TOPIC


BY

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DEDICATION

This research project is dedicated to my mother, my sister Mitchelle and my friend Tendai, for their untiring support.
ABSTRACT

The researcher investigated the challenges faced by COTTCO in analysing procurement performance measurement and also identified the necessary actions taken by the management to supply chain officers to ensure that the best procurement procedures/activities are adhered to. The researcher used descriptive research design in the form of a case study made use of eighty questionnaires supplemented by face to face interviews done by five executives of the company. The data collected was analysed using percentages and presented using statistical tables, pie charts and graphs. A population of one hundred and fifty people and a sample of eighty respondents were used in this research. The study concluded that the Cotton Company of Zimbabwe does not have the set procedures which should be followed in order to evaluate the performance of the procurement section. The researcher recommended that there must be availability of funds to finance the procurement activities should be sourced to meet the procurement demands.
ACKNOWLEDGEMENTS

I would like to thank God whose mercy has taken me this far, granting me this opportunity to undertake my Honours Degree in Purchasing and Supply. I would like to express my appreciation to my family without whose commitment and encouragement I could not have successfully completed this study. I express my sincere gratitude to my research supervisor Mr Mandaza whose valuable time has contributed immeasurably to this research. I would like to thank Dr Chari, Dr Mushanyuri, Mr Bindu and Mr Gondo for their technical knowledge and support on my thesis. Finally, I wish to thank my colleagues.
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CHAPTER I

INTRODUCTION

1.0 Introduction
This chapter presents the background of the study, the statement of the problem, objectives and question, limitations, delimitations and definition of terms.

1.1 Background of the study
World-wide the actual key performance indicators or measurements for the procurement department is still a debateable matter. In more than 50 percent of the Zimbabwean public entities, standards and the number of items procured differs with the requirements highlighted when awarding tenders; in many occasions these public institutions have instances where development projects have stalled and inadequate procurement budgets (Paul, 2011).

Sultana (2012) stated that the factors that affect proper procurement performance measurement are procurement planning and priority accorded to procurement performance measurement. Berger & Humphrey (2017) argued that the economic situation in the country and company’s priority affects how performance can be measured in a firm. Poor procurement performance measurement caused lack of professionalism, lack of independence performance evaluations and poor data management due lack of vibrant ICT systems and poor record management.

The COTTCO is the largest cotton producing company in Africa and exports more than eighty percent of the produce to overseas countries. In the past four years the COTTCO has been facing challenges on achieving the targeted tonnage of seed cotton which has various impacts on the operation performance of numerous organizations in the sector. As the matter of boosting the cotton industry, COTTCO limited, through the presidential input scheme has engaged on providing free inputs to the farmers for the purpose of resuscitating the cotton industry.
The aforementioned problems could be associated to poor implementation of procurement performance measurements. In 2008, the whole procurement committee of COTTCO was dismissed, (Nyakundi et al., 2012) Procurement performance measurement is hindered by lack of professionalism, lack of independence of PEs, varied dimensions and indicators, poor data management due lack of ICT systems and poor record management (Jackinda, 2007).

1.2 Statement of the Problem
The COTTCO still finds it a challenge to overcome problems involving procurement performance measurement. According to the (COTTCO Monthly Management Report, 2017), the procurement has not been able to produce accurate and reliable findings on the effects of their purchasing to meet the organisational objectives. This gave rise to secrecy, inefficiency and corruption in their procurement processes which cannot be easily be detected. Challenges like procurement costs which exceeded the budgeted amount, poor quality products delivered by suppliers and many unexpected interruptions in inventory flow were also detected in the 2016 Chief Auditor’s report.

1.3 Objectives of the Study
- To outline performance indicators used to evaluate procurement at COTTCO.
- To identify the factors affecting procurement performance measurement.
- To establish ways to reduce challenges faced when of measuring procurement performance at COTTCO.

1.4 Research questions
- What are performance indicators used to evaluate procurement at COTTCO?
- What are the factors affecting procurement performance measurement?
- What are the ways to reduce challenges faced when of measuring procurement performance at COTTCO?

