. K. (2012). Bottom of the Pyramid as a Source of Breakthrough Innovations. *Journal of Product Innovation Management, 29*(1), 6–12.

Preuss, L. (2009). Addressing sustainable development through public procurement: the case of local government. *Supply Chain Management: An International Journal*, *14*(3), 213-223.

Preuss, L., & Walker, H. (2011). Psychological Barriers In The Road To Sustainable Development: Evidence From Public Sector Procurement. *Public Administration, 89*(2), 493–521.

Proudly South African . (2017, March 20). *Buy local and create a job: how Proudly South African is helping small businesses*. Retrieved from Sowetan Live: http://www.sowetan.co.za

Qobo, K. (2013). Competition Policy Response to State Intervention: A Competition Practitioner's Perspective on IPAP5. *Seventh Annual Competition Conference 2013.*

Rabee'a Mahdi, O., & Almsafir, M. K. (2012). Diagnosing of Sustainable Competitive Advantage Using Six Sigma Methodology. *International Journal of Business and Management, 7*(7), 94 -109.

Rainey, L. D. (2008). *Sustainable business development: Inventing the future through strategy, innovation and leadership.* Cambridge: Cambridge University Press.

Rao, P., & Holt, D. (2005). Do green supply chains lead to competitiveness and economic performance? *International Journal of Operations & Production Management*, *25*(9), 898 - 916.

Rashidirad, M., Soltani, M., & Salimian, H. (2015). ‘Reductionistic’ and ‘Holistic’ Views of Resource-Based Theory: A Review of the Literature. *Strategic Change, 24*, 509–525.

Reficco, E., & Márquez, P. (2012). Inclusive Networks for Building BOP Markets. *Business & Society, 51*(3), 512–554.

Republic of South Africa. (1996). *The Constitution of South Africa (Act No. 108 of 1996).* Cape Town: Government Printers.

Republic of South Africa. (2017). *Preferential Procurement Policy Framework Act 5 of 2000: Preferential Procurement Regulations.* Cape Town: Government Printers.

Republic of the United States of America. (2015). *Executive order 13693- Planning for federal sustainability in the next decade.* Washington DC: The White House.

Ribaud, C. (2017, December). What if we were seen as a wise counsellor, a change maker? *Supply Management, 22*(9), p. 45.

Roche, M., Duffield, C., & White, E. (2011). Factors in the practice environment of nurses working in inpatient mental health: A partial least squares path modeling approach. *International journal of nursing studies, 48*(12), 1475-1486.

Rogerson, C. (2014). Reframing place-based economic development in South Africa: the example of local economic development. *Bulletin of Geography. Socio–economic Series, 24,* 203–218.

Rolfstam, M. (2012). An institutional approach to research on public procurement of innovation. *Innovation: The European Journal of Social Science, 25*(3), 303-321.

Rösler, U., Hollmann, D., Naguib, J., Oppermann, A., & Rosendahl, C. (2013). *Inclusive business models : Options for support through PSD programmes.* Bonn, Germany: GMZ.

Russo, A., & Perrini, F. (2010). Investigating Stakeholder Theory and Social Capital: CSR in Large Firms and SMEs. *Journal of Business Ethics, 91*, 207–221.

Sanders , N. R. (2007). An empirical study of the impact of e-business technologies on organizational collaboration and performance. *Journal of Operations Management, 25*, 1332–1347.

Sarkis, J., Zhu, Q., & Lai, K. (2011). An organizational theoretic review of green supply chain management literature. *International Journal of Production Economics, 130*, 1–15.

Saunders, M., & Lewis, P. (2012). *Doing research in business & management: An essential guide to planning your project.* Harlow, Essex, England: Prentice Hall.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Business Research Methods for Business Students*. Harlow: Prentice Hall.

Savage, G. T., Bunn, M. D., Gray, B., Xiao, Q., Wang, S., Wilson, E. J., & Williams, E. S. (2010). Stakeholder Collaboration: Implications for Stakeholder Theory and Practice. *Journal of Business Ethics, 96*, 21–26.

Scholvin, S. (2010). The economics of Southern Africa from a geopolitical perspective: why and how geography matters. *Monitoring Regional Integration in Southern Africa*, 93-114.

Schulze-Ehlers, B., Steffen, N., Busch, G., & Spiller, A. (2014). Supply chain orientation in SMEs as an attitudinal construct. *Supply Chain Management: An International Journal, 19*(4), 395–412.

Scott, W. R. (1987). The Adolescence of Institutional Theory. *Administrative Science Quarterly, 32*(4), 493-511.

Seuring, S., & Müller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production, 16*, 1699–1710.

Sikhwari, T. M. (2016). The Influence Of Supplier Information Sharing And Information Quality On Strategic Partnerships And Internal Lean Practices Among SME's In South Africa. *Business & Social Sciences Journal, 1*(2), 68-85.

Silvestre, B. M. (2015). A hard nut to crack! Implementing supply chain sustainability in an emerging economy. *Journal of Cleaner Production, 96*, 171-181.

Simanis, E., & Duke, D. (2014, October). Profits at the Bottom of the Pyramid. *Harvard Business Review*. Retrieved October 28, 2017, from http://hbr.org

Sodhi, M. S. (2015). Conceptualizing Social Responsibility in Operations Via Stakeholder Resource-Based View. *Production and Operations Management Society, 24*(9), 1375–1389.

South African Government. (2017, February 9). *President Jacob Zuma: 2017 State of the Nation Address*. Retrieved February 18, 2017, from http://www.gov.za/speeches/president-jacob-zuma-2017-state-nation-address-9-feb-2017-0000

Sridharan, R., & Simatupang, T. M. (2013). Power and trust in supply chain collaboration. *International Journal of Value Chain Management, 7*(1), 76 - 96.

Stazyk, E. C., Pandey, S. K., & Wright, B. E. (2011). Understanding Affective Organizational Commitment: The Importance of Institutional Context. *The American Review of Public Administration, 41*(6), 603–624.

