

Framework for Public Sector Sourcing Strategies to Improve Organisational Performance in The Agricultural Sector in Zimbabwe

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Abstract— The purpose of the study was to develop a framework for public sector sourcing strategies to improve organisational performance in the agricultural sector in Zimbabwe based on evidence from the ministry of Ministry of Lands, Agriculture, Fisheries, Water and Rural Development. This was triggered by the lack of due diligence, methodical and thorough approach to supplier selection against the background of public procurement scandals, non-delivery of paid supplier contracts and delivery of substandard materials or products in the public sector. In line with the positivism research philosophy adopted, the study used the quantitative research method, descriptive research design and a structured questionnaire on a sample of 97 participants drawn using simple random sampling. Both descriptive and inferential statistics were used to analyse data. The study revealed supplier selection significantly impact on organizational performance in terms of economy (cost savings). It was also established that challenges such as technological gaps and procurement corruption are severe in the ministry of Ministry of Lands, Agriculture, Fisheries, Water and Rural Development. Hence, a public sector sourcing framework to close these gaps and enhance organisational performance was designed and presented accordingly.

Keywords— Supplier selection; Organisational performance; Public sector.

INTRODUCTION

Agriculture is the backbone of the economy of Zimbabwe. It contributes significantly to the Gross Domestic Product. Precisely, it contributes at least 7.19% of the country's GDP, thereby creating employment and generating the much-needed foreign currency to import agricultural equipment (Ministry of Lands, Agriculture, Fisheries, Water and Rural Development, 2022). The sector also plays a pivotal role of supporting other firms, particularly those in the manufacturing sector, that process agricultural crops into finished products (Hove & Tarisayi, 2022). Despite this significant contribution, the sector is bedevilled by several challenges. Chief among these challenges comprise of inefficient procurement processes and limited access to inputs (Muzongo, Kaseke & Chogugudza, 2020).

Worldwide, the public sector is crucial. It plays a major role in supporting all sectors of the economy (Almaney & Steiner, 2021). The agricultural sector is not an exception. The public sector develops policies, implement programs and provide support to farmers through the ministry of Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (Dzomira, 2021). Other departments under the ministry like Agritex help the ministry to achieve its mandate. Among

the several functions of the ministry is its participation in sourcing agricultural inputs, implements and equipment (Musara, Rwafa & Mavima, 2021). Sourcing refers to strategies employed by the organisation to buy goods and services for use in their operations (Ameyaw, Mensah & Osei-Tutu, 2020).

Public procurement by the ministry of Lands, Agriculture, Fisheries, Water and Rural Development consume a significant proportion of the national budget (Ministry of finance, economic development and investment promotion, 2023). Therefore, ineffective sourcing strategies in the public sector are a cause of great concern. They are rampant. They have resulted in significant delivery delays and in some instances non delivery of the products (Auditor general, 2022). Other adverse consequences of ineffective sourcing strategies entail huge costs due to public procurement corruption, which reduces economy (financial savings) of the ministry (Nyamwanza, Bhebhe & Shato, 2022). Recently, the ministry lost over USD7 million after entering in a contract with Blackdeck Pvt Ltd to supply at least 6 000 goats (Zimbabwe Anti-Corruption Commission, 2024). The supplier failed to deliver all the required goats and has presented invalid NSSA compliance certificate and tax clearance certificates to win the tender (ibid). This raises more questions about

the due supplier sourcing strategies used by the ministry, in light of the significant losses currently being incurred by the ministry. It points towards lack of supplier due diligence and continuation of public procurement corruption as reported by the auditor general (Auditor General, 2022).

