BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS

EFFECT OF ETHICAL SOURCING ON ORGANISATIONAL PERFORMANCE AT DAIRIBORD ZIMBABWE, CHITUNGWIZA FACTORY.

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THIS RESEARCH HAS BEEN SUBMITTED TO THE DEPARTMENT OF ECONOMICS, FACULTY OF COMMERCE BINDURA UNIVERSITY OF SCIENCE EDUCATION IN PARTIAL FULFILMENT OF A BACHELOR OF COMMERCE HONOURS DEGREE IN PURCHASING AND SUPPLY MANAGEMENT.
DECLARATION

I Alfonce Chandaida do hereby declare that this dissertation is a result of my own assessment except to the extent indicated in the acknowledgements, references and by comments included in the body of the report and that it has not been submitted in part or full for any other degree to any university.

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

SIGNATURE

.........../............./...............  

DATE
APPROVAL FORM

The undersigned certify that they have read and recommended to the department of Economics, Faculty of commerce, Bindura University of Science Education for acceptance a project titled ‘Effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory’, submitted by Alfonce Chandaida in partial fulfillment of the requirements for the Bachelor of Commerce Honours degree in Purchasing and Supply management.

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CHAIRMAN’S NAME....................... SIGNATURE......................

DATE............./........./...........
DEDICATION

This work is dedicated to God Almighty who divinely enabled me to carry out this whole research project and also to my family for their steadfast patronage in making this a success.
ACKNOWLEDGEMENTS

Profound gratitude goes to God for His love and provision without which the success of this whole project would have remained a dream. I also wish to pay tribute to my lovely wife Ruvimbo and kid, family at large for the unique sentimental, spiritual and financial support.

Special thanks to my friends Tatenda Murungweni, Jonah Mugutsa and my work mates Tichakunda Jahwi and team, Dairibord management for their dependable support in accommodating me. Conclusively, elite credit goes to my supervisor Dr D. Damiyano for coaching me through for it is through his immeasurable efforts and patience to sail me through this sandy and muddy course that I celebrate the conclusion of this wholesome assessment.

Thank you!
ABSTRACT

The nucleus of ethical sourcing lingers around the acquisition of requirements in a responsible and sustainable manner. After a series of infamous scandals many firms have now recognized the importance of ethical sourcing to enhance their organizational performance (Thorpe, 2016) and Dairibord Zimbabwe is not exceptional.

The Aim of the study was to explore the effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory. The study sought to determine the effect of ethical policies on market share, establish the influence of ethical codes and conduct on market share, and determine the nexus between corporate social responsibilities on market share at Dairibord Zimbabwe, Chitungwiza factory. The study was informed by Legitimacy Theory, Virtue Ethical Theory and Kantian ethics theory. A Quantitative approach was used. It also adopted the explanatory (causal) research design for all the objectives. Data was collected using closed questions on a five point likert scale Questionnaire. Stratified sampling was used to group the targeted population of 101 in departments (strata) and simple random was applied to select members from each stratum. The sample size was 31 (30% of the targeted population of 101), yielded 28/31 questionnaires translating to 90% response rate. The study findings indicated that by and large, there is a positive and statistically significant relationship between ethical sourcing and organizational performance at Dairibord Zimbabwe, Chitungwiza factory, ethical policies ($p=0.001<0.05$), ethical codes/conduct ($p=0.000<0.05$) and corporate social responsibilities ($p=0.003<0.05$). Since organization performance (market) is significantly influenced by ethical sourcing, the study recommended that the Dairibord Zimbabwe, Chitungwiza factory should continue to put measures in place to ensure that supplier selection ethics, ethical policies and codes and procedural justice are effectively geared towards attaining specific procurement performance objectives.
Key words: Ethical sourcing, organisational performance, market share, ethical policies, ethical codes and conduct, corporate social responsibility.

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CHAPTER 1

1.1 Introduction

This chapter discusses the background of the study and statement of the problems. It also covers objectives, research hypothesis, assumptions, significance of the study, delimitations, limitations, importance of the study, definition of key terms, and summary of the study of

1.2 Background of the study

Globally, the importance of ethical sourcing can be traced from its provision of both direction and tone for mutual interaction between procurement officers and their clients (Chen and Indartono, 2016). As a result of the growing pressures from stakeholders and other parties to act responsibly, there has been a wide uptake of ethical trading initiatives, involving the establishment of minimum standards for social and environmental responsibility within business (Jia and Reich, 2017). More specifically, ethical practices within supply chains have been identified as a powerful means by which social and environmental organizational impacts can be improved (Bowen and Schneider, 2015). After a series of infamous scandals many firms have now recognized the importance of ethical sourcing to enhance their organizational performance (Thorpe, 2016).

According to Akamp and Muller (2016), ethical sourcing is the process of ensuring that the products made are obtained through responsible and sustainable methods. This includes ensuring that the workers who make the products are paid a fair wage and all human rights are met (Frenkel, 2015), the factories are clean and safe environments to work in, and that all social and environmental aspects of production to the workers and the surrounding communities are considered (Wanyama, 2014). As noted by Lysons and Farrington (2017), ethical sourcing leads to a high level of service quality, positive customer outcomes and better organizational performance. The term ethical sourcing is often used interchangeably with other similar terms such as socially responsible buying (Saini, 2015), socially responsible sourcing, and purchasing social
responsibility (Ruben and Zuniga, 2015). Strozzi and Colicchia (2016) argued that ethical sourcing practices serve as effective mechanisms for firms to improve ethical environments and restore investors’ trust during crisis and subsequently boost organizational performance measured in terms of profits, market share and sales volume. On the other hand organizational performance in organization is represented by ability of firms to attain its pre-planned objectives in accordance with formulated standards and implementation matrix (Bowen and Schneider, 2015). The efficiency of procurement function of a firm can generate a higher return which forms the basis of sustainable, reliable and long lasting procurement ethics which has recently be of great concern (Jia and Reich, 2017).

Frenkel (2015) revealed that from a strategic sourcing perspective, adequately understanding the developing economies context is critical if manufacturing firms want to implement effective ethical sourcing practices to encourage positive organizational performance. But in order to enhance genuine ethical sourcing practices and long term business sustainability, then real success must not come at the expense of the societies, economies and environments we are part of (Lysons and Farrington, 2017). A core principle of ethical sourcing is that ethical behavior can create value through intangible forms, such as strategic planning, reputation, employee motivation and ethical firms can better survive crisis and eventually enjoy better organizational performance (Ruben and Zuniga, 2015). Consumers are nowadays more informed and want to know if the goods and services they are buying are sourced ethically (Akamp and Muller, 2016). Sourcing ethics is an important tool for gaining new market opportunities, competitive advantage and sustainable solutions to products (Preuss, 2016). According to Roberts (2017) sourcing ethics is gaining prominence and more companies are realizing the value of ethical sourcing practices.

Dairibord Zimbabwe private limited Chitungwiza factory specializes in the manufacturing of food beverages from mahewu, fruit juices, sweetened syrups and ready to drink. The plant has a daily capacity of 143 000 litres. The factory is renowned for their pfuko mahewu which is one of the best-selling beverages in the market and has been the organization’s cash cow for the past four years. Concerns have been raised that procurement performance at the factory has a lot of gray areas in the purchasing operations ranging from selection of incompetent and unethical suppliers, late deliveries, and delivery of substandard materials and even paying for orders not delivered at all. Sourcing ethics in an organization helps greatly in improving procurement performance and
ethics in procurement plays a crucial role in informing the perceptions of stakeholders. It is against this background that the study was motivated to expound on the effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory. Figure 1.1 indicates the relationship between number of ethical flouting cases and market share at Dairibord Zimbabwe, Chitungwiza factory from 2015-2018.


1.3 Statement of the problem
Dairibord Zimbabwe, Chitungwiza factory has for the past 4 years registered huge losses (DZL’s annual report and account, 2018), poor product quality and declining market share. The emergence of seamless global sourcing drives the call for ethical sourcing practices in the manufacturing sector in several economies so as to improve on the organizational performance (Jia and Reich, 2017). The concern of positive ethical sourcing practices has also remained a major issue in these economies since the inception of the public procurement reforms. Lysons and Farrington (2017) posit that ethical sourcing practices can be a powerful tool for enhancing an organization performance in the manufacturing sector. Despite the embracing of ethical sourcing, Dairibord continues to be involved in buying poor quality materials. It is against this background that the study sought to explore the effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory.
1.4 Aim of the study
The study sought to explore the effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory

1.5 Objectives of the study
1. To determine the effect of ethical policies on market share at Dairibord Zimbabwe, Chitungwiza factory
2. To establish the influence of ethical codes and conduct on market share at Dairibord Zimbabwe, Chitungwiza factory
3. To determine the nexus between corporate social responsibilities and market share at Dairibord Zimbabwe, Chitungwiza factory

1.6 Research hypotheses
H1: There is a positive and statistically significant relationship between ethical policies and market share at Dairibord Zimbabwe

H2: There is a positive and statistically significant relationship between ethical codes/conduct and market share at Dairibord Zimbabwe

H3: There is a positive and statistically significant relationship between corporate social responsibilities and market share at Dairibord Zimbabwe

1.7 Assumptions
It is assumed that:

- Ethical sourcing has an influence on organizational performance at Dairibord Zimbabwe
- The sample will provide a true representative of the population under study
- Dairibord Zimbabwe, Chitungwiza factory is not going to be liquidated
- The response rate on the questionnaires is going to be so significant that the researcher would obtain complete, accurate and relevant data and thus draw valuable conclusions

1.8 Significance of the Study
Draven Cueva (2018) expounds that the ‘significance of the study’ is an introductory section of a research that reflect how specific audience would benefit from the study. In the same context, this study will:
To Dairibord Zimbabwe
The management team at Dairibord Zimbabwe will use the findings of the study as a basis to review ethical sourcing and to leverage on their competitiveness. The research and its insights will be used to infer conclusions about the impact of ethical sourcing on organizational performance.