1.5 Significance of the Study
Performance measurement is a critical issue which at the very least guarantees survival, growth and a sound going concern base to organization in Zimbabwe and afield. Again,
it is performance measurement that determines employee retention and turnover which all add up to organizational performance. The research therefore seeks to lay bare the major factors that affect performance measurement and help management understand the benefits if correctly implemented. These to benefit will include the COTTCO management, the researcher, academia and the business environment at large.

1.6 Delimitations
The research was carried out at The Cotton Company of Zimbabwe Head office located in Workington Harare. The study was confined to a sample size of 80 respondents.

1.7 Limitations of the study
The researcher had problems in getting confidential information. Employees from whom data was collected were suspicion on exact purpose of the research and some of them were not willing to co-operate. This limitation was overcome by producing a letter of introduction from the University. This letter of introduction gave the company’s representatives confidence to share with the researcher all the information needed.

1.8 Definitions of terms and abbreviation

1.8.1 Definition of term

Supply Chain Management - the management of the flow of goods and services involves the movement and storage of raw materials, of work-in-process inventory, and of finished goods from point of origin to point of consumption.

1.8.2 Abbreviation

COTTCO – The Cotton Company of Zimbabwe

1.10 Summary
This chapter has looked on the background of the research, statement of the problem, research objectives, and research questions, assumptions made in the research,
limitations and delimitations of the study and definitions of key terms and finally organization of the research project. In the next chapter past literature on the study area shall be reviewed.

CHAPTER II

LITERATURE REVIEW
2.0 Introduction
This chapter covers on theoretical framework, empirical evidence and gap analysis.

2.1 Theoretical Framework

2.1.1 Agency Theory:
The agency theory developed by Mitnik et al (1973) explains the relationships and contracts that exist in a firm among the various stakeholders like managers (principals) and the suppliers (agents). Despite the stipulated manager objectives that the suppliers are supposed to meet, they are not able to achieve them due to their non-rational opportunistic behavior leading to agency conflicts or problems. The principal encounters several problems in governing the relationship with the agent, the first of which involves choosing an appropriate agent. Consistent with the tenets of agency theory, the view adopted here assumes that agents and purchasing officials are rational, self-interested utility maximizes. To minimize agency problems, the principals, incur agency cost that is defined as the monitoring expenses incurred by the principal, bonding expenses and the resultant loss due to the separation of control. The agency problems in procurement are more in the private sector, where there are fewer regulations than in the public sector, and where tendering is not required.

2.1.2 Resource-Based Theory:
The resource based theory is based on an industrial organization and with a relation between firm structure and performance established by Grant (1991), where performance of the firm is put outside of its structure. The theory basically tries to justify why firms in the same industry perform differently by looking for the internal sources of sustained competitive advantage. In this view, the resource based theory complements rather than replace the industrial organization whereby simultaneously valuable, rare, inimitable and non-substitutable resources can be a source of superior performance and may enable the firm to achieve sustained competitive advantage.
2.1.3 Bloom’s Taxonomy of Learning Theory:
The taxonomy theory of learning advanced by Bloom in 1956 tries to identify different cognitive skills. The theory classifies thinking into six cognitive levels of complexity: knowledge, comprehension, application, analysis, synthesis and evaluation whereby movement from level 1 to level 6 represents an increase in the level of sophistication of cognitive ability. The taxonomy learning levels are seen as stairways in which if someone has mastered a higher level then he or she is considered to have mastered the lower levels. This theory is relevant in this study in that procurement performance depends highly on staff qualifications and skills. Textile management is quite complex hence performance can be optimized through staffing, training and education. In the procurement management in the hotel industry, the higher qualified staff take on the more sophisticated tasks while the less qualified take on the less demanding jobs though they are encouraged to increase their skills to achieve the analysis skills. Through learning and experience, the procurement staff should be able to understand each stage of activity in the process and how the stages relate to each other embracing best practices resulting in best overall procurement performance.

2.1.4 Technology, Organization, and Environment Theory
The Technology, Organization, and Environment theory was developed in 1990 by Tornatzky and Fleischer. It identifies three aspects of an organization that influences the process by which it adopts and implements technological innovation. These three aspects are; technological context, organizational context, and environmental context. Technological context describes both the internal and external technologies relevant to the firm. This includes current practices and equipment internal to the firm, as well as the available technologies external to the firm. Organizational context refers to descriptive measures about the organization such as scope, size, and managerial structure.

