INSTITUTIONAL PRESSURES, TOP MANAGEMENT COMMITMENT AND SOCIAL SUSTAINABLE PROCUREMENT IN UGANDA

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DECLARATION

I, Pamela Nagawa Ssennoga, do hereby declare that this dissertation, titled, "**Institutional Pressures, Top Management Commitment and Social Sustainable Procurement in Uganda"** is my own original work and has never been published or submitted to any university or institution of higher learning. For any material that is not my original work the authors have been acknowledged

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APPROVAL

This is to certify that this dissertation, titled, "**Institutional Pressures, Top Management Commitment and Social Sustainable Procurement in Uganda"** has been submitted to the academic Board of examiners with our approval as appointed University Supervisors

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DEDICATION

I dedicate this research work to my Dad Dr. Francis Ssennoga. This piece of work is a result of his tireless effort and support.

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LIST OF ABBREVIATIONS

AD	:	After Death of Christ
AGPO	:	Access to Government Procurement Opportunities
BC	:	Before Christ
CSR	:	Corporate Social Responsibility
GDP	:	Gross Domestic Product
GHRM	:	Green Human Resource Management
NDP III	:	National Development Plan III
NGOs	:	Non-Governmental Organizations
PPDA	:	Public Procurement and Disposal of Public Assets Act
RBVT	:	Resource Based View Theory
SDGs	:	Sustainable Development Goals
USA	:	United States of America
UMA	:	Uganda Manufacturers Association
UN	:	United Nations

ABSTRACT

This study investigated the mediating role of top management commitment in the relationship between institutional pressures and social sustainable procurement in manufacturing firms in Uganda. A cross-sectional survey and descriptive design survey were used obtain data from 200 out of 458 manufacturing firms selected using simple random sampling. The Partial least square structural equation modeling (PLS-SEM) was used to analyze data using SmartPLS 4.0.9.0. The findings revealed that all study variables institutional pressures, top management commitment and social sustainable procurement have a significant positive association. Further results show that top management commitment partially mediates the relationship between institutional pressures and social sustainable procurement within manufacturing firms with a variance accounted for (VAF) of 23%. We therefore conclude that institutional pressure directly relates with social sustainable procurement as well as top management commitment so institutional pressures alone can cause the manufacturing firm to adapt social sustainable procurement but also top management commitment is also necessary. We recommend that manufacturing firms comply with institutional pressures in their bid to implement social sustainable procurement and this achieved by adhering to suppliers' operational processes, incorporating particular practices/activities utilized by external suppliers in our procurement methods, and making sure we satisfy customer requests to prevent them from terminating contracts. We also recommend top management commitment is necessary in the bid to implement social sustainable procurement and this is achieved by engaging in supply chain partnering

CHAPTER ONE

BACKGROUND

1.0 Introduction

This section contains the study's background, problem statement, purpose of conducting research, hypotheses, the significance of the study, scope of the research, and conceptual framework. It's critical to remember the theoretical, historical, contextual, and conceptual contexts in order to comprehend the role of social sustainable procurement in manufacturing firms.

1.1 Background of the study

Social sustainable procurement investigates how procurement policies and procedures at the purchasing end of the supply chain improve social considerations which include philanthropy, environmental purchasing, diversity and human rights (Delmas, 2005). In support, Ryu & Sueyoshi (2021) assert that social sustainable procurement is a process that integrates environmental, ethical, safety, diversity, human rights, and social equity factors into procurement processes and decision-making. In developed economies, emphasis has been placed on the environment, diversity, and social equity, such as, issues over women- or minority-owned suppliers (Stritch et al., 2020). In developing countries, emphasis has been put on ethical issues such as bribery. Regarding safety issues, emphasis is on exposure to hazards. Human rights issues have been assessed through working conditions (Ryu & Sueyoshi, 2021)