To the researcher
The researcher will broaden his understanding of effect of ethical sourcing on organizational performance in the beverage manufacturing sector. It will also enable the researcher’s to gain research skills, and experience to conduct research in the future and to combine academic theories with practical procedures.

To the university (Bindura University of Science Education)
The findings will contribute to new body of knowledge and shall also pave way for future researches to other students.

1.9 Delimitations of the study
The study focused on ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory. The study concentrated only on the three dimensions of ethical sourcing namely ethical policies, ethical codes/conduct and corporate social responsibilities, while pertaining organizational performance it will only consider market share as its measure. The study was carried out from June 2019 to October 2019.

1.10 Limitations
There is limited time for carrying out the research and data collection from respondents. The respondents may misinterpret intentions of the study and became reluctant to reveal vital information for the research. To address the limitation, the researcher made assurance on the privacy of participants and confidentiality of their information by including a non-disclosure clause on the research cover letter.

1.11 Definition of terms
Organisational performance -comprises the actual output or results of an organization as measured against its intended outputs (Offiong and Mendie, 2017).
Corporate Social Responsibility- is a self-regulating business model that helps a company be socially accountable, to itself, its stakeholders, and the public (Michael and Rusell, 2017)

Manufacturing industry- refers to those industries which involve in the manufacturing and processing of items and indulge in either creation of new commodities or in value addition (Landeros and Plank, 2016)

1.12 Organisation of the study
This study was presented in five chapters. Chapter 1 is the introduction to the research; Chapter 2 (Literature Review) reviewed the literature related to the impact of ethical sourcing on organizational performance. The reviewed literature was used in the critical analysis of the study findings. Chapter 3 (Methodology) presented the methodology on how the study was conducted. Chapter 4 (Results and Discussion) presented the study findings and discussion of the study findings. Chapter 5 outlined the conclusions and recommendations of the study derived directly from the research findings. Furthermore, the chapter presented the suggested area of further research.

1.13 Chapter Summary
The chapter highlighted the background to the study, statement of the problem, research objectives, and research questions, assumption of the research, significance of the study and definition of terms. Delimitations and limitations of the study were also discussed. The following chapter focused on work already done by other researchers on the subject under study.
CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter dwells on the literature review on the effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory. Review of literature is defined as a deep and warranted analysis of the merits and weaknesses of key literature in a given area of study that is already known, (Saunders, Lewis and Thornhill, 2009). The main purpose of reviewing literature is to gain an understanding and insight of relevant past researches and changes in trends that is taking place. This chapter looked at the empirical and theoretical evidence of articles, journals and textbooks which focuses on literature related to ethical sourcing on organizational performance.

2.1 Conceptual Framework

A conceptual framework refers to a diagrammatic representation of the theorized interrelationships of the variables of a study. The conceptualization of variables in academic study is important because it forms the basis for testing hypothesis and coming up with generalizations in the findings of the study. According to Cooper and Schindler (2011), researchers hypothesize relationships of independence and dependence. Cooper and Schindler (2011) defines dependent variable as a variable that is measured, predicted, or otherwise monitored and is expected to be affected by manipulation of an independent variable. They also defined an independent variable as a variable that is manipulated by the researcher, and the manipulation causes an effect on the dependent variable.

In this study, the independent variables are the conceptualized ethical sourcing dimensions. The dependent variable of the study is organisational performance. The study hypothesized that ethical sourcing has an influence on organizational performance at Dairibord Zimbabwe, Chitungwiza factory.
Figure 2.1 Conceptual framework adopted from by Lysons and Farrington (2017)
Figure 2.1 shows the relationship between ethical sourcing (ethical policies, ethical codes/conduct and corporate social responsibilities) as an independent variable and organizational performance (market share) as a dependent variable.

2.2 Theoretical framework
The study was informed by Legitimacy Theory, Virtue Ethical Theory and Kantian ethics theory.

2.2.1 Kantian ethics theory
According to Thorpe (2016), the reasoning in Kant’s theory is best understood as reasoning from duty. Individuals are obligated to do what is right and moral laws define what is right and what is
wrong. According to Jacob (2017) companies that practice Kantian ethics have a code of ethics and try to avoid improper behaviors. The Kantian approach to ethics is another way of saying that morality emanates from reason and that our moral duty is to act right in accordance with universal moral law (Basheka, 2015). Companies should also adopt a code of ethical practice in order to avoid an ethical dilemma. Ultimately, compliance with ethics and good governance will be driven less by the threat of conforming to rules and more by the exercise of one’s duty and responsibility (Basheka, 2018). All employees fulfill their duties and codes of ethical principles will only succeed as a rule within a firm if it achieves efficient choice and efficient decisions (Bolton, 2016). Duran and McNutt (2010) argue that ethical codes and policies can be effectively established and implemented if Kantian ethical principles are adhered to and embedded as an integral part of a company’s strategy. The Kantian ethics theory was useful to this study by clearly explaining how Dairibord Zimbabwe can come up with ethical policies and codes as well as ensuring that they are effectively followed so as to avoid unethical behaviors. Kantian ethics portray implementation of ethical codes as a must for firms to record better performance (Brammer and Walker, 2016). Firms that focus on implementing ethical policies and codes have better reputation, higher returns and record improvement in performance.

### 2.2.2 Legitimacy Theory

The theory is concerned with the efforts that organizations apply to make their actions appear legitimate and trustworthy to their stakeholders’ in line with performance. Legitimacy theory is based on the idea of a social contract between an organization and the society (Hunja, 2015). Legitimacy is gained when an organization is in compliance with the existing social values and norms of its environment and therefore gains a so called right to exist (Jeppesen, 2010). As legitimacy is defined by the shared beliefs of a social group (Juma, 2012), legitimacy can be considered as a resource (Mahmood, 2010) that can be gained from the members of the organization’s operating environment (Sutinen and Kuperan, 2017) the stakeholders. According to the theory different approaches are required for different levels of importance to the organizational performance such as powerful stakeholder groups like the financial stakeholders and the less powerful like the environmentalists since the relevant public is not but various stakeholder groups, thus it is relevant to the current study of examining ethical sourcing on organizational performance at Dairibord Zimbabwe.
2.2.3 Virtue Ethical Theory
According to Akamp and Muller (2017) virtue ethics is methodology which de-emphasizes procedures, regulations, consequences and particular acts in procurement and places attention on the person in charge of the procuring process or activities. Additionally, this theory is of significant to ethical sourcing studies such as the current study for Dairibord Zimbabwe, because it helps in assessing whether procurement officials are acting on right intentions, correct rules and practices set out in ethical code of conduct. The virtue ethical theory judges procurement officials by their traits and behaviors instead of through action which may diverge from their usual behavior (Carter, 2015). Virtue ethical theory is relevant to this study because it is useful in praising or criticizing organizations whether they express, promote or prevents virtues and its development (Hoejmose, Brammer and Millington, 2014).