Stubert, A. (2012). *Inclusive Business – The Next Frontier for Corporate Responsibility*. Corporate Citizenship. Retrieved October 25, 2017, from http://www.corporate-citizenship.com

Suhr, D. D. (2006, March 1). Paper 200-31 Exploratory or Confirmatory Factor Analysis? Retrieved October 7 , 2015, from http://support.sas.com

Tang, V. (2008). Zoning in on South Africa's Industrial Development Zones. *TIPS Annual Forum.* Pretoria: Trade and Industrial Policy Strategies.

Taylor, S. A. (2017). *Transitioning to a green economy: What are the key mechanisms available to the public sector to enable an environment for private sector investment in transitioning to a green economy within (South) Africa? Case analysis: lessons from the Western Cape gov.* Doctoral dissertation, University of Cape Town. Retrieved December 19, 2017, from http://open.uct.ac.za

Terpend, R., & Krause, D. R. (2015). Competition or Cooperation? Promoting Supplier Performance with Incentives Under Varying Conditions of Dependence. *Journal of Supply Chain Management, 51*(4), 29-53.

Terziovski, M. (2010). Innovation Practice and its Performance Implications in Small and Medium Enterprises (SMEs) in the Manufacturing Sector: A Resource-Based View. *Strategic Management Journal, 31*, 892–902.

Thakkar, J., Kanda, A., & Deshmukh, S. G. (2008). A conceptual role interaction model for supply chain management in SMEs. *Journal of Small Business and Enterprise Development, 15*(1), 74 - 95.

Theodorakopoulos, N. (2012). A management tool for developing the relationships between large purchasing organisations and small ethnic minority suppliers. *Journal of Management Development, 32*(1), 113-126.

Theodorakopoulos, N., Ram, M., & Kakabadse, N. (2015). Procedural Justice in Procurement Management and Inclusive Interorganizational Relations: An Institutional Perspective. *British Journal of Management, 26*, 37–254. doi:10.1111/1467-8551.12071

Tomas, G., Hult, M., Mena, J. A., Ferrel, O. C., & Ferrel, L. (2011). Stakeholder marketing: a definition and conceptual framework. *Academy of Marketing Science, 1*, 44–65.

Touboulic, A., & Walker , H. (2015b). Theories in sustainable supply chain management: a structured literature review. *International Journal of Physical Distribution & Logistics Management, 45*(1/2), 16-42.

Touboulic, A., & Walker, H. (2015a). Love me,love me not: A nuanced view on collaboration in sustainable supply chains. *Journal of Purchasing & Supply Management, 21*, 178-191.

Tuomela-Pyykkönen, M., Aaltonen, K., & Haapasalo, H. (2015). Procurement in the real estate and construction sector (RECS) - Preliminary context-specific attributes. *Procedia Economics and Finance, 21*, 264 – 270.

Turley, L., & Perera, O. (2014). *Implementing sustainable public procurement in south africa: Where to start.* International Institute for Sustainable Development. Canada.

Ullah, I. (2010). Data Mining Algorithms And Medical Sciences. *International Journal of Computer Science & Information Technology (IJCSIT), 2*(6), 127-136.

UNDP African Facility for Inclusive Markets. (2013). *Realizing Africa's Wealth: Building Inclusive Businesses for Shared Prosperity.* New York: United Nations Development Programme. Retrieved July 29,2017, from http://www.undp.org

United Nations Development Programme. (2010a). *Inclusive Markets Development Handbook.* New York: United Nations Development Programme.Retrieved from http://www.undp.org

United Nations Development Programme. (2010b). *Inclusive Markets Development. Brokering Inclusive Business Models.* New York: United Nations Development Programme.Retrieved from http://www.undp.org

United Nations Development Programme. (2015, November 17). *G20 Leaders: Call to Action on Inclusive Business*. Retrieved December 15, 2017, from United Nations Development Programme: http://www.undp.org

Van de Vijver, M., Vos, B., & Akkermans, H. (2011). A tale of two partnerships: Socialization in the development of buyer–supplier relationships. *Journal of Supply Chain Management, 47*(4), 23-41.

Van Gossum, P., & Arts, B. (2010). From ‘‘smart regulation’’ to ‘‘regulatory arrangements’’. *Policy Sciences, 43*, 245–261.

van Tulder, R., & da Rosa, R. (2011). *Inclusive business through partnerships. Special Contribution to Fourth High Level Forum on Aid Effectiveness.* Rotterdam: Partnerships Resource Centre. Retrieved July 14, 2017, from http://www.partnershipsresourcecentre.org

van Zyl, L. E. (2014). *Research methodology for the economic and management sciences.* Essex: Pearson.

Vandenberghe, V. (2017). *The productivity challenge. What to expect from better-quality labour and capital inputs?* Discussion Paper 2016-30.Belgium:Institut de Recherches Economique et Sociales

Virah-Sawmy, M. (2015). Growing inclusive business models in the extractive industries: Demonstrating a smart concept to scale up positive social impacts. *The Extractive Industries and Society, 2*, 676–679.

Vorley, B., & Thorpe, J. (2014). *Success factors for lead firms to shape inclusive procurement.* London: International Institute for Environment and Development.

Vracheva, V., & Mason, R. (2015). Creating Firm Value through Stakeholder Management and Regulation. *Journal of Managerial Issues, XXVII*(1- 4), 120-140.

Wach, E. (2012). *IDS Practice Paper 9 : Measuring the 'Inclusivity' of Inclusive Business.* Institute of Development Studies.Brighton

Waldman, D., & Balven, R. M. (2014). Responsible leadership: Theoretical issues and research directions. *The Academy of Management Perspectives, 28*(3), 224-234.

Walker, H., & Brammer, S. (2009). Sustainable procurement in the United Kingdom public sector. *Supply Chain Management: An International Journal, 14*(2), 128 - 137.

Wang, E. T., Tai, J. C., & Grover, V. (2013). Examining the Relational Benefits of Improved Interfirm Information Processing Capability in Buyer–supplier Dyads. *MIS Quarterly, 37*(1), 149-173.