What is known is that the purchasing function has made it a top priority to ensure that manufacturing firms take social considerations into account when making supply chain purchases and this ensures high supply chain performance by ensuring a safe workplace within the organization which is indispensable social sustainable procurement effectiveness (Loice et al., 2015). However, much as institutions have policies and laws that promote the use of social sustainable procurement trends which support managers in their decision-making, what we

don’t know is why there is resistance to putting these policies and laws into practice and why emerging nations with similar legal systems and regulatory frameworks may not always uphold them in their labor environments (Loice et al., 2015; Paulikas, & Brazdauskait, 2010). Nonetheless, it is imperative to note that social sustainable procurement leads to supplier performance by creating a chain reaction that causes rapid and profound social change (Carter & Jennings, 2002; Ciliberti et al., 2008). (Carter & Jennings, 2002; Ciliberti et al., 2008; Rosenthal, 2009; Yadlapalli et al., 2018) further underscore that social sustainable procurement is indispensable in attainment of social performance that enhances economic reimbursements, such as, increased revenue, cost reductions, and improved customer satisfaction. Lim and Loosemore (2017) and SPN (2008) recount that it is imperative to know social sustainable procurement trends because they fuel the development of supplier-purchase partnerships that support programs like diversity purchasing, ethical sourcing, as well as programs which help suppliers operate to better their standard of living in their respective communities. Tiwari et al. (2014) argue that it is undeniable that organizations ought to pay attention to social sustainable procurement because public's awareness of social issues prompts businesses to review their inclusionary practices.

1.1.1 Historical background

The genesis of sustainability is rooted in the bible Scriptures of Hebrews which endorsed the thought that mankind's righteousness involved not only establishing an excellent connection with God along with other individuals but also attentive guardianship of the world, promoting environmental harmony as a vital mission of human existence. The origin of sustainability is also traced to the period of (31 BC – AD 476) of the Chinese civilization where Taoists and Confucians advocated a way of living thought to be in harmony with a well-ordered and healthy environment (Bañon, et al.., 2011; Meadows, 1972). Sustainability was also explored during the Roman Empire (1st century–5th century) which was a time when the church and the state

worked together to manage resources, identifying environmental issues and offering sustainable solutions to protect the planet's "everlasting youth" (Elder, 1938; Taylor & Du, 2007).

In 1721, sustainability arose to denote a long-term approach to managing forests, giving rise to the modern movement about growth limitations and how they relate to development (Scoones, 2007; Von Carlowitz, 1732). In 1766-1834, Thomas Robert Malthus predicted that the global population would one day become hungry or, at the very least, exist at barely enough to survive level since food supply was unable to keep pace with rising populations (Paul, 2008; Peter, 1998). The Malthus theory that the high rate of population growth would cause global warming was rendered obsolete by industrialization, which started at the end of the eighteenth century and continued until the middle of the twentieth (Mensah, 2019; Peter, 1998).

Sustainability emerged in the 18th century along with the industrial revolution where humans realized they had the power to dominate nature and drastically alter it to create consumer goods. However, without a sustainable supply to support maximum economic production, it was necessary to look for alternative sources of supply outside Europe, which led to the scramble for Africa and its negative environmental effects (Taylor & Du, 2007; Worster, 1993).

Pigou's 1920 investigation into whether restricted natural resources on Earth could continue to maintain the lives of the expanding human population is an example of how the study of economics in the 19th century contributed to the development of sustainability (Mensah, 2019; Pigou & Cecil, 1924). Appropriate technology was promoted in the middle of the 1960s as a way to advance the less developed countries (Mebratu, 1998). Due to the widespread use of coal and its scarcity, sustainability was developed in the early 1970s to address the negative environmental effects of capitalistic economic development and as a result, in 1984, the United Nations formed a group of people representing developed and developing countries to

recognize the Brundtland Commission, which was formally adopted by the international community through the UN 1987 Brundtland Report (Dixit & Chaudhary, 2020; Djalali & Vollaard, 2008; WCED, 1987). Stakeholders were compelled to reevaluate economic business models and take into account how their actions affected society and the environment after a spate of industrial mishaps in the 1980s (Clark & Clark, 2012; Worster, 1993). Through the "Earth Summit" in Rio de Janeiro in 1992, sustainability was introduced as a tactical idea for guiding and actually preserving the future of the "blue planet" (Grober, 2007; Kiernan, 1992) The Commission for Sustainable Development was established in 1993 to oversee and promote the implementation of Agenda 21 and the Earth Summit + 5 was established in 1997 to assess and reaffirm commitment to the implementation of Agenda 21 (NAFW, 2015; UNSD, 1992).