2.3 Effect of ethical policies on market share
Company or procurement department ethical policies have a significant influence market share. Over the past decade, managers and researchers alike have recognized the potential benefits that supply chain ethical responsibility has on business performance (Ehrgott, Reimann, Kaufmann and Carter, 2015). As Gallear, Ghobadian and Chen (2016) posit commercial benefits can be achieved as side effects from the implementation of ethical initiatives, and these act as an important motivator for organizations to act responsibly. Knudsen (2013) indicate that supply chain ethics are largely been concerned with the avoidance of unethical behaviors. As a result, there have been some attempts to establish guidelines that provide direction on sensitive practices such as gift giving or supplier preferences. To be of most use, a firm must carefully choose which practices are most applicable to their strategy, and balance the need for profitable performance with the ethical needs of the stakeholders and thus avoiding damage of the market share (Kolk, 2015). On the other hand Koplin, Seuring and Mesterharm (2017) advance that a favorable ethical sourcing ground leads to a high level of service quality, positive customer outcomes and better organizational performance as measured by market share. A core principle of ethical sourcing is that ethical behavior as determined by ethical policies can create value through intangible forms, such as strategic planning, reputation, employee motivation and ethical firms can better survive crisis and increases their market niches (Landeros and Plank, 2016).
Frenkel and Scott (2014) assert that leaders in organizations play a significant role in creating customer value through their encounters and strategic relational interactions with customers and guided by ethical policies. Policies designed to make organizations more market-like by means of increased control and supervision have generated immense information gathering and evaluation processes for stakeholders (Kaynak and Sert, 2016). According to Fein et al (2013), ethical practices can be a powerful tool for enhancing an organization. A work environment can be created that encourages employees, through social processes and workplace norms, to reason and behave ethically in order to boost market share (Flaherty, 2017). The import of high-level managers as ethical leaders lies in the fact that these are strategic leaders who formulate organizational policies and objectives, engage in organizational planning and provide the organization’s strategic vision and can subsequently enhances the organizational image and market share (Golicic and Smith, 2016). When lower-level employees realize that their managers do not tolerate unethical behavior, not only will they be more likely to make morally-correct choices themselves, but also to recognize and report instances of unethical behavior and protect the organizational reputation thus improve customer loyalty (Valentine, et al, 2011). Victor and Cullen (2015) believe that ethics maintained though concrete policies can nurture quality, resulting in a positive relationship between productivity, quality and customer satisfaction. This finding was echoed by Walker and Brammer (2016) who reported that the production of good quality products is ethical in itself, while poor quality products can negatively impact a company’s market share, its profits and all of its stakeholders.

According to Walker and Wong (2017), ethical issues have been addressed by appointed credible bodies to ensure that organizations incorporate ethics in procurement so as to act professionally and to protect their image and reputation. Wang and Hui-Hsien (2015) argued that generating customer trust remains a key goal of communicating value propositions hence firms demonstrate core ethical values such as justice, fairness, respect, care, and responsibility. Consumer campaigns are a longstanding part of ethical consumption discourses (Callaghan, 2015). A study by Michael and Rusell (2017) observed that the more ethical the practices organizations are, the better the effectiveness of the procurement process and thus increased market share. The study also revealed that transparency, fair treatment in bidding and award of tenders; accountability and responsible purchasing and supply have a positive implication on procurement processes in any organization and could thus result into increased performance and delivery. Another study by Walker and Wong
(2017) used a descriptive and correlational survey designs to establish that implementation of SCM ethics is crucial for procurement performance and recommended that firms in the manufacturing sector should strive to implement SCM ethics for increased efficiency, transparency and accountability in procurement in order to enhance their market share. The study was only confined to the cement manufacturing industries, focused on only five major supply chain management ethical practices and therefore suggested further research on other factors affecting supply chain management ethics as well as a study in the public sector organizations.

2.4 Influence of ethical codes and conduct on market share
Ethics in procurement plays a crucial role informing the perception of customers (Carasco and Singh, 2014) and is therefore very important for manufacturing companies like Dairiboard Zimbabwe in order to keep stability of its market share and to expand it. According to Carter and Jennings (2014), the factors such as ethical codes in tendering process, equal treatment of stakeholders and handling of gift have an influence on how the customers and other stakeholders perceive an organization and this subsequently affects its market share (Carter and Jennings, 2015). Cooper, Frank and Kemp (2015) revealed that in the past 30 years, codes of ethics studies have been conducted in the private sector across the developed world and their effects of market share and customer loyalty. Eltantawy, Fox and Guinipero (2016) posited that there should be new guidelines for ethical sourcing practice in business enterprises in Africa that are acceptable by all stakeholders in order to boost the organizational market share. Flech (2015) reports that as a result of deliberations in 2007, during the public hearings, conducted on the Companies Bill by the Portfolio Committee on Trade and Industry in South Africa, the need for companies that have significant public interest to not only act responsibly but to also be seen doing so was recognized and acknowledged to be important. It was felt that such companies need to account for their decisions and the results thereof from among others from the public interest perspective. Sound organizational management and ethical leadership are two key requirements for an organization to be perceived as successful by its stakeholders and this has an advantage of enhancing its market share (Michael and Rusell, 2017).

Kagongo and Kiptoo (2013) pointed out that lack of professional code of ethics pertaining to sourcing was a major challenge to procurement managers and that has an adverse impact on customer satisfaction and the market share. Hemmingway (2014) postulate that manufacturing
firms should develop a procurement code of conduct and ethics based on recommended standards and should be followed by all practitioners in charge of procurement, selection of suppliers and related activities sensitized to this code and be aware of the implications of unethical dealings. Unclear procurement procedures and performance standards are also a challenge to organizations because they cannot be able to ascertain their efficiency and effectiveness (Sarah, 2003). Schiebel and Pochtrager (2003) also explain that a code of conduct is essential in setting acceptable ethical standards and expectations. Firms should also provide ethics training based on ethical policies and codes to prevent corruption in daily activities that can affect their customers (Schlegelmich and Houston, 2015). Simchi-Levi and Kaminsky, 2009) averred that the needs for codes of conduct becomes even greater when supply chains undertake practices such as outsourcing, particularly within developing countries where there is relatively low governance as this can negatively affect organizational market shares and competitiveness (Singh and Kowalski, 2012). Therefore, in the absence of globally enforced legislation for ethical trading programs, voluntary codes are developed to implement organizations’ own standards of conduct (Amaeshi, Osuji and Nnodim, 2018). The use of such codes is clearly of great importance to ensure consistent ethical practices within supply chains and throughout the business as a whole. It is perhaps of no coincidence, then, that codes of conduct have become the most widely touted tool for managing risks within supply networks and way to avoid manifestation of negative consumer perceptions (Andersen and Skjoett-Larsen, 2014). These risks include environment, industry, organization, problem-specific, and decision-maker related risk factors (Arbuthnot, 2014) and they have a bearing on customers and other stakeholders (Auroi, 2013).

Procurement ethical codes help procuring entities to ensure its employees comply with procurement law and satisfy stakeholder needs thus improving customer satisfaction that leads to improved market share (Beamon, 2015). According to Bendixen and Abratt (2017), in order to create transparency, a firm needs to increase control over outsourced services. One approach is to establish a set of guidelines that suppliers need to follow, concerning child labor, safe work places, or waste disposal (Bhatnagar and Teo, 2014). As noted by Chiboiwa, and Chipunza (2010), being deficient in superior company governance paves way for ethical sabotage, thereby negatively affecting implementation of procurement ethical practices, national economic growth and stability and this ultimately have negative effect on the market share. According to Blowfield (2015) progress to fulfill customer’s needs is dependent on people’s perception expected from certain
outcome and effort bringing desirable results. Procurement officers are the mainly vital resources of procuring entity and they expect to be rewarded according to their efforts hence if the firm fails to reward them, they will be less motivated hence withholding from practicing ethical procurement practices (Valentine, et al, 2011). Amaeshi, Osuji and Nnodim, (2018) argued that procurement officers need to uphold the ethical standards and laws set forth by their profession ethics which usually formalizes the set of ethical standards.

Amaeshi, Osuji and Nnodim (2018) carried out a research to determine the effect of ethical sourcing on the organization performance in the energy sector, a case of Kenya Power Company Limited. The study found that there was a positive relationship between ethical sourcing and market share of firms in the manufacturing industry in Kenya. The study further revealed that instituting a code of conduct could be based on efficiency, with codes being a binding ideal for a profession, in the interest of the public, consistent with rational self-interest and an effective tool towards self-regulation. The study also concluded that effective communication of accepted behavior and codes of conduct is capable of detecting and preventing indicators of procurement fraud like; excessive supplier hospitality to selected staff, new suppliers continually facing entry obstacles, budget holders pressuring buyers to place work with named suppliers, buyers’ lifestyles changing dramatically, pricing schedules being completed in pencil, suppliers and contractors being very familiar with senior staff and specifications favoring a particular supplier.

2.5 Nexus between corporate social responsibilities and market share

Knudsen (2013) established that primary supply chain corporate social responsibilities (CSR) categories include the environment, diversity, human rights, philanthropy and safety; while others focus upon specific aspects such as purchasing responsibilities (known as PSR) alone. Akamp and Muller (2017) argues that, CSR does not have to be a burden upon a company, as its adoption can provide a source of opportunity, innovation and competitive advantage and also thus expanding their market share. As noted by Kaynak and Sert (2016), the strong focus on the link between customer and company has led to the question whether customers are purely interested in the point of sale, and thus, only the sustainability of the focal company. This would indicate that consumers take a great interest in corporate social performance of businesses with low psychic distance, but are likely to ignore the rest of the supply chain (Basheka, 2015). Further, consumers might show
less interest in sustainability when there is high psychic distance or intuitively evaluate these companies as less sustainable (Landeros and Plank, 2016).