Environmental context is the arena in which a firm conducts its business, its industry, competitors, and dealings with the government. The use of information communication technology (ICT) based procurement systems in building construction is affected by technological innovation in the technological context, organizational context and environmental context. All these contexts determine the level of automation, type of
procurement systems to be used in the firm, nature of the ICT infrastructure and how e-procurement is employed in the firm. This theory will be useful in this study for identifying how ICT affects procurement and supply chain performance in building construction firms.

2.2 Empirical Literature

2.2.1 International

In their descriptive research, Berger & Humphrey (2017) using a sample size of 45 respondents, discovered that many firms think that they have a measurement concept until they see a really well-established one. They further recommended that if procurement measurement is carried out professionally, it is the core of delivery of value for money principle. Furthermore, Sultana (2012) stated that the factors that are affecting procurement performances measurement are poor procurement planning, ineffective resource allocation and prioritization. It is important to optimize the contribution of employees to the aims and goals of the organizations. His results showed the staff competence ($r=0.415$) and the relationship to be statistically significant at 1% level ($p=0.008, <0.01$). There is a positive relationship ($r=0.093$) between procurement proformance measurement and procurement performance improvement. But it is Handfield (2011) study that is comprehensive enough as it looks at procurement performance measurement literature by even classifying the existing literature in a framework. The framework enumerates steps preceding perfomance measurement decision. These steps are problem definition, formulation of performance measures and ways to reduces challenges.

2.2.2 Africa

Senait et al (2016) took out a study to assess factors affecting procurement performance measurement in Awassa Textile Share Company in Ethiopia. The study was channeled to examine the impacts of staff competency, procurement performances indicators and resource allocation on procurement performance measurement. Focus was given to supplier development, information technology and staff competency to establish their impact on procurement performance measurement and improvement. Eveline et al (2017) narrated that effective procurement performance measurement is a key driver in overall organizational performance improvement in Mombasa County, Kenya. They used descriptive research design in executing their study and the targeted group of the
study was top level managers, middle level managers and procurement staffs who are pertinent to the process, function and decision making of procurement performances measurement. They based their research on textile industry and has received little or no focus especially in the developing economies.

2.2.3 National
Banda (2017) also contemplated that various companies lack competent staffs because they have proper knowledge that there is no good procurement performance measurement. He further noted that authorities should give greater emphasis on the question; has procurement performance been achieved if a random procurement relevant key indicator has changed positively from an economic perspective? Accordingly, the sampling technique was purposive sampling. Chipunza et al (2010) also established that Structured measurement of performance has a versatile application. Their Research therefore prove to establish the factors that affect procurement performance. In this case, the measurement of procurement performance primarily assists monthly financial reporting. The calculated KPI/key indicators are included in Reporting without substantial changes and must correspond to its guidelines. Descriptive and inferential data analysis methods were used.

2.3 Research Gap
Most writers have acknowledged the presence of challenges in procurement but their results are contradictory and some results seemed to have exaggeration. This indicates that, there are gaps in prior studies that clearly recommends the best sourcing strategies and development for supporting improved procurement performance in the textile industry. Therefore, globally establishing necessary actions that supply chain management should take, ensures best procurement activities which should be adhered to. There were also recommendations from previous researchers that suggested this study as a research gap.
2.4 Chapter Summary
This chapter looked at literature review. The next chapter looks at research methodology.
RESEARCH METHODOLOGY

3.0 Introduction
The earlier chapter was on literature review. This chapter covers on a case study research design, sampling method, measurements, validity and ethical considerations.

3.1 Research Design
The research design of a study therefore defines the study is carried out and, it defines the data collection methods and a statistical analysis plan. Therefore, a research design can be viewed as an overall strategy that a researcher chooses for the purpose of integrating the different components of a research study in a coherent and logical way, thereby, ensuring that the research problem is addressed properly.

3.2 Descriptive Research Design
The research used Descriptive research design in the form of a Case study. The data which was collected falls into two categories which are quantitative and qualitative. The quantitative data was typically presented in the form of descriptive statistics that provide basic information such graph, charts and tables. It was also used to describe categories of information or patterns of interactions. The descriptive part gave the qualitative side of this study.