Suboptimal resource allocation is another brainchild of ineffective sourcing strategies (Musau & Mwoye, 2021). This subsequently and adversely affect the performance of the ministry. The major challenges such as corruption, lack of transparency, limited competition, and inadequate procurement planning have been and are still prevalent in Zimbabwe's public sector sourcing processes (Chigumira et al., 2020). This has and is still

affecting the efficiency, economy and effectiveness of service delivery (Manyara & Nyamwanza, 2022). It is in that context that this research seeks to develop a robust framework for public sector sourcing strategies to improve organisational performance in the agricultural sector in Zimbabwe. This will significantly help to close the gaps and inefficiencies in the sourcing processes. This is important, in light of the fact that the ministry is funded by public funds. Hence, there is need to use such resources effectively, efficiently and economically. Accountability and transparency are key pillars that are required in the public sector so that citizens can have confidence and public trust in the affairs of the ministry of Lands, Agriculture, Fisheries, Water and Rural Development.

Conceptual framework

The study conceptual framework is displayed in figure 1 below.

INDEPENDENT VARIABLES

DEPENDENT VARIABLE

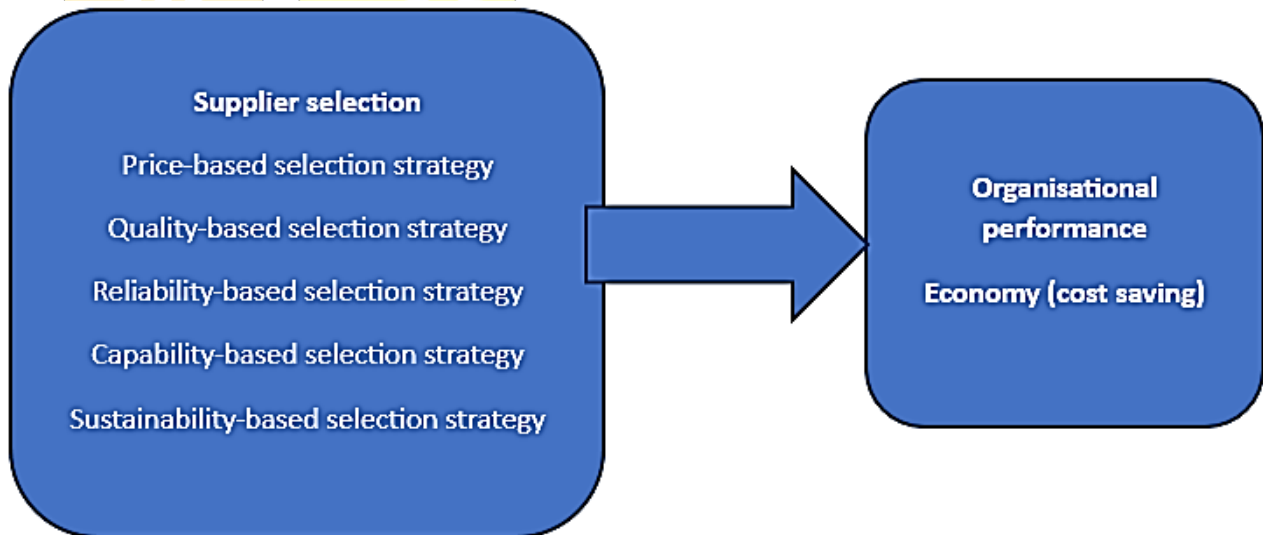


Figure 1. The relationship between the predictor variables and the dependent variable.

Figure 1 above diagrammatically illustrates the relationship between the predictor variables and the dependent variable. The predictor variable is supplier selection as measured by price-based selection strategy, quality-based selection strategy, reliability-based selection strategy, capability-based selection strategy and sustainability-based selection strategy. On the other hand, the dependent variable is organisational performance as measured by economy, precisely the cost saving realised from a supplier sourcing strategy employed by the organisation.

STATEMENT OF THE PROBLEM

The lack of due diligence, methodical and thorough approach to supplier selection against the background of

public procurement scandals, non-delivery of paid supplier contracts and delivery of substandard materials or products in the public sector, particularly in the ministry of Lands, Agriculture, Fisheries, Water and Rural Development, triggered the researcher to conduct the study. Precisely, the study seeks to answer the following research questions:

1. What are the supplier selection strategies being used by the ministry of Lands, Agriculture, Fisheries, Water and Rural Development?
2. What is the relationship between supplier selection and performance of the ministry of Lands, Agriculture, Fisheries, Water and Rural Development?