Emphasis on human progress in relation to sustainability as industrial and corporate expansion take place in the 20th century, when the phrase "maximum sustainable production to enable maximum yields in connection with the size of the population" first appeared (Dixit & Chaudhary, 2020; Michelsen et al., 2016). With the adoption of the Johannesburg Plan of Implementation in 2002 and the Rio+20 summit in 2012, States reaffirmed their commitment to the pursuit of sustainable development. The UN Millennium Declaration, which was adopted at the Millennium Summit in New York in 2000, set goals to be accomplished by 2015 that emphasized gender equality, the elimination of severe poverty, and environmental sustainability. (NAFW, 2015).

The 2030 Development Agenda was adopted by world leaders in 2015. At its core are 17 "Sustainable Development Goals" (SDGs), which aim to expand upon the Millennium Development Goals and consider the economic, social, and environmental aspects of sustainable development. The Indicator 12 of the SDGs discusses the necessity of ensuring sustainable consumption and production patterns, with a particular emphasis on the promotion of sustainable procurement practices in conformity with federal regulations and priorities and

as a result, it is acknowledged that the development of sustainable procurement methods is a crucial strategic element of the worldwide efforts to achieve more sustainable consumption and production patterns (UN, 2017). The need to incorporate sustainability into procurement goes beyond simply purchasing goods and services to include consideration for their origins (Meehan & Bryde, 2011) and in order to create a truly sustainable world, sustainability focuses on preventing environmental damage, thriving natural systems, and thriving human systems which highlights the three components of sustainability, notably, environmental, social, and economic that make up the expression Triple Bottom Line (Sarokin, 2022). In the same vein, firms partner with vendors who can maintain supply while being environmentally conscious, a practice known as social sustainable procurement. Steenkamp et al. (2021) argue that when corporations are subject to strict state control, collective industrial self-regulation, monitoring by NGOs and other independent organizations, and a normative institutional framework that promotes socially responsible behavior, they are more likely to act in ways that are in line with society's values.

1.2.2 Theoretical background

A theory is a body of knowledge that has been generated through to increase our understanding of the concepts (Kivunja, 2018). A good theory is one that informs the practice and a practice must be explained by a theory (Boone et al., 2010). This study is anchored on Resource Based View Theory (RBVT) and Institutional Theory.

1.2.2.1 Institutional Theory

Institutional theory was advanced by DiMaggio and Powell (1983). Institutional theory assumes that institutional factors should compel one unit of a community to imitate other units under comparable pressures to allow an organization to select the organizational practices that would provide it a competitive edge. Institutional theory also postulates that as a result of the

various environmental influences, firms gradually become similar over time and that in order to increase/maintain organizational legitimacy, institutional pressures ought to cause firms to adopt similar business practices as well as increase organizational conformity to institutional rules in order to gain public recognition, access to resources that will improve their chances of surviving (Campbell, 2007; DiMaggio and Powell, 1983; Kauppi & Luzzini, 2022; Suddaby, 2010).

The strength of the theory is that institutional pressures explain the mechanisms and the structures and practices that spread social sustainable procurement throughout organizations and that firms are more inclined to engage in socially responsible ways if they are subjected to substantial state regulation, group industrial self-regulation, and supervision by Non- Profit Organizations and other independent organizations and as a result, institutional theory plays a crucial role in assisting managers, legislators, and other relevant parties in better understanding the impact of external institutional pressures on the relationship between managerial decisions and performance (Grob & Benn, 2014; Steenkamp et al., 2021).

The theory's limitations contend that the theory's failure to elicit the role of self-interests and power and power being a significant explanatory factor in numerous settings of manufacturing firms whose possession is used on occasion by individuals in society to accomplish their objectives which in one way or the other breaches the values of social sustainable procurement (Willmott, 2015).

The theory explains institutional pressures and social sustainable procurement as variables because it emphasizes the need for corporations to act in socially responsible ways, and these pressures force them to conform. Therefore, the limitation of Institutional theory led to adaption of the Resource Based View Theory as a supplementary theory in this study

1.2.2.2 Resource Based View

The resource-based view theory was advanced by Barney (1991). The Resource View theory developed to demonstrate the significance of organizations having both tangible and intangible resources. The RBVT assumes that resources can be aggregated and used in conjunction to produce capabilities. It further highlights that every organization with resources must succeed and resources and capabilities are distributed differently among organizations and the supposition that these discrepancies may persist for a long time (Barney, 2001; Khan et al. 2022).