According to Akamp and Muller (2017) corporate social responsibilities aspect such as responsibilities to damage, green sourcing and priority to the community have an influence on the market share of an organizational particularly in the manufacturing sector. For instance, Kaynak and Sert (2016) found that firms with some social responsibility prose achieved a greater return on equity than those with none, while Basheka (2018) indicated that the better companies perform socially, the greater the financial returns as a result of customer loyalty and expand market share. Similarly, Akamp and Muller (2017) argued that social responsibility and market share are linked. Basheka (2015) refer to survey findings that revealed that 88% of consumers are more likely to buy from a company that is socially responsible, and Beamon (2015) indicate that the costs of addressing environmental concerns can be eliminated through innovation that can simultaneously deliver overall performance gains. Such changes can lower costs, and improve product quality and global competitiveness. Valentine, et al (2011) pointed out that improved product quality, along with corporate social responsibility and other ethical initiatives may help to strengthen a firm’s reputation for being reliable and honest by meeting the expectations of key stakeholders thus consolidating its market share. Procurement officers are required to work or act based on the interest of the public hence each decision they make should be directly in association with the community interest (Auroi, 2013).

Callaghan (2015) found out that there is a positive relationship between organizations that have instituted proper ethical principles and improvement of their supply chains and that organization have improved market share. Research indicates that the presence of an ethical working climate can enhance employees’ organizational commitment and reduce turnover intention (Bhatnagar and Teo, 2014). Scholars emphasize that firms with high organizational commitment have relatively higher levels of job performance and lower turnover when compared to organizations with low organizational commitment (Bendixen and Abratt, 2017). Organizational commitment is one of the most important indicators of organizational performance that also direct boost market share of an organization (Amaeshi, Osuji and Nnodim, 2018). Singh and Kowalski (2012) revealed that, social responsibility communication about social activities has been found to potentially trigger stakeholders’ scepticism and cynicism (Arbuthnot, 2014), and trust has been identified as an
important mediator for consumer acceptance of environmental claims that can subsequently affect the organization’s market share (Walker and Wong, 2017). According to social exchange theory, trust is the most important factor in deciding the attitude toward an individual or an organization (Valentine, et al, 2011). Various studies confirm that organizational trust influences organizational commitment (Wang and Hui-Hsien, 2015) which in turn impact customer satisfaction and market share. Higher organizational trust not only increases organizational commitment, but also increases organizational efficiency and job satisfaction (Duran and McNutt, 2010).

However, Kaynak and Sert (2016) argue that supply chain corporate social responsibilities can impact market share negatively. He further narrated the perverse effects of corporate social responsibility, arguing that the more the businesses embrace corporate social responsibility the more they are blamed for society’s failures. The reason for this, Akamp and Muller (2017) continue, is that social responsibility programs increase the visibility of companies, and, instead of improving their image, companies are perceived to be prospering at the expense of the broader community. Thus, the community construes organizations’ actions as doing too little when the aim was in reality to be perceived as doing well, which ultimately should result in enhanced business viability (Kaynak and Sert, 2016). So the expected positive reactions that corporate social responsibility programs (CSR’s) are designed to create may turn unexpectedly negative (Landeros and Plank, 2016). A study by Sandra and Nadine (2016) on supplier selection criteria established that considering ethics in supplier selection ensures effective, social and responsible procurement. The ethical issues to consider in supplier selection include regard for community, environment, workers’ rights and work place safety. Byoung-Chung and Nam (2016) established that ethical standards for supplier selection and ethical decision making are key in improving procurement performance. Landeros and Plank (2016) conducted a study to establish the relationship between ethics and procurement performance of humanitarian organizations in Kenya. The objective of the study was to establish the impact of ethics on procurement performance, the extent of practicing ethics and the challenges faced in implementing procurement ethics. The study established that there exists a positive relationship between ethics and procurement performance. The study recommended that there is need to overcome the challenges of implementing procurement ethics in humanitarian organizations. For instance, lack of training, culture and political pressure.
2.6 Research gap
Many studies have been carried out in both developed and developing nations regarding the effects of ethical sourcing on organizational performance (Michael and Rusell, 2017; Walker and Wong, 2017; Landeros and Plank, 2016; Wang and Hui-Hsien, 2015; Duran and McNutt, 2010). However there are few studies (Amaeshi, Osuji and Nnodim, 2018; Chiboiwa, and Chipunza, 2010; Bhatnagar and Teo, 2014), regarding the same on developing nations like Zimbabwe. Also those few studies carried out regarding effects of ethical sourcing on organizational performance were mainly concentrating on procurement performance not market share. With the identification of such gap, the researcher was therefore prompted to carry out a study on the effect of ethical sourcing on organizational performance (concentrating on market share) at Dairibord Zimbabwe, Chitungwiza factory.

2.7 Chapter Summary
This chapter covered literature review, introduction of the topic, theoretical framework and empirical evidence to the study on the effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory. The next chapter will cover research design and research methodology.
CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction
The chapter covered the research methodology used by the researcher and involved the research design, the research population and sample size, the sampling procedures and the research instruments that was used to collect the data. It also examined the validity and reliability of the research instruments. A research method is a logical design for conducting research. The procedures, described in the methodology, outline the ways or methods of data collection or, sometimes, how specific results are to be analyzed. The study used quantitative research methodology.

3.1 Research Approach
The study used quantitative approach. A research approach is a strategy and technique that entails the procedures of comprehensive assumptions to detailed process of collecting data, its analysis and interpretation. Consequently it is, centered on the type of the research problem to be addressed. Research approach is basically grouped into two types namely approach of data collection and approach of data analysis or reasoning. There are three different types of research approaches according to Creswell (2013), which are qualitative, quantitative and mixed methods (pragmatic).

3.1.1 Quantitative Research Approach
The study also used quantitative research approach. According to Saunders, Lewis, and Thornhill (2012), quantitative approach frequently utilizes analysis of statistical nature to establish the link between what is known and what can be learned by study. Therefore, examining data with quantitative techniques requires comprehension of the associations among variables through descriptive or inferential statistics. Descriptive statistics aids to conclude extrapolations about populations and to approximate the parameters (Yin, 2015). Neutrality is very vital in quantitative research. Accordingly, researchers take precautions to circumvent their own presence, behavior or attitude affecting the outcomes (e.g. by altering the circumstances being studied or affecting respondents to act contrarily). The main basis of quantitative research is deductive reasoning that move from the general to the specific. This is also referred to as a top down approach. The validity
of deductions is revealed to be dependent on one or more premises (prior statements, findings or conditions) being valid (Creswell, 2014).

3.2 Research Paradigm
The study adopted positivism because the study aimed at establishing the effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory using quantitative data. A research paradigm is a method or an inquiry model of conducting a research that has been proved by the research community and practiced for a long period of time. Holloway and Wheelar (2013) claims that a positivist study uses numerical and seeks generalization by way of applying scientific approach. The current study also gathered quantitative data using closed questions on a five point Likert scale questionnaire. Positivism viewpoint considers that social observations are related to physical phenomena, and can thus be researched in the similar fashion as pure scientific investigation, the investigation comprises an isolated entity, and the researcher is being isolated from the entity. Positivism is associated with quantitative research and it involves hypothesis testing to obtain “objective” truth (Desai and Potter, 2011). Data gathering within the pure positivist paradigm uses quantitative method relating the illustration of practical phenomena in quantifiable, observable reductive variables.

3.3 Research Design
The researcher used explanatory research design. Kumar (2012) described a research design as a pattern of procedures, plan, structure and methods that can be used to attain information required for the research. In that same notion, Desai and Potter (2011) added that, a research design is a way that can be used to acquire solutions on questions and problems of the research. The research design focused on generating a hypothesis with the research questions and dealt with at least four questions that is; what question to study, what data are relevant, what data to collect and how to analyse the results. Explanatory research was used to answer the ‘why’ questions and this feature leads to involve causal explanations.

3.3.1 Explanatory research design
The research made use of explanatory research design also called causal research for all the objectives. According to Kumar (2012), explanatory or causal research design attempts to reveal a cause and effect relationship between two variables under a study. Causal studies usually offer the advantages of replication if necessity arises and are associated with greater levels of internal
validity due to systematic selection of subjects. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables. Explanatory or causal research design thus allowed the researcher to examine the impact of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory.

3.4 Target Population
In this research the targeted population was employees from Dairibord Zimbabwe, Chitungwiza factory and those from the procurement, finance and administration departments. That is a total of 101 respondents.

3.5 Sampling Procedure
The study used stratified and simple random sampling. Stratified sampling was applied where respondents in the identified population were subdivided into strata as according to their type of departments. In this technique the researcher grouped the sample frame in to homogeneous group often called strata before selecting the element for the sample. And the department type was taken as criteria to create strata. Simple random sampling was used to select the respondents from each stratum. Random selection of the sample enabled the researcher to generalize results from a sample to a larger population.