3.4 Study Population.
People were targeted from the general population which is comprised of individuals who share a common characteristic. The study population chosen by the researcher targets those charged with governance, key management from COTTCO, senior area managers, middle management as well as lower management. Few individuals were chosen from various depots. All together the targeted population adds up to 150 individuals of the organisation.
3.6 Sampling Procedures.
Sampling procedures were used to choose the number of participants which reflected the true representation of the studied population. The researcher made use of random sampling and came up with eighty representatives to participate. Among those chosen there are eight executive directors, two non-executive directors, twenty senior managers and 50 lower level managers of The Cotton Company of Zimbabwe. The selection was based on the nature and extent of their responsibilities within the organisation.

3.7 Data Collection
Primary and secondary data was used on obtaining sufficient and appropriate data for the research in order to put out meaningful conclusions.

3.7.1 Primary data
Primary data was collected by the researcher directly from various sources and considered as the first hand data which is collected through questionnaires and interviews as well direct observations from the work places. The use of primary data made the researcher to collect information for the specific purposes and also first-hand information was obtained. Direct observations enabled the researcher to count and code the number of times she sees practices or behaviours.

3.8 Data Collection Instruments
For gathering data, the researcher used interviews and questionnaires.

3.8.1 Interviews
The researcher conducted face to face interviews. It was easy correct any misunderstandings and mistakes. Relation between the researcher and the interviewee was developed and it increased mutual understanding and co-operation between the parties. Minutes were used to provide evidence and signature of the parties were inserted to demonstrate that information was genuine.
3.8.2 Questionnaire

Series of questions were physically given to respondents for them to complete. This instrument was designed to provide statistical analysis of the responses. They were cheap and did not require as much effort from the questioner as verbal or telephone surveys. They had standardized answers that make it simple to compile data. However, such standardized answers may frustrate users. Questionnaires were also sharply limited by the fact that respondents had to be able to read and understand the questions and respond to them without much assistance from the researcher.

3.9 Data Presentation and Analysis

The research mainly involves quantitative data and because of the volume of data charts and graphs were presented to show the results of the research and graphs were generated using spreadsheets. Both line and bar graphs were used to analyse data. Since the main objective of research was to investigate the nature, extend and effect of side marketing of cotton by contract farmers, the researcher also went on to analyse the performance of the company using financial statements.

3.10 Ethical Considerations

The researcher on gathering information respected the company’s policies, procedures and ethics while taking into account how employees may feel about the potential result of the research. She also asked for permission from those charged from relevant authority before gathering data.

3.12 Chapter Summary

This chapter outlined the research methodology used by the researcher throughout the research. The researcher gave an insight of the research design and data instruments used to exploit primary data that involves the use of interviews and questionnaires. The data collected by the researcher will be presented in chapter four.
CHAPTER IV

DATA PRESENTATION AND ANALYSIS

4.0 Introduction
In this chapter research data findings are analysed, presented and interpreted as they relate to the theory that underlies the study. Furthermore, the data presented and analysed was those that are considered relevant to the problems and objectives and of this research study.

4.2 Factors affecting procurement performance measurement.

4.2.1 Availability of funds
Table 4. 1: Response on the availability of funds determine the procurement performance measurement of COTTCO

<table>
<thead>
<tr>
<th>Strength of Feeling</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Respondents</td>
<td>75</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>80</td>
</tr>
<tr>
<td>Percentage</td>
<td>93.75</td>
<td>6.25</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data 2019

From the above respondents agree that availability of fund is a factor affecting procurement performance. This indicates that the procurement function of cottco will not be able to attain their duties properly due to scarcity of funds.

4.2.2 Political environment
Table 4. 2: Response on the effect of political environment on procurement performance measurement.
The findings from the effect of the political environment on the procurement performance shows that the majority of the respondents agreed that the political environment in Zimbabwe is heavily affecting the procurement section and has an adverse effect on the performance of COTTCO. Banda (2017) said in spite of the reforms in the procurement system and enactment of public procurement, politics establish how contract management affect the efficiency of procurement and one being securing of political legitimacy through the authorizing environment.

4.2.3 Competition among suppliers

Table 4. 3: Response on the effect of competition among suppliers on the performance of procurement section.