The strength of the theory discusses how a firm's capacity to manage resources allows it to develop and put into practice plans that increase its effectiveness and efficiency, and the resources used will produce long-term tactical benefits. Further RBVT helps to explain how a firm improves processes by utilizing the appropriate resources and how the management of those resources can lead to competitive advantage (Kirui et al., 2018; Savino & Shafiq, 2018).

This theory is used to explain top management commitment and social sustainable procurement because top management commitment alone is insufficient to bring about change without social sustainable procurement. A multi-theoretical approach is used to explain the institutional pressures, top management commitment and social sustainable procurement in the Ugandan Context.

1.1.3 Conceptual background

This study examines the variables of social sustainable procurement as a dependent variable while the study's variables are Institutional Pressures, Top Management Commitment on Social sustainable procurement among selected manufacturing firms in Uganda.

Institutional pressures are understood as external laws that force manufacturing firms to carry out social purchasing (Moser et al., 2020). What is known is that organizations enforce laws

and regulations as a result of institutional pressures (Kauppi & Luzzini, 2022). Kauppi and Hannibal (2017) further highlight that organizations have policies and regulations in place necessitating it to apply strong pressure for change that compels firms to conform by altering business procedures and setting industry benchmarks. Management in an institution has an impact on how managers perceive and take institutional pressures into consideration and since resources are allocated based on different institutional levels of priority, institutional pressures may not be successful if perception is negative and the proper resources are not allocated (Delmas & Toffel, 2005). As much as institutional pressures are placed in place to force manufacturing firms to carry out social purchasing and whoever deviates from these pressures is aware of the consequences, what we don't know is why institutional pressures alone are not sufficient to cause change. In the view of Rentizelas et al. (2020), if organizations don't show initiative to implement the necessary change these pressures won't necessarily lead to continuous improvement as organizations meet only the minimum government requirements and what we should understand is that alleged corruption can thwart the enforcement of these institutional pressures because people try to undermine institutional pressures in order to further their own goals, individual interests, and opportunistic behavior, which overrides these pressures because they are put in place to safeguard institutional resources and objectives (Huq & Stevenson, 2020). Institutional pressures are essential for an enterprise's survival and development because they influence resource allocation, decision-making, and company performance (Liu, 2022). Institutional pressures are crucial because they encourage businesses to adopt change, drive change in business practices, and direct manufacturing organizations to function in line with social norms and conduct in a socially responsible manner (Bag et al., 2021; Grob & Benn, 2014; Liu, 2022). Institutional pressures have the power to persuade an organization to adopt certain behaviors, traits, and perceptions of the pressure's scope in

proportion to its recipients' capacity to affect organizational behavior (Delmas & Toffel, 2005; Zaheer et al., 2002).

Top management commitment is understood as how management at the top complements the business' goals and procedures (Siagian et al., 2022). We are aware that top management may commit to reducing change-related operational issues, identify change strategies as a source of competitive advantage, awareness of competitors' evolving plans, and industry assessment change requirements, and communicate change strategies and activities to stakeholders. Therefore with top management commitment to implementing change, organizational goals and objectives achievement will be intensified (Wijethilake & Lama, 2019). Top management commitment is also critical for change implementation because it provides the necessary resources and facilitates its implementation (Tzempelikos, 2015). What we don’t know is why top management commitment might be insufficient to achieve business change. Mosadeghrad and Ansarian (2014) argue that the major barriers to top management's active participation in the change initiative include their limited organizational change program experience and training, lack of knowledge, management turnover, and ineffective management and employee communication. Top management is also committed to creating a competitive edge, which is done by taking advantage of reduced prices and other costs, cost-cutting is necessary for this to occur because shareholders are only concerned with returns on investment, which can only be achieved by avoiding the change process(Dubey et al., 2018). Therefore despite the fact that procedures for change management are available and thoroughly documented, they are not put into practice (Siagian et al., 2022). It is significant to note that any change implemented within an organization needs the support of top management, which has a duty to evaluate the company's policies and strategies in order to allocate resources and demonstrate top management's role in determining the ability of the business to gain a competitive advantage (Siagian et al., 2022). Training top management in change management procedures and