3. What are the major the challenges faced in implementing an effective supplier selection of the ministry of Lands, Agriculture, Fisheries, Water and Rural Development?

Hypotheses:

H₀: Supplier selection strategies do not have a statistically significant effect on organisational performance

H_A: Supplier selection strategies have a statistically significant impact on organisational performance.

RESEARCH METHODOLOGY

Research Design

Research design is a blueprint used by the researcher to collect, measure and analyse data in order to address the research problem (Neuman, 2022). In that regard, the study used a descriptive research design. The design is used to observe and describe accurately aspects of the research phenomenon as it naturally occurs (Creswell, 2022). The research design helped the researcher to quantitatively analyse the impact of supplier selection strategies on organisational performance at the ministry of Lands, Agriculture, Fisheries, Water and Rural Development. The researcher physically dispatched the structured questionnaire to participant at the ministry of Lands, Agriculture, Fisheries, Water and Rural Development.

Research Participants

The procurement staff of at the ministry of Lands, Agriculture, Fisheries, Water and Rural Development were the participants of this research. The basis of their inclusion was the position that they are aware of procurement selection strategies employed by the organisation. The procurement unit of the ministry is based in Harare. Yamane sample computation method was employed to generate the desired sample size. For a target population of 128, and a margin of error of 5%, the appropriate sample size was found to be 97.

Procedure

The study used a descriptive research method. The questionnaire contained several questions from prior empirical and validated studies on supplier selection strategies.

The questionnaire was physically dispatched to participants at ministry of Lands, Agriculture, Fisheries, Water and Rural Development. Informed consent was sought from the participants. Confidentiality and anonymity of respondents was maintained. The

participants took not more than 15 minutes to complete the questionnaire because it was short and contained mainly structured questions. Whilst some participants returned the questionnaire the same day, others returned the questionnaire after a week.

Sampling

Guided by the employee numbers received from the human resources department, simple random sampling was used to generate the desired sample size of ninety-seven participants. The sampling technique provided equal chance to all participants to participate in this study (Creswell, 2022).

Data Collection

Primary data was collected through a questionnaire that was physically dispatched by the researcher to participants. The questionnaire method enabled respondents to fill the questionnaire concurrently, thereby allowing the researcher to finish the study timeously (Salkind, 2022).

Measures/Instruments

The study used a structured questionnaire to collect primary data relevant to address all the study objectives. The questionnaire was pretested with five participants to enhance its validity and reliability (Saunders et al., 2019). The questionnaire contained demographic profile data and research questions data. The questionnaire contained 17 Likert scale statements that were easy to code, analyse and interpret. The 5-point Likert scale used entail Strongly disagreed (1), Disagreed (2), Undecided (3), Agreed (4) and strongly agreed (5).

RESULTS AND DISCUSSION

Table 1 to 3 below shows descriptive statistics based on responses of participants. Mean scores below 2.4 shows that participants disagreed with the given statement. Mean scores between 2.5 and 3.4 shows that participants were undecided.

Mean scores of at least 3.5 shows that participants agreed with the given statement. Standard deviation scores below 1.3 show that respondents consistently agreed with the statement whilst those above 1.3 show that there is some variability in agreeing with the given statement.

What are the supplier selection strategies being used by the ministry of Lands, Agriculture, Fisheries, Water and Rural Development in Zimbabwe?