3.6 Sample size
Thirty percent (30%) of the employees (101) that is 31 was used as the sample size. According to Mugenda and Mugenda (1999) 10-30% of the total population can be used to collect data where the population is large descriptive survey research. In this case sampling was advantageous in that it will save time as well as financial and human resources.
Table 3.1 Sample matrix

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Sample size (30% of population)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement</td>
<td>35</td>
<td>11</td>
</tr>
<tr>
<td>Finance</td>
<td>25</td>
<td>8</td>
</tr>
<tr>
<td>Administration</td>
<td>41</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>101</td>
<td>31</td>
</tr>
</tbody>
</table>

3.7 Data collection procedure
The two sources of data are primary and secondary data. Primary data was obtained by administering questionnaires to the sampled respondents. Secondary source provided information and data from the published annual reports and organizational sources spanning five years. In this study, questionnaires and abstraction methods were used in collecting data.

3.8 Research instruments
The researcher used five point Likert scale questionnaires to collect primary data. The survey method provides a quantitative description of attitudes, experience and opinions of the sample population which made it appropriate for this study given that the survey method is quantitative in nature.

3.9 Questionnaires
A questionnaire is an orderly accumulation of questions that are directed to a sample of population from which relevant information is anticipated (Griffin, 2013). This is in line with Kumar (2012) who viewed a questionnaire as a list of questions, the answers to which are recorded by respondents. Structured self-completed research questionnaires were distributed to the target population and collected after one week. The questionnaires were sent to the participants by hand delivery. In this study five point Likert scale questionnaires were used to gather data from respondents in the form of pre-constructed questions presented in a specific order as highlighted by (Griffin, 2013). The researcher also used the questionnaire based on the following advantages
according to Saunders (2009); the respondents can put thought and verification into the process as they are not under pressure to respond immediately, if the questions have been prepared and designed correctly, the questionnaire can provide accurate and straightforward responses; hence relevant information for the project can be obtained, it is the cheapest method of gathering data relative to other data gathering methods such as questionnaires allows for better comparability of responses because of the uniformity in the questions that all respondents are asked.

3.10 Pilot Study

Pilot testing (pre testing) refers to the testing of the research instrument on a small portion of the respondents with a view of identifying and correcting the flaws and limitations in the questionnaire (Taylor, 2013). According to Galloway (2007), it is difficult to give the exact number for the pilot group, but as a rule of thumb, it is recommended that researchers pilot 5-10% of the final sample. The research questionnaires were piloted on 2 respondents. According to Teijlingen and Hundley (2001), conducting a pilot study might give advance warning about where the main research project could fail, where the research protocols may not be followed, or whether proposed methods or instruments are appropriate or too complicated. Based on the pilot study the questionnaires were refined by removing any questions that provided unwanted or irrelevant information.

3.11 Scale of Measurement

The scale of measurement chosen is very important as it will influence the accuracy of data analysis. In this study, the nominal scale, ordinal scale and interval scale were used in the research whereas ratio scale is not included. In the section of probing the responses about the study objectives the study used ordinal scale while in the demographic section the study used interval and nominal scale to ask about the information from respondents.

3.12 Validity and reliability of the instrument

Polit and Beck (2010), state that validity is the quality criterion referring to the degree to which inferences made in a study are accurate and well founded in measurement, the degree to which an instrument measures what it is intended to measure. This study used content validity which is the type of validity that shows the extent to which elements of research questions and objectives are represented in the study (Mugenda and Mugenda, 1999). The researcher requested the experts in the field of research to evaluate the relevance of items contained in these instruments in deriving
the information sought by the study. Their input, suggestions and clarifications were incorporated to improve the instruments. The instruments were then piloted with 2 respondents. Adjustments was made to assess the questionnaires in relation to the objectives of the study.

Reliability refers to the extent the instrument would be consistent in measuring what they are expected to measure (Mugenda and Mugenda, 1999). Random errors arise from unclear instructions to the respondents and ambiguous questionnaires. The researcher minimized random errors by cross checking the questionnaires during piloting. This study used test-re-test technique to ascertain reliability of research instruments. In this study reliability of the questionnaire was also examined through Cronbach’s Alpha value generated by Statistical Package for Social Sciences (SPSS Version 25.0) program.

3.13 Data Analysis
Kerlinger (2006) defines data analysis as categorizing, manipulating and summarizing of data in order to obtain answers to research questions. The researcher examined the completeness of questionnaires and performed editing, coding and cleaning of the data. Data collected was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0) program and Microsoft Excel for generation of reports. For descriptive analysis, the mean, mode, variance and standard deviation was used to determine the respondents’ agreement or otherwise with statements under each variable. Inferential statistics employed multiple correlation to study the relationship between independent (ethical sourcing) and dependent variable (organization performance).

Data was presented using tables, pie charts and bar graphs that were generated by making use of SPSS version 25.0. The choice of tables as data presentation tools was based from their ability to clearly classify different data. Gay (2011) asserts that descriptive survey data is commonly represented through use of frequency polygons graphs, pie-charts and frequency tables.

3.14 Operationalization of study variables
The study involved independent and dependent variables; ethical sourcing and organizational performance (measured as market share) at Dairibord Zimbabwe respectively. The independent variable was subdivided into three independent variables namely ethical policies, ethical codes/conduct and corporate social responsibilities.
The study also used a multiple correlation coefficient R to test the strength of the relationship between the research variables. \( R^2 \) was used to test the strength of the Model. Besides, the ANOVA model was used, at a suitable level of confidence, to test the model’s significance in establishing the relationship between the ethical sourcing and organizational performance at Dairibord Zimbabwe, Chitungwiza factory.

The multiple regression model for the study as shown:

\[
MRKS = \beta_0 + \beta_1ETP + \beta_2ETC + \beta_3CSR + \varepsilon
\]

Where; \( MRKS \) = Market share

\( \beta_0 \) = Ethical Policies
\( \beta_1 \) = Ethical Codes/Conduct
\( \beta_3 \) = Corporate Social Responsibilities
\( \varepsilon \) = Standard errors.

3.15 Ethical Considerations

According to Polit and Hungler (2006), ethics are systems of moral values that are concerned with the degree to which research procedures adhere to professional, legal and social obligations. In this research, permission was sought from Dairibord Zimbabwe and from the respondents. The participants’ voluntary freedom to participate or withdraw from the exercise was clarified. All study participants were treated with respect, fairness and dignity. Anonymity, confidentiality and privacy of study participants was explained to the participants that their personal data is not going to be used to link results to them, and names were not going to appear anywhere on the questionnaire so that completed questionnaires cannot be linked to the participants.

3.16 Chapter Summary

This chapter discussed the techniques and tools that were applied by the researcher in gathering data relevant to the study. In addition, the chapter looked at the research design, population and
sample size, sampling procedure, data presentation and analysis procedures. The following chapter focuses on data presentation, analysis and discussion of findings of the study.
CHAPTER IV

DATA PRESENTATION AND DISCUSSIONS

4.0 Introduction
This chapter covered data presentation of the findings of the study. Data was presented in the sequence of the researcher’s objectives for this research. As part of the presentation tables, pie charts and bar graphs were used present data analysed by the use of SPSS. Data was analysed using both inferential and descriptive statistics.

4.1 The Response Rate of Questionnaires
A sample size of 31 respondents was used. Questionnaires were distributed to the acknowledged sample size for data collection.

Table 4.1: Percentage distribution of responses (n=31).

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaires administered</td>
<td>31</td>
</tr>
<tr>
<td>Questionnaires returned</td>
<td>28</td>
</tr>
</tbody>
</table>

Source: *Primary Data (2019)*

The study findings revealed that the response rate of the questionnaires distributed was 90%. The high response rate was attributed to the fact that the questionnaires were delivered and collected by hand and hence there was a close contact and follow-up with the respondents. According to Mugenda and Mugenda (2003) a 50% response rate is adequate, 60% good and above 70% is rated very well. This also collaborates with Bailey (2000) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implies that based on this assertion; the response rate which was calculated in this case was according to Mugenda and Mugenda and Bailey very excellent pertaining to data analysis, presentation and interpretation.
4.2 Demographics of respondents

The demographics of the respondents included factors like gender, age, educational qualifications and period of service. Demographics are important when analysing the responses of the respondents because they influence individual perceptions and behaviour. Perception and behaviour differs between different groups of demographics. The researcher also used demographics to note similarities and differences on aspects under analysis. Generally, demographics are important for a deep analysis of responses given by respondents using their perceptions and behaviour.

4.2.1 Gender of respondents

![Gender of respondents](image)

**Figure 4.1 Gender of respondents**

**Source:** Primary Data (2019)

The results from figure 4.1 above indicated that 66.7% of the respondents were males and the remainders 33.3% were females. The gender difference was due to the fact that males dominate the working environments, hence female workers at commercial banks were fewer than females.
4.2.2 Age of respondents

The results presented on figure 4.2 above depicts that the majority of respondents 35% were aged between 29 to 39 years. The second highest 58% were within the age bracket of 40-50 years. 20% of the respondents were less than 29 the least 15% were more than 50 years of age.