allowing them to take ownership of the quality of their transformation helps increase top management commitment (Njie et al., 2008). Top management commitment attributes could include having a clear vision and mission, a culture of effective leadership among top executives, adopting the necessary change at top management, and implementing social sustainable procurement (Soemantri, 2012). Top management commitment is important because the successful accomplishment of any organizational goal depends on the dedication of its top management, which is essential in ensuring that an organization's purpose to increase firm performance is fulfilled (Memon et al., 2022). This could be through the development of competencies and the effective use of resources which lead to an enhanced environmental and strategic performance enhancing the realization of an organizations mission (Khan et al. 2022; Tarigan et al., 2020; Wang & Liu Zuoming, 2019; Yusliza et al., 2019).

Social sustainable procurement is understood as the management procedure used to obtain products and services in a way that satisfies society's ethical and discretionary obligations (Carter & Jennings, 2002). What is known is that different organizations have different social sustainable procurement procedures. As a result, organizations must predetermine their social sustainable procurement demands enabling them to implement these practices, prepare in accordance to procedures, and strive to implement practices (Rentizelas et al., 2020). This is so because firms to engage in social initiatives require necessary resources (Foo, Tunku, et al., 2019). What we don't know is why firms in developing countries are still struggling to adopt these practices. Kauppi and Luzzini (2022) argues that they have not paid attention to these practices and implementation is consistently hampered by low socially sustainable procurement expectations and passive government policies that prevent the application of this practice (Paulikas & Brazdauskait, 2010). It's important to note that social sustainable procurement also looks at the impact of an organization procurement on the social groups that is impacted by choices and deeds (Weber & Gerard, 2019). Therefore, it is essential to develop

internal capacity to support implementation, which could take the form of assigning responsibility for social sustainable procurement to employees, defining social sustainable procurement goals, and setting up quantifiable tasks regarding social sustainable procurement performance and indicators to track the progress (Paulikas, & Brazdauskait, 2010). Social sustainable procurement is important because it addresses behavioral changes that can aid in achieving environmental purchasing goals (Mani et al., 2016). It leads to increased customer loyalty and revenue by contributing to the bottom line through lower costs (Carter, 2004). Ferri and Pedrini (2018) supports that it also enhances firm performance by giving a firm a competitive edge, and by mitigating risks social sustainable procurement. In the same regard, Jansson (2013) provides that social sustainable procurement contributes to innovativeness which creates an opportunity capable of impacting supplier performance.

1.1.4 Contextual background

In Uganda, manufacturing companies are structured according to the industries that produce goods and services. These include food and beverages, tobacco, textiles, wearing and apparel, and paper products (UBOS, 2021). Agro-based industries, extractive-based manufacturing industries, and knowledge-intensive industries were all included in the National Industrial Policy's list of priority commodities and mineral product value chains for development over the course of implementation as they serve as a road map for Uganda's economic transformation over the ten-year period from 2020 to 2030 (Ministry of Trade, 2020). The manufacturing sector's share of Uganda's GDP increased from 25.1% in 2008 to 2.8% in 2018/19 and was integrated into National Development Plan III with the aim of increasing household incomes and improving Ugandans' quality of life to secure production for domestic, regional, and global markets, export promotion, and import replacement as tactics (Ministry of Trade, 2020). NDP III plans how Uganda will utilize its abundant natural resources through a

knowledge-based economy of science, technology, and innovation to improve its citizens' standard of living (National Planning Authority, 2020).

Uganda's manufacturing sector is currently confronted with a number of difficulties, such as weak institutional support, limited number of financing options, a lack of advanced technology, and uptake, poor managerial abilities and a lack of skilled human resources, outdated intellectual property laws, low productivity and capacity utilization, a lack of high-quality raw materials for value addition, and limited ability to adhere to standards and regulations for product quality, high infrastructural expenses, and insufficient financial resources (ADB, 2014; Calabrese et al., 2019; Ministry of Trade, 2020; Obwona et al., 2013). The Ugandan manufacturing sector is broken down into subsectors, with food processing making up 19%, textiles accounting for 43%, furniture manufacturing for 17%, metal products for 13%, and grain milling for 8% (UBOS, 2011).