Table 1: Supplier selection strategies

		Mean	Standard deviation
ST1	My ministry chooses suppliers with the lowest quoted prices (Price based selection).	4.1250	.70036
ST2	My ministry chooses the suppliers that consistently deliver high-quality raw materials/components. (Quality based selection)	4.5375	.50174
ST3	My ministry chooses suppliers that consistently deliver orders as scheduled (Reliability based selection)	4.2500	.83439
ST4	My ministry deals with suppliers that have adequate technical capacity to deliver the required product (Capacity based selection)	3.8750	.86236
ST5	My ministry chooses socially and ethically responsible suppliers (Sustainable based selection)	4.4375	.86922

Source: Primary data (2024)

Table 1 above shows that most participants concur with a mean of 4.1250 and standard deviation of 0.70036 that the ministry chooses suppliers with the lowest quoted prices as a selection strategy. The low standard deviation confirms that participants consistently agreed with this strategy. Hence, it can be deduced that one of the frequently used supplier selection strategies is the price-based strategy in order to enjoy greater financial savings.

Table 1 also shows that majority of the respondents agreed with the statement that ministry selects suppliers based on their ability to consistently deliver high-quality raw materials/components for a mean score of 4.5375 and a relatively low standard deviation 0.50174. The low standard deviation confirms that respondents consistently shared the same view. Therefore, it was inferred that quality-based supplier selection strategy is also used by the ministry.

It can also be observed in table 1 that most respondents agreed on average that the ministry selects suppliers based on their ability to consistently deliver orders as scheduled for a mean score of 4.2500 and a standard deviation of 0.83439. This result suggests that reliability-based supplier selection strategy is also employed by the ministry to avoid loss of productivity.

Table 1 also portrayed that for a mean score of 3.8750 and standard deviation of 0.86236 participants concurred that ministry deals with suppliers that have adequate technical capacity to deliver the required

product. However, the high standard deviation implies that some respondents strongly disputed the position. This implies that in some instances the ministry contracts suppliers who lack the technical capacity to produce and deliver the required raw materials or components.

Table 1 also shows that respondents agreed that the ministry chooses socially and ethically responsible suppliers for a mean score of 4.4375 and a slightly high standard deviation of 0.86922. This suggests that whilst to some extent the ministry employees sustainable sourcing strategy, there are some areas that are not yet fully addressed.

Overall, the above table 1 results show that the ministry significantly employs three major supplier selection strategies anchored on price, reliability and quality. The results also show that in some instances two supplier selection strategies based on technical capacity and sustainable practices are also used. Hence, there is deficiency in exercising due diligence on technical capacity and sustainable practices-based supplier selection strategies. The results are consistent with those of Mangla et al (2022) which showed that most organisations employ supplier selection strategies centred around cost, quality, delivery, flexibility, and sustainability.

What is the relationship between supplier selection and performance of the ministry of Lands, Agriculture, Fisheries, Water and Rural Development?

Table 2. Relationship between supplier selection and performance

		Mean	Standard deviation
SSP1	Choosing competitive suppliers reduce cost of buying and increase cost savings of the organization	3.7500	.97435

SSP2	Selection of suppliers that produce high quality products enhances financial performance of the organisation.	3.9625	.92015
SSP3	Selection of reliable suppliers promote smooth production and enhances organisational performance	3.8250	1.19889
SSP4	Selecting capable suppliers minimizes disruptions, thereby improving ministry productivity	3.6250	.78555
SSP5	Dealing with ethically responsible suppliers minimises reputational risk and enhances long term financial viability.	4.2875	.84485

Source: Primary data (2024)

Table 2 shows that respondents agreed that choosing competitive suppliers reduce cost of buying and increase cost savings of the ministry for a mean score of 3.7500 and a standard deviation of 0.97435. The result suggests that effective supplier selection based on price competitiveness of the vendor is directly linked to improved cost saving. It can be deduced that supplier selection directly affects financial performance of public sector organisations in Zimbabwe through cost reduction. Singh and Ahuja (2020) study showed that the use of price competitive suppliers result in increased financial savings from huge discounts and favourable prices.

The table also portrays that for a mean score of 3.9625 and a standard deviation of 0.92015 respondents shared the view that selection of suppliers that produce high quality products enhances financial performance of the organisation.

The result shows that one of the supplier selection strategies based on quality of raw materials or components have a significant impact on financial performance of the organisation. The result implies that poor quality raw materials may trigger rework costs, which reduces cost savings of the organisation. Salam et al., (2022) confirmed a significant positive influence of quality-based supplier selection strategy on cost savings of an organisation.