4.2.4 Level of education

Education is amongst the most essential traits that may have an impact on one’s behavior and to how he perceives a certain phenomenon. How one responds can be determined by his level of education therefore having knowledge of respondent’s educational background is vital. Therefore, the respondents’ level of education was assessed and the outcome was as shown in Figures 4.3 below
Among the participants, 53% had attained secondary school level of education, 27% had primary level of education, and 13% did not go to school, while the remaining 7% had managed to reach tertiary level as shown in Figure 4.3 above. This means that most of the participants were educated and hence are able to read and understand the contents of a questionnaire and they were also able to read and understand the questions that are in the questionnaire administered by the researcher and therefore express their views through filling the questionnaire appropriately.

4.3 Reliability Statistics

**Table 4.2 Reliability Statistics**

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Reliability coefficients (Alphas)</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical Policies</td>
<td>0.75</td>
<td>5</td>
</tr>
<tr>
<td>Ethical codes and conduct</td>
<td>0.88</td>
<td>3</td>
</tr>
<tr>
<td>Corporate social responsibilities</td>
<td>0.81</td>
<td>3</td>
</tr>
</tbody>
</table>
The reliability test for the questionnaire that was administered showed Cronbach alpha values of 0.75, 0.88 and 0.81 for ethical policies, ethical codes and conduct and corporate social responsibilities respectively. Reliability assesses the goodness of a measure and indicates the stability and consistency with which the instrument developed measures the concept (Sekaran and Bougie, 2013). Cronbach’s alpha computed value range between 1 (perfect internal reliability) and 0 (no internal reliability) (Bryman and Bell, 2015). According to Hair et al. (2010), the minimum acceptable level of Cronbach’s alpha for considering a study’s instrument reliable should be 0.60. Based on the results, the researchers decided to keep all the questions to sustain the value of Cronbach’s alpha. The results was in agreement with Smith et al., (2011) who argued that a reliability coefficient in the order of 0.60 and above is acceptable, while De Vaus (2002) and Bryman and Bell (2011) suggested a minimum alpha value of 0.70.

4.4 The effect of ethical policies on market share at Dairibord Zimbabwe, Chitungwiza factory

The research probed on the effect of ethical sourcing policies on market share at Dairibord Zimbabwe, Chitungwiza factory using a 5 point likert scale (no extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5) and the responses were computed using mean values as shown on table 4.3.
Table 4.3 Ethical sourcing policies

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core ethical sourcing values and policies such as justice,</td>
<td>28</td>
<td>4.833</td>
<td>.06920</td>
</tr>
<tr>
<td>fairness, respect, care and increase market share</td>
<td></td>
<td></td>
<td>.37905</td>
</tr>
<tr>
<td>Conforming to government ethical sourcing policies boost the</td>
<td>28</td>
<td>4.700</td>
<td>.08510</td>
</tr>
<tr>
<td>reputation of the company and subsequently increase its market</td>
<td></td>
<td></td>
<td>.46609</td>
</tr>
<tr>
<td>share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement department ethical sourcing policies can create</td>
<td>28</td>
<td>4.500</td>
<td>.09285</td>
</tr>
<tr>
<td>value through intangible forms, such as strategic planning,</td>
<td></td>
<td></td>
<td>.50855</td>
</tr>
<tr>
<td>reputation, employee motivation and results in market share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>expansion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policies for maintaining good quality products is ethical in</td>
<td>28</td>
<td>4.100</td>
<td>.05571</td>
</tr>
<tr>
<td>itself, while poor quality products can negatively impact a</td>
<td></td>
<td></td>
<td>.28513</td>
</tr>
<tr>
<td>company’s market share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company ethical sourcing policies leads to a high level of</td>
<td>28</td>
<td>4.023</td>
<td>.02346</td>
</tr>
<tr>
<td>service quality, positive customer outcomes and increase market</td>
<td></td>
<td></td>
<td>.01235</td>
</tr>
<tr>
<td>share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>28</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
From the findings presented on table 4.3 above, it was indicated that to a very great extent \((mean=4.8; \text{SD}=0.4)\), core ethical sourcing values and policies such as justice, fairness, respect, care and increase market share and this was ranked on first position. The study also revealed that to a very great extent conforming to government ethical sourcing policies boost the reputation of the company and subsequently increase its market share \((mean=4.7; \text{SD}=0.5)\); procurement department ethical sourcing policies can create value through intangible forms, such as strategic planning, reputation, employee motivation and results in market share expansion \((mean=4.5; \text{SD}=0.5)\) and policies for maintaining good quality products is ethical in itself, while poor quality products can negatively impact a company’s market share \((mean=4.1; \text{SD}=0.6)\). The study further indicated that to a great extent company ethical sourcing policies leads to a high level of service quality, positive customer outcomes and increase market share \((mean=4.0; \text{SD}=0.1)\).

4.5 The influence of ethical codes and conduct on market share at Dairibord Zimbabwe, Chitungwiza factory

The study established the influence of ethical codes and conduct on market share at Dairibord Zimbabwe, Chitungwiza factory. Findings were presented using descriptive statistics as shown on table 4.4.
Table 4.4 Ethical codes

| Ethical codes in tendering process, equal treatment of stakeholders and handling of gift have positive image of customers and increase customer satisfaction | 28 | 4.7333 | 0.08212 | 0.44978 |
| Company ethical sourcing codes and conduct leads to a high level of service quality, positive customer outcomes and increase market share | 28 | 4.5333 | 0.09264 | 0.50742 |
| Ethical sourcing codes prevent corruption in daily activities that can affect their customers and increase customer loyalty | 28 | 4.2800 | 0.08510 | 0.46609 |
| Ethical sourcing codes ensure that employees comply with procurement law and satisfy stakeholder needs, thus improving customer satisfaction that leads to improved market share | 28 | 4.0333 | 0.10152 | 0.55605 |
| Procurement department ethical sourcing codes and conduct can create value through intangible forms, such as strategic planning, reputation, employee motivation and results in market share expansion | 28 | 3.6333 | 0.12208 | 0.66868 |
| Valid N (listwise) | 28 |
The research results showed that to a very great extent ethical codes in tendering process, equal treatment of stakeholders and handling of gift have positive image of customers and increase customer satisfaction ($mean=4.7; SD=0.4$) and company ethical sourcing codes and conduct leads to a high level of service quality, positive customer outcomes and increase market share ($mean=4.5; SD=0.5$). It was indicated by the study that to a great extent ethical sourcing codes prevent corruption in daily activities that can affect their customers and increase customer loyalty ($mean=4.3; SD=0.5$) and ethical sourcing codes ensure that employees comply with procurement law and satisfy stakeholder needs thus improving customer satisfaction that leads to improved market share ($mean=4.0; SD=0.6$). Procurement department ethical sourcing codes and conduct can create value through intangible forms, such as strategic planning, reputation, employee motivation and results in market share expansion to moderate extent as shown by a mean value of 3.6 and standard deviation of 0.7 ($SE=±0.1$).

4.6 Nexus between corporate social responsibilities and market share at Dairibord Zimbabwe, Chitungwiza factory

The study examined the nexus between corporate social responsibilities and market share at Dairibord Zimbabwe, Chitungwiza factory and the findings are shown on table 4.5 below.
The research outcomes on table 4.5 revealed that to a very great extent green sourcing and priority to the community by the company have a positive influence on the market share (*mean*=4.8; *SD*=0.4), consumers are more likely to buy from the company because it is socially responsible (*mean*=4.6; *SD*=0.5) and corporate social responsibilities create a positive image for the company

### Table 4.5 corporate social responsibilities

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green sourcing and priority to the community by the company have a positive influence on the market share</td>
<td>28</td>
<td>4.7667</td>
<td>.07854</td>
</tr>
<tr>
<td>Consumers are more likely to buy from the company because it is socially responsible</td>
<td>28</td>
<td>4.6333</td>
<td>.08949</td>
</tr>
<tr>
<td>Corporate social responsibilities create a positive image for the company thus, increasing its market share</td>
<td>28</td>
<td>4.4667</td>
<td>.09264</td>
</tr>
<tr>
<td>The involvement of the company in environment protection programs, diversity, human rights, philanthropy and safety awareness increase its market share</td>
<td>28</td>
<td>4.3457</td>
<td>.09762</td>
</tr>
</tbody>
</table>

Valid N (listwise) 28
thus, increasing its market share \((mean=4.5; SD=0.5)\). It was further revealed that the involvement of the company in environment protection programs, diversity, human rights, philanthropy and safety awareness increase its market share \((mean=4.3; SD=0.1)\).