The Ugandan government has put in place policies to help manufacturers, including providing businesses with the necessary financial mechanisms, setting up industrial parks, building the necessary infrastructure to support manufacturing in accordance with its planned growth corridors, building or maintaining road networks to support production, especially in resource-rich locations to help manufacturers find raw materials, increasing cross-border trade through constructing infrastructure between neighboring countries, and fostering a favorable business environment for manufacturers by strengthening the institutional and legal framework (MOFPED, 2022). Manufacturing firms engage in a variety of activities to achieve their mandated goal, including a procurement function on which they spend a large percentage of their income; thus, there is a need to understand the impact of responsible procurement on natural resources in a sustainable manner.

The purpose of this research is to examine the mediating role of top management commitment on the relationship between institutional pressures and social sustainable procurement in Ugandan manufacturing firms.

1.2 Statement of the problem

Despite of the widely acknowledged importance of social sustainable procurement by scholars such as giving back to the community and promoting workplace health and safety (Carter, 2004; Loice et al., 2015), manufacturing companies have not yet appreciated the significance of such practices because nations are still having difficulty implementing social sustainable procurement.

The United States of America implemented procurement reforms that included Buy America, which covered raw materials used in the production of steel. However, because there was insufficient domestic supply, Buy America requirements for raw materials were removed, and now 1.9% of U.S. steel production is represented by nationwide net shipments of steel mill products (Platzer & Mallett, 2019).

In South Africa, procurement reforms were enacted to fulfill social and economic objectives, but only 30% of their capacity has been reached. (Ambe & Badenhorst-Weiss, 2011; Biénabe & Vermeulen, 2007) and in Kenya, the AGPO policy's success rate goal was 59.5%, but it has only succeeded in realizing 30% of the policy's potential commercial opportunities. (Nganga, 2017)

In Uganda, NEMA (2018) found out that despite social sustainable procurement being acknowledged and inclusive policies being put in place to support the practice, unsustainable practices which were accounted for by 13.6%, such as the increase in atmospheric pollution brought on by the release of various toxic gases, fumes, and particulate matter into the

atmosphere, as well as the movement of labor to these locations, put pressure on the scarce or limited social services in the affected localities.

Previous scholars explained social sustainable procurement through these mechanisms; Okeke et al., (2023) focuses on project lifecycle; Rentizelas et al., (2020) institutional pressures; (Ogunyemi et al., 2016) supply chain performance while Raj et al., (2020) institutional pressures. Despite the fact that some scholars use the same variables like institutional pressures to explain social sustainable procurement they ignore the mediating role of top management commitment which my study advocates. A lack of understanding of the mediating role of top management commitment in manufacturing firms is further illustrated in the existing literature on social sustainable procurement. Therefore, to bridge this gap we examine the mediating role of top management commitment in the relationship between institutional pressures and social sustainable procurement

1.3 The purpose of the study

The study examined the mediating role of top management commitment in the relationship between institutional pressures and social sustainable procurement of manufacturing companies in Uganda.

1.4 Specific Objectives

- **i.** To examine the relationship between institutional pressures and social sustainable procurement in manufacturing firms in Uganda.
- **ii.** To examine the relationship between Institutional Pressures and Top Management Commitment
- **iii.** To examine the relationship between Top Management Commitment and Social Sustainable Procurement

iv. To examine the mediating role of top management commitment in the relationship between institutional pressures and social sustainable procurement in manufacturing firms in Uganda.

1.5 Research questions

i. What is the relationship between institutional pressures and social sustainable procurement in manufacturing firms in Uganda?

ii. What is the relationship between Institutional Pressures and Top management Commitment in manufacturing firms in Uganda?

iii. What is the relationship between Top management Commitment and Social sustainable Procurement in Uganda?

iv. What is the mediating role of top management commitment in the relationship between institutional pressures and social sustainable procurement in manufacturing firms in Uganda?

1.6 Scope of the Study

1.6.1 Content Scope

The study focused on the mediating role of top management commitment in the relationship between institutional pressures and social sustainable procurement of manufacturing companies in Uganda. To implement social sustainable procurement for competitiveness, an institution needs top management commitment in the form of policies, resource allocation, collaboration, strategies, and institutional pressures like coercive measures, normative measures, and mimetic measures.

1.6.2 Geographical Scope

The study was conducted in manufacturing firms in the Kampala, Mukono, and Wakiso districts because manufacturing companies are most concentrated in the aforementioned areas. As for Kampala district, the area is represented by 59% of the manufacturing businesses (UBOS, 2011).