Table 2 indicates a strong consensus among the respondents for a mean of 3.8250 and a standard deviation of 1.19889 that selection of reliable suppliers promotes smooth production and enhances organisational performance. The results confirm the significant effect of reliable suppliers on efficient operations, reduction of stockout costs, minimisation of lost productive time and improved customer satisfaction. Hence, it can be inferred that the reliability-based selection strategy positively influences financial performance of the organisation in line with the sentiments of Bose and Pal, (2023).

For a mean score of 3.6250 and standard deviation of 0.78555, respondents generally concurred that selecting capable suppliers minimizes disruptions and improves ministry productivity. The result further confirms the significant influence of supplier selection criterion on performance of the organisation. Moradlou et al., (2022) empirical study showed that strategic suppliers with adequate capacity produce sufficient raw materials which result in guaranteed raw material supply, which then positively impact on the productivity of the organisation.

Table 2 mean score of 4.2875 4 and a relatively low standard deviation of 0.84485 show that the participants shared similar positive views on the relationship between dealing with ethically responsible suppliers and minimizing reputational risk, thereby enhancing long-term financial viability.

The results suggest that several participants recognize the importance of ethical considerations, in supplier selection. Research by Agrawal et al., (2021) indicated that buying products from ethical suppliers improve both operational and financial performance of the organisation in the long run as majority of customers prioritising doing businesses with ethically responsible players along the supply chain.

Overall, the results show the significant impact of supplier selection on organisational performance in terms of procurement cost reduction, increased quality of products, uninterrupted production of goods and high-cost savings.

Tables 4 to 6 show the quantitative impact of supplier selection on organisational performance based on multiple linear regression results.

What are the major the challenges faced in implementing an effective supplier selection of the ministry of Lands, Agriculture, Fisheries, Water and Rural Development?

Table 3. Challenges faced in implementing an effective supplier selection

		Mean	Standard deviation	Rank
CHL1	The ministry lacks a robust supplier selection criterion	3.9625	1.10744	6
CHL2	More time and resources are wasted by the organization in a bid to identify and evaluate a large pool of potential suppliers	3.9750	1.27264	5
CHL3	The ministry faces challenges in obtaining accurate and up-to-date information about suppliers' performance and capabilities	4.3000	1.16271	1
CHL4	The ministry does not conduct regular supplier assessments	4.1000	1.10922	2
CHL5	Most purchasing decisions are motivated by personal connections instead of selection parameters	4.0250	.95434	4
CHL6	Top managers do not adequately support effective supplier selection initiatives by the procurement employees	4.0875	1.10458	3
CHL7	Procurement technology used by the ministry lags behind the current e-procurement infrastructure adopted by most public sector firms.	3.9000	1.01383	7

Source: Primary data (2024)

From table 3 above, the major challenge faced in implementing an effective supplier selection of the ministry of Lands, Agriculture, Fisheries, Water and Rural Development is dismal failure to obtain accurate and up-to-date information about suppliers' performance and capabilities.

The challenge was ranked number one with the highest mean score of 4.30. The challenge suggests that the procurement committee of the ministry cannot objectively carry out supplier evaluation. Govindan et al. (2021) confirmed that most organisations face challenges in collecting up to date information concerning the state of their suppliers.

Another most significant challenge faced in implementing an effective supplier selection of the ministry relates to failure to conduct regular supplier assessments.

The challenge was ranked second with a mean score of 4.10. This result implies that the ministry is not regularly monitoring its supplies. This consequently result in missing viable and more price competitive alternative suppliers.

Ranked third challenge with a mean score of 4.0875 is failure by top management to support effective supplier selection initiatives by the procurement employees.

This suggests that there is no adequate material and financial support for effective supplier selection initiatives from senior managers at the organisation. Public procurement corruption was ranked fourth. Time and resource constraints were ranked number fifth as

one of the major challenges faced in implementing an effective supplier selection of the ministry.