Weber, M., & Witkos, B. (2013). Compliance with Public Procurement Rules in the Area of Structural Funds. *European Structural and Investment Funds Journal, 1*, 35 -39.

Wegner, T. (2010). *Applied business statistics: Methods and excel-based applications.* Cape Town: Juta and Company Ltd.

Winter, M., & Knemeyer, A. M. (2013). Exploring the integration of sustainability and supply chain management. *International Journal of Physical Distribution & Logistics Management, 43*(1), 18 -38.

Witjes, S., & Lozano, R. (2016). Towards a more Circular Economy: Proposing a framework linking sustainable public procurement and sustainable business models. *Resources, Conservation and Recycling, 112*, 37–44.

Wolf, J. (2014). The Relationship between Sustainable Supply Chain, Stakeholder Pressure and Corporate Sustainability Performance. *Journal of Business Ethics, 119*, 317-328.

World Bank. (2013, April 13). *Mexico Moves to Results-based Procurement System*. Retrieved from The World Bank: http://www.worldbank.org

World Bank. (2016). *Poverty and Shared Prosperity 2016: Taking on Inequality*. World Bank, Washington, DC:. Retrieved March 17, 2017, from http://www.worldbank.org

World Bank. (2016a, February). *South Africa Economic Update: Promoting Domestic Competition Between Firms Could Help Spur Growth, Reduce Poverty*. Retrieved from The World Bank: http://www.worldbank.org

World Bank. (2016b). *South Africa Economic Update: Promoting Faster Growth and Poverty Alleviation Through Competition.* Washington, DC: The World Bank.

World Economic Forum. (2016). *The Global Competitiveness Report 2016 -2017*. The World Economic Forum.

Wu, M. (2012). Managing Stakeholders: An Integrative Perspective on the Source of Competitive Advantage. *Asian Social Science, 8*(10), 160 -172.

Wu, M. (2013). Towards a Stakeholder Perspective on Competitive Advantage. *International Journal of Business and Management, 8*(4), 20-29.

Wu, M. Y., Weng, Y. C., & Huang , I. C. (2012). A study of supply chain partnerships based on the commitment-trust theory. *Asia Pacific Journal of Marketing and Logistics, 24*(4), 690 - 707.

Wu, T., Daniel, E. M., Hinton, M., & Quintas, P. (2013). Isomorphic mechanisms in manufacturing supply chains: a comparison of indigenous Chinese firms and foreign-owned MNCs. *Supply Chain Management: An International Journal, 18*(2), 161–177.

Xiao, Y., Zheng, X., Pan, W., & Xiao, X. (2010). Trust, relationship commitment and cooperative performance: supply chain management. *Chinese Management Studies, 4*(3), 231 - 243.

Yang, Y., & Konrad, A. M. (2011). Understanding Diversity Management Practices: Implications of Institutional Theory and Resource-Based Theory. *Group & Organization Management, 36*(1), 6–38.

Yin, J., & Jamali, D. (2016). Strategic corporate social responsibility of multinational companies subsidiaries in emerging markets: Evidence from China. *Long Range Planning, 49*(5), 541-558.

Zhang, S., Zhang, C., & Yang, Q. (2003). Data Preparation for Data Mining. *Applied Artificial Intelligence*, *17*, 375–381.

Zhaoquan, J., & Yi, L. (2014). The Impacts of Power and Relationship Commitment between Integrator and Supplier on the Performance of Service Supply Chain Integration:an Empirical Study of the Service Industries in South China. *Pakistan Journal of Statistics, 30*(5), 957-972.

APPENDIX A: RESEARCH QUESTIONNAIRE

Good day,

My name is Faith Mashele and I am currently completing a doctoral degree (PhD) in at the University of the Witwatersrand, Johannesburg. My current research is titled "**Supply Chain Predictors of Sustainable Procurement and Inclusive Business in South Africa**". Through my research, I aim to explore the influence of sustainable procurement on inclusive business models through procurement and supply chain management practitioners in South Africa. The results of this study will contribute to the literature in sustainable development in a procurement context. I am inviting you to be a participant in my current research study.

By being a participant in this research study I would request you to complete the questionnaire attached to this information sheet. With your permission, I ask that you complete this questionnaire and kindly return it to the researcher. This should not take more than 8 minutes of your time.

Your participation in this research is voluntary and I can guarantee that your personal details will remain anonymous throughout this research study as well as in the final research dissertation. You as the participant may refuse to answer any questions which you feel uncomfortable with and may also feel free to withdraw from this study at any time. By being a participant in this research you will not receive payment of any form and the information you disclose will be used in the research report.

This research will be written into a Doctoral dissertation in the School of Economic and Business Sciences (SEBS) and will be available through the University's website. Should you require a summary of the research; the researcher can make it available to you.

Should you have any further questions or queries you are welcome to contact the researcher or my Supervisors, Professor Richard Chinomona at any time at the contact details provided below.

Researcher name: Faith Mashele	Research Supervisor: Prof Richard Chinomona
Email 0001792A@students.wits.ac.za	Email richard.chinomona@wits.ac.za
Phone +27 72 990 0389	+27 11 717 8085

SECTION A: PERSONAL QUESTIONS

Please mark the appropriate box with a tick (√) in the space provided.

A1. WHAT IS YOUR GENDER

Male	
Female	

A2. CURRENT JOB TITLE

Executive Director/ Executive Committee Member	
Supply Chain/Sourcing /Contract Manager	
Procurement Compliance Manager	
Sourcing/ Contract/ Compliance Specialist	
Procurement/Supply Chain Team Member	
Other	

A3. WHICH BUSINESS SECTOR DOES YOUR ORGANISATION OPERATE IN?

Private Sector	
Public Sector	

A4. WHICH INDUSTRY DOES YOUR ORGANISATION OPERATE IN?

BANKING AND FINANCE	
INFRASTRUCTURE	

INFORMATION TECHNOLOGY	
INSURANCE	
MANAGEMENT CONSULTING	
MANUFACTURING	
MINING	
PETROCHEMICALS	
RETAIL	
STATE OWNED ENTITY (SOE)	
GOVERNMENT DEPARTMENT	
OTHER	

A5. WHAT IS YOUR TOTAL YEARS OF EXPERIENCE IN THE PROCUREMENT FIELD?