1.6.3 Time Scope

The study concentrated on social sustainable procurement from 2014 to 2021. This is the time when sustainable procurement was integrated in the Public Procurement and Disposal of Public Assets Act 2003 as amended in 2014 and 2021 therefore it is deemed suitable. The study was conducted between September 2022 and May 2023.

1.7 Significance of the study

i. The study contributes to the expansion of knowledge in the area of social sustainable procurement; highlighting the role of top management commitment in the relationship between institutional pressures and social sustainable procurement.

ii. The research may assist policy makers to make improvements in building regulatory framework compliance in future research, policy, and practice in social sustainable procurement

iii. The research may assist the manufacturing sector to fill knowledge gaps in social sustainable procurement and to discover the critical factors needed in the overall success of their industry in relation to social sustainable procurement

iv. The research may assist development partners to develop proper development policies to be implemented to benefit the right stakeholders

1.8 The conceptual Framework

A conceptual framework portrays the hypothesized relationship among the variables (Bhattacherjee, 2012). As illustrated in the diagram below, this conceptual framework portrays the hypothesized relationship among institutional pressures, top management commitment and social sustainable procurement.

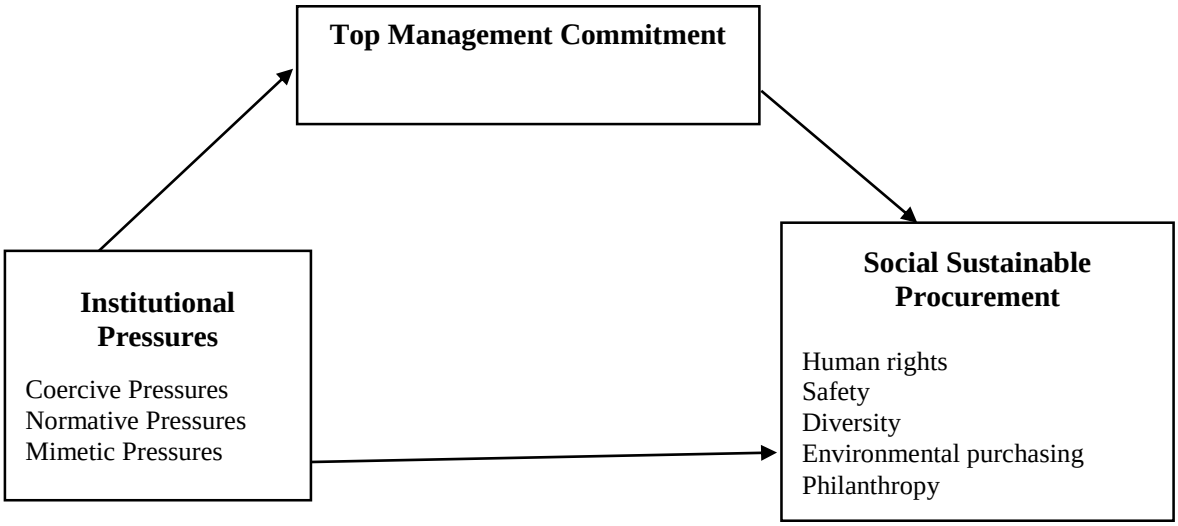


Figure 1.1: A conceptual framework illustrating the relationship between the variables under evaluation

Source: Adapted from Carter and Jennings (2002), Khan et al. (2022), Kauppi and Luzzini (2022) as modified by the researcher.

Description of the Model

Institutional pressures was based on the model of Khan et al. (2022) which measures the variable using coercive pressures, normative Pressure and mimetic pressures. Social sustainable procurement was based on the model of Carter and Jennings (2002) and was measured by human rights, safety, diversity, environmental purchasing and philanthropy. On the other hand, top management commitment which was based on Kauppi and Luzzini (2022).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature from journals, periodicals, reports, referenced books, dissertations, and theses on related concepts used in this study. The study objectives guide the literature review. The study examines the role of top management commitment in mediating institutional pressures and social sustainable procurement in various contexts of the study. The chapter begins by reviewing the various theories used to guide the research. Following that is a conceptual review and an empirical review of literature.