The result implies that significant time and resources are wasted in evaluating large pools of potential suppliers due to lack of clear prioritization. Zheng et al. (2022) emphasized that resource constraints and lack of senior management support as some of the key challenges faced by companies in their bid to effectively implement supplier selection strategies.

From table 3, other challenges supported by participants relates to use of outdated procurement systems, lacks of a robust supplier selection criterion and the position that most purchasing decisions are motivated by personal connections instead of selection parameters.

This explains why public procurement corruption scandals have been witnessed in the ministry of Lands, Agriculture, Fisheries, Water and Rural Development. The challenges, individually and collectively present hurdles to the ministry to optimise supplier selection in order to maximise economy, efficiency and effectiveness.

The challenges hamper the implementation of effective, efficient and consistent supplier selection processes at the ministry.

The results are in line with those of Mangla et al., (2022) who demonstrated that organisations face a myriad of challenges in their bid to effectively implement supplier selection strategies, which ultimately and adversely influence organisational cost savings.

Table 4. Model Summary on the relationship between supplier selection and organizational performance

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.876a	.767	.751	.59850	
a. Predictors: (Constant), Price based selection, Quality based selection, Reliability based selection, Capacity based selection, Sustainable based selection					
b. Dependent Variable: Organizational performance (cost savings)					

Source: Primary data (2024)

Table 4 results showed that supplier selection is positively related with organizational profitability as denoted by the Pearson correlation coefficient of 0.876. The coefficient of determination (R Square) of 0.767 suggests that 76.7% of the variation in cost savings of the organisation are exclusively explained by the predictor variables of reliability-based selection,

quality-based selection, capacity-based selection, price-based selection and sustainable based selection. The adjusted R square of 0.751 suggests that the model is 75.1% accurate in predicting cost savings of the organisation. The positive correlation between supplier selection strategies and organisational performance was supported by Bose and Pal, (2023).

Table 5. ANOVA for the relationship between supplier selection and organizational performance

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.043	5	17.409	48.600	.000b
	Residual	26.507	74	.358		
	Total	113.550	79			
a. Dependent Variable: Organizational performance (cost savings)						
b. Predictors: (Constant), Price based selection, Quality based selection Reliability based selection, Capacity based selection, Sustainable based selection						

Source: Primary data (2024)

Given the p-value of 0.000 which is below 5% as displayed in table 5 above, it implies that the predictor variables that include price-based selection, quality-based selection reliability-based selection, capacity-

based selection and sustainable based selection reliably predict organisational performance in the ministry of Lands, Agriculture, Fisheries, Water and Rural Development.

Table 6. Regression coefficients for the relationship between supplier selection and organizational performance

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.328	.646		15.986	.000
	Reliability based selection	.216	.067	.286	3.225	.002
	Capacity based selection	.661	.094	.704	7.048	.000
	Quality based selection	.975	.107	1.111	9.122	.000
	Sustainable based selection	.789	.096	.959	8.214	.000
	Price based selection	1.074	.081	.769	13.196	.000
a. Dependent Variable: Organizational performance (cost savings)						

Source: Primary data (2024)

Results in table 6 shows that for every 1% improvement in quality-based selection strategy, there is 97.5% rise in cost saving. The positive impact of Quality based selection on cost saving of the organisation is statistically significant because, the probability value of

0.000 is lower than 5%. The regression coefficient of 0.661 for Capacity based selection shows that for every 1% increase in use of Capacity based supplier selection strategy, there is 66.1% increase in ministry cost saving. The highest regression coefficient of 1.074 for price-

based supplier selection strategy, shows that for every 1 unit rise in use of price-based supplier selection strategy, there is 107.4% improvement in the ministry cost saving. This result shows that price-based supplier selection strategy has the strongest positive impact on organisational performance in terms of economy (cost savings). Sustainable based selection has a regression coefficient of 0.789 indicating that for every 1-unit improvement in use of the strategy translates to 78.9% increase in cost saving. The result suggests that as nowadays organisations are more environmental, social and governance conscious, they prefer to deal with organisations that do responsible and ethical sourcing. Lastly, reliability has a regression coefficient of 0.216. This result means that for every 1 unit increase in use of reliability-based supplier selection strategy, there is 21.6% rise on cost savings. The result shows that reliable suppliers enable the ministry to have sufficient raw materials, hence no farming disruptions are faced

and no stock out costs are incurred. This ultimately increase the ministry productivity.