<table>
<thead>
<tr>
<th>Strength of Feeling</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Respondents</td>
<td>50</td>
<td>30</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>80</td>
</tr>
<tr>
<td>Response Percentage</td>
<td>62.5</td>
<td>37.5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data 2019

On the above table, the majority of respondents 62.5% agreed that there is competition among suppliers. Dick (2019) asserted that competition among competitors determines the cost of production, the higher the competition the lower the prices of raw materials.
4.3.4 Resource allocation

Table 4.4: Response on Resource allocation as a major determinant of procurement performance measurement

<table>
<thead>
<tr>
<th>Strength of Feeling</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Respondents</td>
<td>80</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>80</td>
</tr>
<tr>
<td>Response Percentage</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary data (2019)

Hundred percent of the respondents as shown in fig 4.1.5 above strongly agree that resource allocation forms part of the main factors which determine the procurement performance. Resource Allocation forms part of the main factors which determine the procurement performance Shantanu (2012). Resource allocation is the process of determining the best way to use available assets or resources in the execution of a given project.

4.3 Challenge faced by COTTCO in analysing procurement performances.

Response on new skills acquired through training by Procurement professionals

Figure 4.1: Response on the new skills acquired by procurement staff through training on implementing effective procurement practices

Source: Primary Data 2019
Laoledchais et al (2018) contemplated that staff development is an important factor which should be considered on acquiring new skills.

### 4.4 Complexity legal and policy framework

Table 4. 5: Response on the complex legal and policy framework.

<table>
<thead>
<tr>
<th>Strength of Feeling</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Respondents</td>
<td>60</td>
<td>20</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>80</td>
</tr>
<tr>
<td>Response Percentage</td>
<td>75</td>
<td>25</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data 2019

According to the data on the table most of the respondents agreed that complex legal and policy framework is a threat to effective procurement performance. This was supported by Law (2017), who said complex legal and policy framework requires a lot of time to be understood.

### 4.5 Technological change

Figure 4. 2: Response on the effect of technological changes on the procurement performance.

Source: Primary Data 2019
Amod (2009), claimed that technology increases a company’s performance in that if for instance a company introduces automation of business processes, this would improve turn-around time to process business transactions.

4.6. Proper staffing of the supply chain department

Figure 4.3: Response on the proper staffing of the supply chain department

Source: Primary data

The findings from the above illustration showed that the procurement for Cottco has properly aligned and staffed the supply chain department. Therefore, it is possible that separation of roles and authority which also entails that there is clear lines of responsibility and accountability can be attained. According to Thomas (2019), segregation of duties in procurement department serves as the primary security against internal fraud. Having employees check each other's work may reduce errors, but simple mistakes do not reduce profit to the same degree. Segregation of duties within the procurement department minimizes opportunities for employees to steal from the company.

4.7 Summary of factors affecting procurement performance activities.

All respondents from the targeted population responded positively on the factors affecting the procurement performance. Among the factors mentioned they all
contended that the availability of funds to finance the procurement activities is the major factor which should be considered when evaluating the performance of the procurement section. All the interviewees also cemented that the availability of competent staff and staff development also determines the procurement section performance. Most of the respondents argued that management attitude towards the procurement section also determine the performance of the section. Management may consider procurement section

They all agreed that an understanding of the above mentioned factors provide a context which refers to descriptive measures about the organization such as scope, size, and managerial structure. Environmental context is the arena in which a firm conducts its business, its industry, competitors.

4.8. What are the challenges affecting procurement performance measurement?
The majority of the interviewees claimed that the Cotton Company of Zimbabwe has no clear standards that the management can use at the moment to evaluate the performance of the procurement section, so it remains resilience. The interviewees pointed out that the governing body is still in the process to look for the strategic measures to evaluate the performance of Procurement section.

On the other hand, the interviewees also said that at the moment the company is still working within their budgets, so the procurement section only spend up to what they budgeted but they emphasized that no variance analysis was done for the past ten years due to lack of understanding of standard costing. Anthon, et.al (2017) propounded that despite shrinking budgets, procurement professionals are responsible for spending a huge proportion of companies’ revenue or of the company’s budget, one of the interviewees added that operations requires purchasing professionals to understand the business environment and to buy goods and services needed for the production of goods and services. The Purchasing executive added that effective buying involves six rights, which are buying goods and services at the right price, from the right source, in the right quantity, at the right time, at the right specifications that meet user’s needs and to the right internal customer
4.9 What are the ways to reduce challenges faced when measuring procurement performance at COTTCO?