4.7 Relationship between ethical sourcing and organizational performance at Dairibord Zimbabwe, Chitungwiza factory

4.8 Regression Analysis

It includes Model Summary, ANOVA and Coefficients. A multivariate regression model was used to determine the relative importance of each of the three variables (ethical policies, ethical codes/conduct and corporate social responsibilities) with respect to market share. Market share was used as a dependable.

The multiple regression model for the study as shown:

\[ MKT = \beta_0 + \beta_1 \text{ETP} + \beta_2 \text{ETC} + \beta_3 \text{CSR} + \epsilon \]

Where; MKT = Market Share

ETP = Ethical policies

ETC = Ethical codes/conduct

CSR = Corporate Social Responsibilities

\( \epsilon \) = Standard errors

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.898a</td>
<td>.871</td>
<td>.8679</td>
<td>.32466</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), ETP, ETC, CSR
According to the multivariate linear regression analysis results in table 4.6 the co-efficient of determination (R) value was found to be 0.898. This implies that there was a very strong relationship between the independent valuables (ethical policies, ethical codes/conduct and corporate social responsibilities) and the dependent valuable (market share). The significance value of $p=0.001<0.05$ indicated that the relationship between independent variables and the dependent variable was statistically significant. Value of R Square was 0.871 showed that 87% variation in market share was due to the independent variables (ethical policies, ethical codes/conduct and corporate social responsibilities).

**Table 4.7 ANOVA of ethical sourcing and market share**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1.823</td>
<td>1</td>
<td>1.823</td>
<td>40.147</td>
<td>.001a</td>
</tr>
<tr>
<td>Residual</td>
<td>10.279</td>
<td>26</td>
<td>.180</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>12.102</td>
<td>27</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), **ETP,ETC,CSR**

b. Dependent Variable: **MKT**

The computed F-statistic of 40.147 ($p=0.001<0.05$) indicated that the model was highly significant, thus the model was statistically significant in predicting how ethical sourcing influences market share.
### Table 4.8 Beta coefficients of ethical sourcing and market share

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.856</td>
<td>6.552</td>
<td>9.436</td>
</tr>
<tr>
<td></td>
<td>ETP</td>
<td>.847</td>
<td>.290</td>
<td>.788</td>
</tr>
<tr>
<td></td>
<td>ETC</td>
<td>.742</td>
<td>.604</td>
<td>.713</td>
</tr>
<tr>
<td></td>
<td>CSR</td>
<td>.509</td>
<td>.816</td>
<td>.404</td>
</tr>
</tbody>
</table>

a. Dependent Variable: MKT

Pertaining to the beta coefficients, the model showed that, holding all other independent variables constant, every unit change in ethical policies (ETP) shall increase market share by 0.788 and also t-value (6.368) was significant ($p=0.001<0.05$), so there was a positive relationship between ethical policies and market share (MKT). The relationship between ethical codes/conduct (ECT) and market share was also positive and statistically significant ($p=0.000<0.05$). The study findings indicated that every unit change in corporate social responsibilities (CSR) shall affect market share by 0.404 ($t=2.011; p=0.003<0.05$).

### 4.9 Discussion of results

Influence of ethical policies on market share at Dairibord Zimbabwe, Chitungwiza factory
The study findings revealed that there was a positive and statistically significant relationship between ethical policies \((p=0.001<0.05)\) and market share at Dairibord Zimbabwe, Chitungwiza factory, therefore, the first hypothesis was confirmed. The research findings concurred with Gallear, Ghobadian and Chen (2016) who found a positive and statistically significance between ethical sourcing policies and market share in Abia State of Nigeria after investigation of the manufacturing sector employees. The results of the study collaborated also with findings of Kolk (2015) that confirms that there is a statistically-significant relationship between ethical sourcing policies and market share expansion. The current study results are in sync with the study of Koplin, Seuring and Mesterharm (2017) that concluded that a favorable ethical sourcing ground leads to a high level of service quality, positive customer outcomes and better organizational performance as measured by market share. The current study results confirmed Landeros and Plank (2016) postulation that a core principle of ethical sourcing is that ethical behavior as determined by ethical policies can create value through intangible forms, such as strategic planning, reputation, employee motivation and ethical firms can better survive crisis and increases their market niches. It can be observed that the more ethical the practices organizations are, the better the effectiveness of the procurement process and thus increased market share. From the investigation, it clearly indicated that most of the employees at Dairibord Zimbabwe, Chitungwiza factory viewed ethical sourcing policies as one of the major components of business operation that has a significant influence on their market share. The study reflected that a company can have high levels of customer satisfaction due to ethical sourcing implementations and tend to generate a higher degree of customer loyalty, repeat business and more market share in the long run, also customers may decline to deal with a business that causes them to be suspicious and afraid.

The impact of ethical codes and conduct on market share at Dairibord Zimbabwe, Chitungwiza factory

The research findings indicated that there was a positive and statistically significant relationship between ethical codes/conduct \((p=0.000<0.05)\) and share at Dairibord Zimbabwe, Chitungwiza factory. The current study findings are similar to Michael and Rusell (2017) study that concluded that dedication is the primary barometer that significantly leads to increase market share. The current study outcomes are in agreement with Eltantawy, Fox and Guinipero (2016) who avvered that ethical codes in tendering process, equal treatment of stakeholders and handling of gift have
an influence on how the customers and other stakeholders perceive an organization and this subsequently affects its market share in positive way. The current study results also echoed the findings by Kagongo and Kiptoo (2013) who pointed out that lack of professional code of ethics pertaining to sourcing was a major challenge to procurement managers and that has an adverse impact on customer satisfaction and the market share. Thus in light of the current study results it can affirmed that a firm should develop a procurement code of conduct and ethics based on recommended standards and should be followed by all practitioners in charge of procurement, selection of suppliers and related activities sensitized to this code and be aware of the implications of unethical dealings. The current study also concurred with the study outcomes of Amaeshi, Osuji and Nnodim (2018) who carried out a research to determine the effect of ethical sourcing on the organization performance in the energy sector, a case of Kenya Power Company Limited and found that there was a positive relationship between ethical sourcing and market share of firms in the manufacturing industry in Kenya. Although a number of studies (Gallear, Ghabadian and Chen, 2016; Kaynak and Sert, 2016), including this current study, agree that ethical codes/conduct have a positive relationship with market share, few studies beg to differ. For instance, Arbuthnot (2014) conducted a study on a sample of 587 employees in the United States from a variety of industries and found that ethical codes/conduct has a small effect on market share. In addition, research by Blowfield (2015) revealed a low to moderate correlation between ethical codes/conduct and a range of organizational outcomes such as market share, profit and productivity, thus contrary to the current findings.

Nexus between corporate social responsibilities and market share market share at Dairibord Zimbabwe, Chitungwiza factory
The research findings indicated that there was a positive and statistically significant relationship between corporate social responsibilities ($p=0.003<0.05$) and market share at Dairibord Zimbabwe, Chitungwiza factory. These current research outcomes are in sync with the findings Kaynak and Sert (2016) who found that a direct and positive association between corporate social responsibilities ($p=0.003<0.05$) and market share. Businesses that contribute to their community, maintain good relationships with government authorities and other businesses tend to be more successful in the long run as it leverage its market share. These companies will not get distracted by unnecessary lawsuits and other activities that detract from producing quality products and services that enable positive financial results for the company. The study results also reflected that
as people become more aware of companies’ impact on the environment; they want to do business with companies that reflect their values. As such, if the production processes causes water pollution, the firm may be able to conduct business in a cost-effective manner for the short term, but public opinion and pressure to improve the impact on the environment may actually reduce its market share in the long run. The current study results collaborated with Basheka (2018) who suggested that, CSR does not have to be a burden upon a company, as its adoption can provide a source of opportunity, innovation and competitive advantage and also thus expanding their market share. The current study results also confirmed Akamp and Muller (2017) position that corporate social responsibilities aspect such as responsibilities to damage, green sourcing and priority to the community have an influence on the market share of an organizational particularly in the manufacturing sector. The current study findings are also in agreement with the study by Valentine, et al (2011) who pointed out that improved product quality, along with corporate social responsibility and other ethical initiatives may help to strengthen a firm’s reputation for being reliable and honest by meeting the expectations of key stakeholders thus consolidating its market share.

4.10 Chapter summary

The study findings indicated that overall, there is a positive and statistically significant relationship between ethical sourcing and organizational performance at Dairibord Zimbabwe, Chitungwiza factory. The next chapter is going to cover discussion of the results.
CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study aimed at exploring the effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory. This chapter provides conclusions and recommendations on the study topic based on a critical analysis of the research findings. Therefore, in line with research objectives of this study we conclude and suggest recommendations based on the findings presented and the literature review.

5.1 Summary of the study

The research explored the effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory. The research objectives of the study were as follows: to determine the effect of ethical policies on market share, to establish the influence of ethical codes and conduct on market share and to determine the nexus between corporate social responsibilities and market share. Data collection was done through use of questionnaires and a sample size of 31 respondents was used obtained by stratified and simple random sampling. Data was analysed using both inferential and descriptive statistics.