0 to 5 years	
5 to 10 years	
10 to 15 years	
15 to 20 years	
20 to 25 years	
Over 25 years	

A6. WHICH OF THE FOLLOWING PRACTICES HAVE BEEN ADOPTED IN YOUR ORGANISATION?

Purchase recycled OR environmentally preferred products	
Integrate principles of waste minimisation and energy reduction	
Purchase locally manufactured products	
Preference of local suppliers	
Preference of procurement from Black owned suppliers	
Procurement from Youth Owned suppliers	
Supplier development through incubation of SMEs	
Collaborative partnerships between large enterprises and SMEs	

SECTION B: STRATEGIC PARTNERSHIPS

This section contains statements that relate to your personal views on strategic partnerships in supply chain

Please indicate with an "√" under your selected answer on a scale of 1 - 5, where 5 is "strongly agree" and 1 is "strongly disagree	**Strongly Agree**				**Disagree**
	5	**4**	**3**	**2**	**1**
B1. Our organisation's procedures are compatible with our supply chain partners' business procedures	☐	☐	☐	☐	☐
B2. The goals and objectives of my organisation are compatible with our supply chain partners' in business dealings.	☐	☐	☐	☐	☐
B3. Managers from our organisation and those of our supply chain partners have compatible approaches to business dealings	☐	☐	☐	☐	☐
B4. Information sharing on important issues has become a critical element to maintain our partnerships.	☐	☐	☐	☐	☐
B5. In general, our company is very satisfied with the quality of the relationships that we have with our supply chain partners.	☐	☐	☐	☐	☐

SECTION C: COMPETITIVE ADVANTAGE

This section contains statements that relate to your personal views on competitive advantage

Please indicate with an "√" under your selected answer on a scale of 1 - 5, where 5 is "strongly agree" and 1 is "strongly disagree	**Strongly Agree**				**Disagree**
The manner in which my organisation operates leads to:	**5**	**4**	**3**	**2**	**1**
C1 Improved efficiency	☐	☐	☐	☐	☐
C2 Quality improvement	☐	☐	☐	☐	☐
C3 Productivity improvement	☐	☐	☐	☐	☐
C4 Cost saving	☐	☐	☐	☐	☐

SECTION D: FAMILIARITY WITH PROCUREMENT POLICIES

This section contains statements that relate to your personal views on familiarity with procurement policies

Please indicate with an "√" under your selected answer on a scale of 1 - 5, where 5 is "strongly agree" and 1 is "strongly disagree	**Strongly Agree**				**Disagree**
	5	**4**	**3**	**2**	**1**
D6 Our supply chain and procurement team members are clear on how to apply public procurement regulations	☐	☐	☐	☐	☐
D7 Our supply chain and procurement team members are well conversant with the legal obligations to follow the public procurement regulations.	☐	☐	☐	☐	☐

Please indicate with an “√” under your selected answer on a scale of 1 - 5, where 5 is “strongly agree” and 1 is “strongly disagree	Strongly Agree				Disagree
	5	4	3	2	1
D8 I believe that the overall knowledge of procurement rules is low among the supply chain and procurement team members in public procuring entities	☐	☐	☐	☐	☐
D9 Bidders complain often regarding the outcome of the tender processes	☐	☐	☐	☐	☐
D10 I believe that supply chain and procurement teams tend to ignore the public procurement regulations	☐	☐	☐	☐	☐

SECTION E: TRUST WITHIN SUPPLY CHAINS

This section contains statements that relate to your personal views on trust within supply chains

Please indicate with an “√” under your selected answer on a scale of 1 - 5, where 5 is “strongly agree” and 1 is “strongly disagree	Strongly Agree				Disagree
	5	4	3	2	1
E1 When making important decisions, our major suppliers are concerned about the welfare of our organisation	☐	☐	☐	☐	☐
E2 When it comes to things that are important to our organisation, we can depend on our supplier’s support.	☐	☐	☐	☐	☐
E3 We can count on our major suppliers to consider how its decisions and actions will affect our organisation	☐	☐	☐	☐	☐
E4 Though circumstances change, we believe that our major suppliers will be ready and willing to offer us assistance and support.	☐	☐	☐	☐	☐
E5 Our major suppliers keep promises it makes to our organisations	☐	☐	☐	☐	☐
E6 Our organisation can count on our major supplier to be sincere.	☐	☐	☐	☐	☐

SECTION F: ORGANISATIONAL INCENTIVES

This section contains statements that relate to your personal views on organisational incentives

Please indicate with an "√" under your selected answer on a scale of 1 - 5, where 5 is "strongly agree" and 1 is "strongly disagree	**Strongly Agree**				**Disagree**
	5	**4**	**3**	**2**	**1**
F1 I believe that there is a risk of internal restrictions in my organisation	☐	☐	☐	☐	☐
F2 Budgets can be transferred between departments	☐	☐	☐	☐	☐
F3 I believe that our internal clients are knowledgeable	☐	☐	☐	☐	☐
F4 I believe that knowledge controllers in my organisation are effective	☐	☐	☐	☐	☐

SECTION G: SUSTAINABLE PROCUREMENT

This section contains statements that relate to your personal views on sustainable procurement

Please indicate with an "√" under your selected answer on a scale of 1 - 5, where 5 is "strongly agree" and 1 is "strongly disagree	**Strongly Agree**				**Disagree**
	5	**4**	**3**	**2**	**1**
G1 My organisation has developed targets for sustainable procurement	☐	☐	☐	☐	☐
G2 All our procurement staff receive training on the impact of sustainability on purchasing decision-making	☐	☐	☐	☐	☐
G3 We have made our suppliers aware of our sustainable procurement policy and practices	☐	☐	☐	☐	☐
G4 My organisation helps to develop its suppliers' sustainability performance (e.g. through auditing)	☐	☐	☐	☐	☐
G5 We currently have ISO14001 certification	☐	☐	☐	☐	☐
G6 My organisation has integrated sustainability into its procurement process	☐	☐	☐	☐	☐