Minority of the interviewees said that the company is unlocking value through professional development to the procurement staff. They emphasized that the way forward in reaching solutions to the procurement challenges facing developing economies, the value that lies within the profession has to be unlocked. This should be done by building sound supplier relationships, improving the people element through enhancing professional development.

Majority of the respondents emphasized that procurement professionals need to maintain a strong relationship with their suppliers in order to be successful. The relationship is maintained through settlement of their debts within specified period. Banda (2017), outlines that supplier relationships are different from simple purchasing transactions in several ways; one of these is that there is a sense of commitment to the supplier. He also said that the managing director added that Supplier relationships are indeed critical to any profit-oriented firm.

4.10 Chapter Summary

Chapter four provided the presentation and analysis of primary data retrieved or documented from the research study in line with the sub research questions.
CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter of the research study gives the summary of the research study and aligns the findings obtained from the research study to the research objectives backed by research questions and the subject matter. This chapter further clarifies the research conclusions and recommendations on the analysis of factors affecting procurement section in relation to company performance and will close by providing suggestions for further research.

5.1 Summary of the Study
The research study was carried out to provide an analysis of factors affecting procurement section in relation to company performance. Chapter one therefore introduce the research study by explaining the background information of the study followed by the problem statement, research objectives of the study, main research question, sub research question, importance of the study to the institution and the company, delimitations as well as limitations of the study, definitions and abbreviation of terms used in the study.

Chapter two looks at what other scholars around the world wrote in relation to the study. Therefore, it provides the literature review of the study providing the detailed analysis of the sub research questions emanating from the research study objectives of the research. The research was carried out to analyse of factors affecting procurement section in relation to company performance, the findings by various scholars and researchers across the globe were reviewed and analysed in the study. The theoretical framework reviewed was based on the factors on the factors affecting procurement performance. Challenge faced by COTTCO in analysing procurement performances and Necessary actions taken by the management to supply chain officers of COTTCO to ensure that the best procurement procedures are adhered to.
The research methodology was discussed in Chapter three and descriptive research design in the form of a case study was used to carry out the study. Chapter three went on to outline the research population, sample size and design, sampling procedure and the sample was comprised of executive directors and the management of the Cotton company of Zimbabwe. Interviews and questionnaires were the main research instruments used to gather data from the targeted population. For the study to be relevant greater attention was given to the reliability and validity of data gathered as well as ethical considerations.

Data gathered from chapter three was then presented and analysed in Chapter four. The findings from respondents were analysed and presented in accordance to the research instrument used in gathering data. Data was presented depending on their nature quantitative data was presented on tables, pie charts and graphs.

5.2 Major findings

The researcher found out that the main factors affecting the procurement performance include the availability of funds to meet the budgeted projections of procurement section. Most of the companies fail to fund the procurement section in order to meet its target they brought out a challenge on the performance of the entity. The competency of the procurement staff and resource allocation were the secondary factors affecting the procurement performance at the Cotton Company of Zimbabwe.

To investigate the challenges faced by COTTCO in analysing procurement performance.

The researcher also found out that the main challenge faced by companies in analysing procurement performance is failure to have clear standards set to which the company should comply with. If there are no clear standards set by the governing body it is therefore difficult to evaluate the performance of the procurement section and
management should set, clear targets which can be attained and evaluate performance at the end of the season.

To identify the necessary actions taken by the management to supply officers of the COTTCO to ensure that the best procurement procedures/activities are adhered to.
The major findings from the necessary actions taken by the management to supply officers of the COTTCO to ensure that the best procurement procedures/activities are adhered towards that the company is unlocking value through professional development to the procurement staff and put an emphasis on the way forward in reaching solutions to the procurement challenges facing developing economies, the value that lies within the profession has to be unlocked. This should be done by building sound supplier relationships, improving the ‘people’ element through enhancing.

5.3 Conclusions
Summing it all, the researcher concluded that the Cotton Company of Zimbabwe does not have the set procedures which should be followed in order to evaluate the performance of the procurement section. The availability of funds to finance the procurement activities should be sourced to meet the procurement demands. More so the company should allocate enough resources to the procurement section in order to meet its target as well as employing competent staff with experience with procurement. In conclusion the research study done was successful and all the objectives of the study have been met and research questions were then answered accordingly.