From the results shown above, all the p-values are positive and lower than 5%. This portrays that supplier selection strategies significantly affect organisational performance. Hence, the hypothesis which states that supplier selection strategies do not have a statistically significant effect on organisational performance was rejected at 5% level of significance. It was therefore, deduced that supplier selection strategies have a statistically significant impact on organisational performance. The results are in line with submissions of Awan et al. (2020) who revealed that supplier selection strategies significantly increase cost efficiency and increase cost savings of firms. In the same context, Panda et al (2023) demonstrated that effective supplier selection strategies increase efficiency and effectiveness of the organisation.

Table 5. ANOVA for the relationship between supplier selection and organizational performance

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.484	5	4.297	90.429	.000b
	Residual	1.616	34	.048		
	Total	23.100	39			
a. Dependent Variable: Organizational performance (cost savings)						
b. Predictors: (Constant), Reliability based selection, Quality based selection, Capacity based selection, Price based selection, Sustainable based selection						

Source: Primary data (2024)

Limitations

The study was confined to the ministry of Lands, Agriculture, Fisheries, Water and Rural Development. The results may not be generalised to other organisations in the private sector. Hence, further research may focus on other sectors like mining, and retail in both the private and public sector who employ a myriad of supplier selection strategies which may affect its organisational performance.

CONCLUSIONS

The study concluded that there is a statistically significant positive relationship between supplier selection strategies and organisational performance in the public sector of Zimbabwe. It was also further concluded that among the supplier selection strategies that include, quality-based selection, capacity-based selection, price-based selection, sustainable based selection and reliability-based selection, it is price-based selection that has the strongest significant positive impact on organisational performance. Another

conclusion was made that despite the positive impact of supplier selection strategies on organisational performance, there are a myriad of challenges faced in their implementation. The top four challenges entail failure to obtain up to data supplier data, lack of top management support, procurement corruption and resource constraints.

RECOMMENDATIONS

The study makes the following recommendations.

To public sector procurement staff in the ministry of Lands, Agriculture, Fisheries, Water and Rural Development

The procurement staff are urged to fully utilise supplier selection strategies centred around five critical factors that include quality, capacity, price, sustainability and reliability in order to optimise organisational profitability. The procurement staff are also strongly recommended to upgrade their procurement infrastructure in order to ensure that there is effective and efficient supplier selection thereby addressing the

challenge of outdated procurement systems. The staff are also encouraged to develop robust supplier selection criteria to guide selection decisions in order to enjoy high-cost savings in the ministry of Lands, Agriculture, Fisheries, Water and Rural Development.

To policy makers

Policy makers are recommended to introduce robust and sound policies that significantly promote sustainability in procurement practices in order to optimise organisational performance whilst also achieving the United Nations Sustainability Development Goals.

To future researchers

Future researchers are encouraged to replicate the study to other government ministries other than the ministry of Lands, Agriculture, Fisheries, Water and Rural Development. They are also urged to do a similar study in other sectors. Future researchers are also encouraged to examine how digital technologies affect supplier selection practices.

Implications

The findings of this study implies that the ability of the organisation to choose the best supplier selection strategies boost organisational performance in terms of economy (cost savings). The findings presented in this study also implies that use of the multiple supplier selection strategies maximize returns from procurement investments. The results also implies that policy support is required in order to optimise supply chain benefits. Framework presented in figure 5.1 can significantly help public sector firms on sourcing strategies to improve organisational performance in the agricultural sector in Zimbabwe.

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