5.2 Summary of Findings

5.2.1 To determine the effect of ethical policies on market share

The study findings revealed that there was a positive and statistically significant relationship between ethical policies ($p=0.001<0.05$) and market share at Dairibord Zimbabwe, Chitungwiza factory.

5.2.2 To establish the influence of ethical codes and conduct on market share

The research findings indicated that there was a positive and statistically significant relationship between ethical codes/conduct ($p=0.000<0.05$) and market share at Dairibord Zimbabwe, Chitungwiza factory.
5.2.3 **To determine the nexus between corporate social responsibilities and market share.**
The research findings indicated that there was a positive and statistically significant relationship between corporate social responsibilities ($p=0.003<0.05$) and market share at Dairibord Zimbabwe, Chitungwiza factory.

5.3 **Conclusions**
To sum up, taking into account the findings of the present study, it is concluded that there is a positive and statistically significant relationship between ethical sourcing and organizational performance (market share) at Dairibord Zimbabwe, Chitungwiza factory. Whether a company has outside investors, relies on venture-capital funding or reinvests its own profits, adhering and implementation of ethical sourcing is essential for a long-term success. Ethical business practices can help companies avoid legal problems and negative financial results that arise once the unethical behavior is discovered and subsequently increase its market share. These practices can also help companies provide a consistent market share as the company continue to focus on operating effectively and efficiently without the distractions of bad press and negative public perception, hurting business. A core principle of ethical sourcing is that ethical behavior can create value through intangible forms, such as strategic planning, reputation, employee motivation and ethical firms can better survive crisis. In today’s business environment ethical surplus is becoming more important as a source of differentiation to the competition. Creating ethical sourcing is currently one of the most important sources for innovation in the manufacturing industry. In the manufacturing sector ethical sourcing is closely related to the use of codes of conducts and strict directives which lead to a number of exclusion criteria, such as the use of child labor, genetic engineering, exhaustive cultivation or the use of former nature reserves for cultivation.

5.4 **Recommendations**
In the view of the study findings and conclusion reached, the study recommends the following that:

- Since organization performance (market) is significantly influenced by ethical sourcing, the study recommended that the Dairibord Zimbabwe, Chitungwiza factory should continue to put measures in place to ensure that supplier selection ethics, ethical policies
and codes and procedural justice are effectively geared towards attaining specific procurement performance objectives.

- The procurement managers at Dairibord Zimbabwe, Chitungwiza factory should continue guiding their employees on how to achieve effective ethical sourcing following codes and conducts.
- Dairibord Zimbabwe, Chitungwiza factory management should devise ways of making procurement information available to both internal and external customers probably through the use of information technology since this will ensure real time sharing of information for effective decision making thus enhancing its market share.
- Dairibord Zimbabwe should always ensure that the selection of suppliers is done in an ethical manner with an aim of optimizing procurement performance.
- The study also strongly recommended that the procurement staff at Dairibord Zimbabwe should at large be encouraged to develop a responsive attitude towards all the community stakeholders including the suppliers and external customers since they all play a vital role in the firms’ procurement processes.
- Dairibord Zimbabwe should also establish policies on ethical use of information technology since this will be a major boost to ensure that there is transparency and accountability in the procurement processes.

5.5 Area of further studies

Future research of the same study can be done in other companies in the manufacturing and compare the results with this research.

In future studies, a longitudinal method to examine effect of ethical sourcing on organizational performance are an approach that merits further examination.
REFERENCES


APPENDIX I

NDURA UNIVERSITY OF SCIENCE EDUCATION FACULTY
OF COMMERCE
ECONOMICS DEPARTMENT
P. Bag 1020, Bindura, Zimbabwe
The Chairman, Lazarus Muchabaiwa, Cell: 0773 357533 Email: muchabaiwa@gmail.com; muchabaiwa@buse.ac.zw.

23 September 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam

REF: REQUEST FOR DATA

Alfonce Chandaida (B1747700) is a Bachelor of Commerce Honours in Purchasing and Supply Management student in the Economics Department. He is conducting a research project titled "Effect of Ethical Sourcing on Organisational Performance at Dairibord Zimbabwe, Chitungwiza Factory". May you please assist him with relevant data for his research. The student undertakes to use the data for the research project only and will not share the data with third parties.

Should you require more information about his research, do not hesitate to contact me.

Yours faithfully

Lazarus Muchabaiwa-Chairman
Dear Sir/Madam

My name is Alfonce Chandaida an undergraduate student at Bindura University of Science undertaking a research study on **Effect of Ethical sourcing to organisational performance at Dairibord Zimbabwe, Chitungwiza Factory**. This research study is being conducted in partial fulfilment of the requirements of Bachelor of Commerce Honours degree in Purchasing and Supply Management at Bindura University of Science.

I would be grateful if you could spare some time to complete the attached questionnaire. This exercise is solely for academic purpose and thereby guarantee that information supplied will be treated confidentially and used only for this study. Thank you in advance for your cooperation.

Yours faithfully

Name of student: Alfonce Chandaida

Signature: …………………..

Date: ………………………

Contact details: 0773883973
APPENDIX III

My name is Alfonce Chandaida, I am a student at Bindura University of Science Education pursuing Bachelor of Commerce in Purchasing and Supply Management. I am required to carry out a research project in partial fulfilment of the requirements for the degree. As such the student is carrying out a research on “effect of ethical sourcing on organizational performance at Dairibord Zimbabwe, Chitungwiza factory”. The researcher is kindly asking for your assistance as respondents to the research understudy by filling in the questionnaire. The responses you will provide will be treated with utmost confidentiality and will be used sorely for academic purposes. Your co-operation will be greatly appreciated.

INSTRUCTIONS:

▪ Please answer all the questions honestly.

▪ Please kindly indicate your answers by ticking where appropriate in the boxes and writing in the spaces provided.

▪ Your name or identity is not required.

SECTION A: GENERAL INFORMATION

1.1. Gender
Male ☐ female ☐

1.2. Age of respondent
< 29 ☐ 29-39 ☐ 40 – 50 ☐ above 50 ☐

1.3 Period of service
< 5years ☐ 5-10years ☐ >10years ☐

1.3. Educational level
Primary ☐ secondary ☐ tertiary ☐ others ☐
SECTION B: MARKET SHARE

There is an increase in market share for Dairibord Zimbabwe, Chitungwiza factory

Yes [ ]
No [ ]

SECTION C: EFFECT OF ETHICAL POLICIES ON MARKET SHARE FOR DAIRIBORD ZIMBABWE, CHITUNGWIZA FACTORY

Kindly indicate the extent to which you agree or disagree about the effect of ethical policies on market share for Dairibord Zimbabwe, Chitungwiza factory


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<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Company ethical sourcing policies leads to a high level of service quality, positive customer outcomes and increase market share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Procurement department ethical sourcing policies can create value through intangible forms, such as strategic planning, reputation, employee motivation and results in market share expansion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Policies for maintaining good quality products is ethical in itself, while poor quality products can negatively impact a company’s market share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Core ethical sourcing values and policies such as justice, fairness, respect, care and increase market share</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Conforming to government ethical sourcing policies boost the reputation of the company and subsequently increase its market share

**SECTION D: INFLUENCE OF ETHICAL CODES AND CONDUCT ON MARKET SHARE FOR DAIRIBORD ZIMBABWE, CHITUNGWIZA FACTORY**

Kindly indicate the extent to which you agree or disagree about the influence of ethical codes and conduct on market share for Dairibord Zimbabwe, Chitungwiza factory


<p>| | | | | |</p>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ethical codes in tendering process, equal treatment of stakeholders and handling of gift have positive image of customers and increase customer satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Company ethical sourcing codes and conduct leads to a high level of service quality, positive customer outcomes and increase market share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Ethical sourcing codes prevent corruption in daily activities that can affect their customers and increase customer loyalty</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Ethical sourcing codes ensure that employees comply with procurement law and satisfy stakeholder needs thus improving customer satisfaction that leads to improved market share</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5 | Procurement department ethical sourcing codes and conduct can create value through intangible forms, such as strategic planning, reputation, employee motivation and results in market share expansion

---

**SECTION E: INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITIES ON MARKET SHARE FOR DAIRIBORD ZIMBABWE, CHITUNGWIZA FACTORY**

Kindly indicate the extent to which you agree or disagree about the influence of corporate social responsibilities on market share for Dairibord Zimbabwe, Chitungwiza factory


<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The involvement of the company in environment protection programs, diversity, human rights, philanthropy and safety awareness increase its market share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Green sourcing and priority to the community by the company have a positive influence on the market share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Consumers are more likely to buy from the company because it is socially responsible</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Corporate social responsibilities create a positive image for the company thus, increasing its market share

Thank you