5.4 Recommendations
- The management should provide the procurement section with enough resources so that the performance of the section can be easily evaluated.
- The Company should also rectify its problems with suppliers and build trust with their supplier to ensure that there is a flow of activities.
- COTTCO limited has a total of nine ginneries, of which eight ginneries are working. It is recommended the company should increase or extend the procurement section to meet the demand of the whole company.
• The researcher also recommends COTTCO limited to tighten its controls so that they can easily evaluate the performance of the entity.

• Good Corporate governance practices between directors and managers should be exercised and enhanced so as to align with the objectives of the company to avoid the mismanagement or misuse of financial resources within the entity with the purpose of increasing the performances of the company.

5.5 Suggestions for Further Research
The further research can be done on the investigations of the effect of not having standard procedures set on evaluating the procurement performance.
REFERENCES


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Fausto-Sterling, Anne "Of Gender and Genitals" from Sexing the body: gender politics and the construction of sexuality New York, Basic Books, 2000, [Chapter 3, pp. 44-77]


Appendix 1: Research Questionnaire

Bindura University of Science Education
Department of Purchasing and Supply
P. Bag 1020,
Bindura

04 February 2019

Dear Respondent

Ref: Questionnaire: Request participation in my research
My name is Charlene Kuzivakwashe Manhimanzi. My topic is entitled “An analysis of factors affecting procurement section in relation to company performance”

I am kindly asking for your help to fill in the questionnaire by ticking the right answer. All the data provided will be for academic purposes.

Yours Faithfully

Charlene Kuzivakwashe Manhimanzi
SECTION A: [Demographic information]

Please tick on the place provided

Key

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<td>1</td>
<td>Agree</td>
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<td>2</td>
<td>Strongly Agree</td>
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<td>3</td>
<td>Uncertain</td>
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<td>4</td>
<td>Disagree</td>
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<td>5</td>
<td>Strongly Disagree</td>
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1. Job Title ..................................

2. Gender

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<td>Male</td>
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3. Number of Years in the Organization

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### SECTION B: [Factors affecting the company performance]

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<td>1</td>
<td>The availability of funds determines the procurement performance of Cottco</td>
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<td>2</td>
<td>Staff training is the main factor which should be considered on determining the procurement performance.</td>
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<td>3</td>
<td>The political environment is heavily affecting the procurement department and has adverse effect on the performance of Cottco.</td>
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<td>4</td>
<td>Management attitude towards the procurement section determines the procurement performance</td>
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<td>5</td>
<td>Competition amongst suppliers determines the performance of procurement section</td>
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<td>6</td>
<td>Resource allocation forms part of the main factors which determine the procurement performance</td>
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<td>7</td>
<td>Cottco lacks competent staff with the proper knowledge for good procurement process management</td>
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**Comments**

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<td>1</td>
<td>The company have no structure or procedures to determine the procurement performance.</td>
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<td>2</td>
<td>Procurement professionals have an understanding on the use variance analysis on determining the procurement performance</td>
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<td>3</td>
<td>New skills have been acquired by procurement staff through training on implementing effective procurement practices</td>
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<td>4</td>
<td>A complex legal and policy framework is a threat to effective procurement performance</td>
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<td>The performance of procurement department is highly affected by technological changes</td>
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<td>6</td>
<td>National economic growth and economic stability is a major challenge in analysing procurement performances</td>
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**Comments**

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3.0 What are the necessary actions which the supply chain management take to ensure the best procurement procedures are adhered to?

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<td>The company has established a governing supply chain council.</td>
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<td>2</td>
<td>Cottco has properly aligned and staff the supply chain department.</td>
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<td>3</td>
<td>Cottco has strong relationship and have established alliances with key suppliers.</td>
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<td>The company lost its potential suppliers through poor procurement practises.</td>
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<td>5</td>
<td>The company engaged in collaborative strategic sourcing in order to ensure that the best procurement procedures are adhered to</td>
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Interview Guide

1. What are the factors affecting procurement performance activities?

2. What are the challenges faced by COTTCO in analysing procurement practices?

3. What are the necessary actions which the supply chain management take to ensure the best procurement procedures are adhered to?