Please indicate with an "√" under your selected answer on a scale of 1 - 5, where 5 is "strongly agree" and 1 is "strongly disagree	Strongly Agree				Disagree
	5	4	3	2	1
G7 My organisation specifies sustainability criteria in its contract notices	☐	☐	☐	☐	☐
G8 We have a written procurement policy stating our commitment to purchasing sustainable goods & services	☐	☐	☐	☐	☐
G9 My organisation favours suppliers that rate highly on sustainability during the tender process	☐	☐	☐	☐	☐
G10 We have taken action to develop procurement policies that consider sustainability	☐	☐	☐	☐	☐

SECTION H: INCLUSIVE BUSINESS

This section contains statements that relate to your personal views on inclusive business

Please indicate with an "√" under your selected answer on a scale of 1 - 5, where 5 is "strongly agree " and 1 is "strongly disagree	Strongly Agree				Disagree
	5	4	3	2	1
H1 I believe that there is adequate knowledge and skills among SMEs	☐	☐	☐	☐	☐
H2 I believe that there is adequate market information	☐	☐	☐	☐	☐
H3 I believe that regulations are effective	☐	☐	☐	☐	☐
H4 I believe that there is adequate infrastructure	☐	☐	☐	☐	☐
H5 I believe that there is adequate access to finance among the SMEs					

APPENDIX B: MEASUREMENT SCALE ITEMS

Strongly disagree to strongly agree 1-5

STRATEGIC PARTNERSHIPS VARIABLE
1. Our company's procedures are compatible with our supply chain partners' business procedures.
2. The goals and objectives of our company are compatible with our supply chain partners' in business dealings.
3. Managers from our company and those of our supply chain partners have compatible approaches to business dealings.
4. Information sharing on important issues has become a critical element to maintain our partnerships.
5. In general, our company is very satisfied with the quality of the relationships that we have with our supply chain partners.
Source: Sikhwari, T, M. (2016) The Influence of Supplier Information Sharing and Information Quality On Strategic Partnerships and Internal Lean Practices Among SME's in South Africa. *Business & Social Sciences Journal*, 1(2)68-85

COMPETITIVE ADVANTAGE
The manner in which my organisation operates leads to:
1. Improved efficiency
2. Quality improvement
3. Productivity improvement
4. Cost saving
Source: Rao, P., & Holt, D. (2005). Do green supply chains lead to competitiveness and economic performance? *International journal of operations & production management*, 25(9), 898-916**.**

FAMILIARITY WITH PROCUREMENT POLICIES	
Original	Adapted
1. Lack of clarity with the applicability of Public procurement regulations	D11 Our supply chain and procurement team members are clear on how to apply public procurement regulations
2. Not all procurement/purchasing employees are well conversant with the legal obligations to follow the public procurement regulations.	D12 Our supply chain and procurement team members are well conversant with the legal obligations to follow the public procurement regulations.
3. The overall knowledge of procurement rules is still low among the purchasing staff in the public procuring entities	D13 I believe that the overall knowledge of procurement rules is sufficient among the supply chain and procurement team members in procuring organisations
4. Bidders complain often regarding the outcome of the tender processes	D14 Bidders are often satisfied with the outcomes of procurement tender processes
5. Most Procurement/purchasing staff tend to ignore the public procurement regulations	D15 I believe that supply chain and procurement teams tend to embrace procurement regulations
Source: Bor, J., Chepkwony, J & Serem, W. (2015) Effects of Familiarity with Procurement Regulations and Perceived Inefficiency of Procedures on Non Compliance to Public Procurement Regulations: A Survey of Kenya's State Corporations. *International Journal of Economics, Commerce & Management 3,(4*), 1-17	

TRUST IN SUPPLY CHAIN VARIABLE
1. When making important decisions, our major dealer is concerned about our welfare.
2. When it comes to things that are important to us, we can depend on our major dealer's support.
3. We can count on our major dear to consider how its decisions and actions will affect us.
4. Though circumstances change, we believe that our major dealer will be ready and willing to offer us assistance and support.
5. Our major dealer keeps promises it makes to our firm.
6. Our firm can count on our major dealer to be sincere.
Source: Kabadayi, S., & Ryu, S. (2007). The protection of the trust or through the use of control mechanisms and its performance implications. *Journal of Business and Industrial Marketing*, 22(4), 260–271.

SUSTAINABLE PROCUREMENT VARIABLE
1. My organisation has developed targets for sustainable procurement
2. All our procurement staff receive training on the impact of sustainability on purchasing decision-making
3. We have made our suppliers aware of our sustainable procurement policy and practices
4. My organisation helps to develop its suppliers' sustainability performance (e.g. through auditing)
5. We currently have ISO14001 certification
6. My organisation has integrated sustainability into its procurement process
7. My organisation specifies sustainability criteria in its contract notices
8. We have a written procurement policy stating our commitment to purchasing sustainable goods & services

SUSTAINABLE PROCUREMENT VARIABLE
9. My organisation favours suppliers that rate highly on sustainability during the tender process
10. We have taken action to develop procurement policies that consider sustainability
Source: Meehan, J., & Bryde, D. (2011). Sustainable procurement practice. *Business Strategy and the Environment*, 20(2), 94-106.

ORGANISATIONAL INCENTIVES
1. Threat from internal restrictions
2. Budgets can be transferred between departments
3. Knowledgeable internal clients
4. Knowledge controllers
Source: Gelderman, C. J., Ghijsen, P. W. T., & Brugman, M. J. (2006). Public procurement and EU tendering directives-explaining non-compliance. *International Journal of Public Sector Management*, 19(7), 702-714.

INCLUSIVE BUSINESS
1. Limited knowledge and skills among SMEs
2. Lack of market information
3. Ineffective regulation
4. Inadequate infrastructure
5. Limited access to finance among the SMEs
Source: Gradl, C. & Jenkins, B. (2011). From Inclusive Business Models to Inclusive Business Ecosystems https://www.hks.harvard.edu/m-rcbg/CSRI/research/publications/report_47_inclusive_business.pdf Accessed (6/11/2016)

APPENDIX C: FREQUENCY ANALYSIS

SECTION B: STRATEGIC PARTNERSHIPS		
B1.Our organisation's procedures are compatible with the business procedures of our supply partners and suppliers		
Row Labels	**Frequency**	**Percentage**
Agree	133	54%
Disagree	20	8%
Neither Agree nor Disagree	35	14%
Strongly Agree	55	22%
Strongly Disagree	5	2%
Grand Total	**248**	**100%**

SECTION B: STRATEGIC PARTNERSHIPS		
B2. The goals and objectives of my organisation are compatible with our supply chain partners' in business dealings		
Row Labels	**Frequency**	**Percentage**
Agree	137	55%
Disagree	22	9%
Neither Agree nor Disagree	33	13%

SECTION B: STRATEGIC PARTNERSHIPS		
Strongly Agree	53	21%
Strongly Disagree	3	1%
Grand Total	**248**	**100%**

SECTION B: STRATEGIC PARTNERSHIPS		
B3. Managers from our organisation and those of our supply chain partners have compatible approaches to business dealings		
Row Labels	**Frequency**	**Percentage**
Agree	111	45%
Disagree	28	11%
Neither Agree nor Disagree	65	26%
Strongly Agree	38	15%
Strongly Disagree	6	2%
Grand Total	**248**	**100%**

SECTION B: STRATEGIC PARTNERSHIPS		
B4. Information sharing on important issues has become a critical element to maintain our partnerships.:		
Row Labels	**Frequency**	**Percentage**
Agree	110	44%

SECTION B: STRATEGIC PARTNERSHIPS		
Disagree	22	9%
Neither Agree nor Disagree	39	16%
Strongly Agree	74	30%
Strongly Disagree	3	1%
Grand Total	**248**	**100%**

SECTION B: STRATEGIC PARTNERSHIPS		
B5. In general, our company is very satisfied with the quality of the relationships that we have with our supply chain partners		
Row Labels	**Frequency**	**Percentage**
Agree	121	49%
Disagree	30	12%
Neither Agree nor Disagree	57	23%
Strongly Agree	38	15%
Strongly Disagree	2	1%
Grand Total	**248**	**100%**

SECTION C: COMPETITIVE ADVANTAGE
C1. The manner in which my organisation operates leads to improved efficiency

SECTION C: COMPETITIVE ADVANTAGE		
Row Labels	**Frequency**	**Percentage**
Agree	125	50%
Disagree	23	9%
Neither Agree nor Disagree	26	10%
Strongly Agree	69	28%
Strongly Disagree	5	2%
Grand Total	**248**	**100%**

SECTION C: COMPETITIVE ADVANTAGE		
C2. The manner in which my organisation operates leads to quality improvement		
Row Labels	**Frequency**	**Percentage**
Agree	118	48%
Disagree	16	6%
Neither Agree nor Disagree	37	15%
Strongly Agree	74	30%
Strongly Disagree	3	1%
Grand Total	**248**	**100%**

SECTION C: COMPETITIVE ADVANTAGE		
C3. The manner in which my organisation operates leads to productivity improvement		
Row Labels	**Frequency**	**Percentage**
Agree	118	48%
Disagree	18	7%
Neither Agree nor Disagree	41	17%
Strongly Agree	68	27%
Strongly Disagree	3	1%
Grand Total	**248**	**100%**

SECTION C: COMPETITIVE ADVANTAGE		
C4. The manner in which my organisation operates leads to cost saving		
Row Labels	**Frequency**	**Percentage**
Agree	108	44%
Disagree	20	8%
Neither Agree nor Disagree	29	12%
Strongly Agree	85	34%
Strongly Disagree	6	2%
Grand Total	**248**	**100%**

SECTION D: FAMILIARITY WITH PROCUREMENT POLICIES		
D1. Our supply chain and procurement team members are clear on how to apply public procurement regulations		
Row Labels	**Frequency**	**Percentage**
Agree	114	46%
Disagree	19	8%
Neither Agree nor Disagree	53	21%
Strongly Agree	56	23%
Strongly Disagree	6	2%
Grand Total	**248**	**100%**

SECTION D: FAMILIARITY WITH PROCUREMENT POLICIES		
D2. Our supply chain and procurement team members are well conversant with the legal obligations to follow procurement regulations		
Row Labels	**Frequency**	**Percentage**
Agree	107	43%
Disagree	26	10%
Neither Agree nor Disagree	58	23%
Strongly Agree	53	21%

Strongly Disagree	4	2%
Grand Total	**248**	**100%**

SECTION D: FAMILIARITY WITH PROCUREMENT POLICIES		
D3. I believe that the overall knowledge of procurement rules is sufficient among the supply chain and procurement team members in procuring organisations		
Row Labels	**Frequency**	**Percentage**
Agree	110	44%
Disagree	30	12%
Neither Agree nor Disagree	49	20%
Strongly Agree	54	22%
Strongly Disagree	5	2%
Grand Total	**248**	**100%**

SECTION D: FAMILIARITY WITH PROCUREMENT POLICIES		
D4. Bidders are often satisfied with the outcomes of procurement tender processes		
Row Labels	**Frequency**	**Percentage**
Agree	105	42%
Disagree	28	11%
Neither Agree nor Disagree	78	31%

SECTION D: FAMILIARITY WITH PROCUREMENT POLICIES		
Strongly Agree	31	13%
Strongly Disagree	6	2%
Grand Total	**248**	**100%**

SECTION D: FAMILIARITY WITH PROCUREMENT POLICIES		
D5. I believe that supply chain and procurement teams tend to embrace procurement regulations		
Row Labels	**Frequency**	**Percentage**
Agree	133	54%
Disagree	14	6%
Neither Agree nor Disagree	40	16%
Strongly Agree	59	24%
Strongly Disagree	2	1%
Grand Total	**248**	**100%**

SECTION E: TRUST WITHIN SUPPLY CHAINS		
E1. When making important decisions, our major suppliers consider the welfare of our organisation		
Row Labels	**Frequency**	**Percentage**
Agree	104	42%

SECTION E: TRUST WITHIN SUPPLY CHAINS		
Disagree	29	12%
Neither Agree nor Disagree	77	31%
Strongly Agree	33	13%
Strongly Disagree	5	2%
Grand Total	**248**	**100%**

SECTION E: TRUST WITHIN SUPPLY CHAINS		
E2. When it comes to things that are important to our organisation, we can depend on our supplier’s support		
Row Labels	**Frequency**	**Percentage**
Agree	122	49%
Disagree	22	9%
Neither Agree nor Disagree	61	25%
Strongly Agree	41	17%
Strongly Disagree	2	1%
Grand Total	**248**	**100%**

SECTION E: TRUST WITHIN SUPPLY CHAINS		
E3. We can count on our major suppliers to consider how its decisions and actions will affect our organisation		
Row Labels	**Frequency**	**Percentage**
Agree	120	48%
Disagree	18	7%
Neither Agree nor Disagree	65	26%
Strongly Agree	41	17%
Strongly Disagree	4	2%
Grand Total	**248**	**100%**
SECTION E: TRUST WITHIN SUPPLY CHAINS		
E4. Though circumstances change, we believe that our major suppliers will be ready and willing to offer us assistance and support		
Row Labels	**Frequency**	**Percentage**
Agree	135	54%
Disagree	13	5%
Neither Agree nor Disagree	59	24%
Strongly Agree	39	16%
Strongly Disagree	2	1%
Grand Total	**248**	**100%**

SECTION E: TRUST WITHIN SUPPLY CHAINS		
E5. Our major suppliers keep promises it makes to our organisations		
Row Labels	**Frequency**	**Percentage**
Agree	134	54%
Disagree	17	7%
Neither Agree nor Disagree	58	23%
Strongly Agree	35	14%
Strongly Disagree	4	2%
Grand Total	**248**	**100%**

SECTION E: TRUST WITHIN SUPPLY CHAINS		
E6. Our organisation can count on our major supplier to be sincere in business dealings.		
Row Labels	**Frequency**	**Percentage**
Agree	127	51%
Disagree	13	5%
Neither Agree nor Disagree	64	26%
Strongly Agree	42	17%
Strongly Disagree	2	1%
Grand Total	**248**	**100%**

SECTION F: ORGANISATIONAL INCENTIVES		
F1. I believe that the internal procedures in my organisation are flexible		
Row Labels	**Frequency**	**Percentage**
Agree	117	47%
Disagree	46	19%
Neither Agree nor Disagree	41	17%
Strongly Agree	39	16%
Strongly Disagree	5	2%
Grand Total	**248**	**100%**

SECTION F: ORGANISATIONAL INCENTIVES		
F2. Budgets can be transferred between departments		
Row Labels	**Frequency**	**Percentage**
Agree	86	35%
Disagree	57	23%
Neither Agree nor Disagree	60	24%
Strongly Agree	33	13%
Strongly Disagree	12	5%
Grand Total	**248**	**100%**

SECTION F: ORGANISATIONAL INCENTIVES		
F3. I believe that our internal clients are knowledgeable		
Row Labels	**Frequency**	**Percentage**
Agree	104	42%
Disagree	45	18%
Neither Agree nor Disagree	67	27%
Strongly Agree	24	10%
Strongly Disagree	8	3%
Grand Total	**248**	**100%**

SECTION F: ORGANISATIONAL INCENTIVES		
F4. I believe that accessibility of knowledge in my organisation is effective		
Row Labels	**Frequency**	**Percentage**
Agree	114	46%
Disagree	34	14%
Neither Agree nor Disagree	52	21%
Strongly Agree	37	15%
Strongly Disagree	11	4%
Grand Total	**248**	**100%**

SECTION F: ORGANISATIONAL INCENTIVES		
F4. I believe that accessibility of knowledge in my organisation is effective		
Row Labels	**Frequency**	**Percentage**
Agree	114	46%
Disagree	34	14%
Neither Agree nor Disagree	52	21%
Strongly Agree	37	15%
Strongly Disagree	11	4%
Grand Total	**248**	**100%**

SECTION G: SUSTAINABLE PROCUREMENT		
G1. My organisation has developed targets for sustainable procurement:		
Row Labels	**Frequency**	**Percentage**
Agree	120	48%
Disagree	33	13%
Neither Agree nor Disagree	47	19%
Strongly Agree	41	17%
Strongly Disagree	7	3%
Grand Total	**248**	**100%**

SECTION G: SUSTAINABLE PROCUREMENT		
G2. All our procurement staff receive training on the impact of sustainability on purchasing decision-making:		
Row Labels	**Frequency**	**Percentage**
Agree	81	33%
Disagree	58	23%
Neither Agree nor Disagree	57	23%
Strongly Agree	35	14%
Strongly Disagree	17	7%
Grand Total	**248**	**100%**

SECTION G: SUSTAINABLE PROCUREMENT		
G3. We have made our suppliers aware of our sustainable procurement policy and practices:		
Row Labels	**Frequency**	**Percentage**
Agree	100	40%
Disagree	40	16%
Neither Agree nor Disagree	57	23%
Strongly Agree	35	14%
Strongly Disagree	16	6%
Grand Total	**248**	**100%**

SECTION G: SUSTAINABLE PROCUREMENT		
G4. My organisation helps to develop its suppliers' sustainability performance (e.g. through auditing and reporting):		
Row Labels	**Frequency**	**Percentage**
Agree	96	39%
Disagree	41	17%
Neither Agree nor Disagree	59	24%
Strongly Agree	38	15%
Strongly Disagree	14	6%
Grand Total	**248**	**100%**

SECTION G: SUSTAINABLE PROCUREMENT		
G5. My organisation is ISO14001 certified and meets the international standard that specifies requirements for an effective environmental management system (EMS)		
Row Labels	**Frequency**	**Percentage**
Agree	80	32%
Disagree	23	9%
Neither Agree nor Disagree	68	27%

SECTION G: SUSTAINABLE PROCUREMENT		
Strongly Agree	63	25%
Strongly Disagree	14	6%
Grand Total	**248**	**100%**

SECTION G: SUSTAINABLE PROCUREMENT		
G6. My organisation has integrated sustainability into its procurement process:		
Row Labels	**Frequency**	**Percentage**
Agree	97	39%
Disagree	30	12%
Neither Agree nor Disagree	63	25%
Strongly Agree	48	19%
Strongly Disagree	10	4%
Grand Total	**248**	**100%**

SECTION G: SUSTAINABLE PROCUREMENT		
G7. My organisation specifies sustainability criteria in its contract notices:		
Row Labels	**Frequency**	**Percentage**

SECTION G: SUSTAINABLE PROCUREMENT		
Agree	89	36%
Disagree	35	14%
Neither Agree nor Disagree	70	28%
Strongly Agree	42	17%
Strongly Disagree	12	5%
Grand Total	**248**	**100%**

SECTION G: SUSTAINABLE PROCUREMENT		
G8. My organisation has a written procurement policy stating our commitment to purchasing sustainable goods and services:		
Row Labels	**Frequency**	**Percentage**
Agree	95	38%
Disagree	30	12%
Neither Agree nor Disagree	48	19%
Strongly Agree	66	27%
Strongly Disagree	9	4%
Grand Total	**248**	**100%**

SECTION G: SUSTAINABLE PROCUREMENT		
G9. My organisation favours suppliers that rate highly on sustainability during the tender process:		
Row Labels	**Frequency**	**Percentage**
Agree	84	34%
Disagree	28	11%
Neither Agree nor Disagree	85	34%
Strongly Agree	41	17%
Strongly Disagree	10	4%
Grand Total	**248**	**100%**
SECTION G: SUSTAINABLE PROCUREMENT		
G10. We have taken action to develop procurement policies that consider sustainability		
Row Labels	**Frequency**	**Percentage**
Agree	99	40%
Disagree	21	8%
Neither Agree nor Disagree	71	29%
Strongly Agree	48	19%
Strongly Disagree	9	4%
Grand Total	**248**	**100%**

SECTION H: INCLUSIVE BUSINESS		
H1. I believe that there is adequate knowledge and skills among SMEs		
Row Labels	**Frequency**	**Percentage**
Agree	84	34%
Disagree	57	23%
Neither Agree nor Disagree	63	25%
Strongly Agree	32	13%
Strongly Disagree	12	5%
Grand Total	**248**	**100%**

SECTION H: INCLUSIVE BUSINESS		
H2. I believe that there is adequate market information available for Small and Micro Enterprises (SMEs)		
Row Labels	**Frequency**	**Percentage**
Agree	93	38%
Disagree	59	24%
Neither Agree nor Disagree	61	25%
Strongly Agree	28	11%
Strongly Disagree	7	3%
Grand Total	**248**	**100%**

SECTION H: INCLUSIVE BUSINESS		
H3. I believe that regulations are effective to support SMEs		
Row Labels	**Frequency**	**Percentage**
Agree	94	38%
Disagree	38	15%
Neither Agree nor Disagree	69	28%
Strongly Agree	37	15%
Strongly Disagree	10	4%

SECTION H: INCLUSIVE BUSINESS		
Grand Total	**248**	**100%**

SECTION H: INCLUSIVE BUSINESS		
H4. I believe that regulations are effective to support SMEs		
Row Labels	**Frequency**	**Percentage**
Agree	64	26%
Disagree	64	26%
Neither Agree nor Disagree	81	33%
Strongly Agree	22	9%
Strongly Disagree	17	7%
Grand Total	**248**	**100%**

SECTION H: INCLUSIVE BUSINESS		
H5. I believe that there is adequate access to finance available for SMEs		
Row Labels	**Frequency**	**Percentage**
Agree	62	25%
Disagree	68	27%
Neither Agree nor Disagree	74	30%

SECTION H: INCLUSIVE BUSINESS		
Strongly Agree	23	9%
Strongly Disagree	21	8%
Grand Total	**248**	**100%**

APPENDIX D: ETHICAL CLEARANCE CERTIFICATE

Research Office

HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)
R14/49 Mashele

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER: H17/02/13**
PROJECT TITLE	Supply chain predictors of sustainable procurement and inclusive business in South Africa
INVESTIGATOR(S)	Mrs L Mashele
SCHOOL/DEPARTMENT	Economics and Business Science/
DATE CONSIDERED	17 February 2017
DECISION OF THE COMMITTEE	Approved
EXPIRY DATE	28 March 2020

DATE 29 March 2017 **CHAIRPERSON** J. Knight
(Professor J Knight)

cc: Supervisor : Professor R Chinomona

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and **ONE COPY** returned to the Secretary at Room 10004, 10th Floor, Senate House, University. Unreported changes to the application may invalidate the clearance given by the HREC (Non-Medical)

I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee. **I agree to completion of a yearly progress report.**

Signature

3 , 05 , 2017
Date

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

APPENDIX E: CERTIFICATE OF PROOFREADING & EDITING

CONFIRMATION OF PROOFREADING AND EDITING

Supply chain management predictors of sustainable procurement and inclusive business in South Africa

This serves to confirm that I have proofread this thesis by **Faith Mashele** and have made relevant corrections and emendations.

I have been proofreading Masters and Doctoral theses for the past 10+ years, *inter alia*, for the following institutions: University of the Witwatersrand; GIBS; University of Cape Town; Milpark; Mancosa; University of KwaZuluNatal; University of Johannesburg, Unisa, Tshwane University of Technology.

I have also undertaken proofreading for publishers, such as Oxford University Press and Juta & Company, companies, institutions and non-governmental organisations.

Jennifer Croll

BA(Wits); H.Dip.Lib. (UCT); B.Tech(LIS), B.Inf.Sc.(Hons)(Unisa); MM(Research), MM(Strategic Marketing)(Wits).

Email: crolljennifer@gmail.com

Mobile: 072-351-7997

28/02/2017