2.2 Theoretical review

2.2.1 Institutional Theory

The institutional theory according to Meyer and Rowan (1977) and Scott (1991) adopted a sociological perspective to explain organizational behavior by introducing an element of Institutional Pressures which restrict methods compelling one unit of a community to imitate other units facing similar pressures. DiMaggio and Powell (1983) highlight that the three different forms of pressures which urge businesses to adopt organizational practices as portrayed in the Institutional theory could be grouped in terms; coercive pressures, mimic pressures, and normative pressures. Grob and Benn (2014) in their essay recount that Institutional Pressures explain the systems and tactics that spread social sustainable procurement throughout organizations. Kauppi and Luzzini (2022) underscore that the theory's central arguments are that institutional pressures ought to drive firms to adopt similar business techniques that promote organizational adherence to institutional regulations, increase organizational validity, and obtain public recognition in order to gain access to resources and increase their chances of survival. The scholars further articulate that unlike coercive pressures

which are imposed by external factors which a firm is dependent, mimic pressures imitate the successful actions of others especially in situations where the organizations face uncertainty.

Dotun, et al. (2014) on the other hand affirm that normative forces are market forces that are typically characterized by customer and consumer pressure. Huq and Stevenson (2020) in their view recount that normative forces often propel buyers to use stick and carrot approaches like non-compliance penalties, stringent (unplanned) inspections, and group efforts via cooperative buyer groups, which all seem to be effective practices for increasing implementation levels. Kauppi and Luzzini (2022) re-affirm that organizations that belong to professional networks and adhere to explicit professional norms generate normative forces within their profession, whereas, organizations that rely on outside resources and are afraid of falling behind generate normative forces within their profession. Coercive pressures pushing firms toward sustainability and social responsibility initiatives are portrayed in terms of government pressures, explicit regulatory processes, rulemaking, monitoring, and sanctioning activities (Huigang & Nilesh, 2007; Kauppi & Luzzini, 2022; Zhang et al., 2015).

Relatedly, Steenkamp et al. (2021) argue that when corporations are subject to strict state control, collective industrial self-regulation, monitoring by NGOs and other independent organizations, and a normative institutional framework that promotes socially responsible behavior, they are more likely to act in ways that are in line with society's values. As a result, institutional theory plays a significant role in assisting managers, legislators, and additional relevant parties in better understanding the effect of external institutional pressures on the relationship between managerial decisions and performance. Previous studies have found that institutional theory describes which institutional forces exist and how they affect implementation (Huq & Stevenson, 2020; Rentizelas et al., 2020). As per Huq and Stevenson (2020) buyers exert the most coercive pressure, labor competition exerts mimic pressure,

whereas normative pressure is largely built through increased education and training. Therefore, to ensure that corporations act in socially responsible ways, training institutions are critical.

This research is limited in explaining how the institutional pressures force manufacturing firms to adopt certain practices without the use of necessary resources like top management commitment, because social sustainable procurement will not be implemented without the necessary resources. The weaknesses in the Institutional Theory led to adoption of the Resource based view theory as a supplementary theory.

2.2.2 Resource Based View Theory

In his view, Barney (1991) presupposes that the RBVT is a well-known management framework used to determine which resources a firm can use to acquire a competitive edge. Carter (2005) expounded that the resource-based view assumes the presence of specific organizational resources, as well as how these resources are used in enabling a firm to gain a competitive advantage over other firms. Relatedly, Savino and Shafiq (2018) recount that the Resource-Based View (RBVT) holds that a firm's efficiency and effectiveness are heavily dependent on its resources. In investigating a company's strategic capabilities, the scholars also explain why organizational resources might change, and show how they relate to competitive advantage of various entities.

Mahoney and Pandian (1992) argue that for firms to integrate resources correctly, top management capability is indispensable. Rivard et al. (2006) supplements that resource integration requires appropriate information sharing so as to coordinate activities undertaken by various stakeholders. According to Sirmon et al. (2008) resources cannot provide value to firms unless they are logically combined to gain a competitive advantage. Worthington (2009) articulates that firms demonstrate their social credentials through philanthropic gestures,

improved environmental practices, and support for various community groups and interests. Savino and Shafiq (2018) revealed that Social Sustainable Procurement upholds the aforementioned social credentials by ensuring that firm's activities meet ethical and discretionary requirements including market-focused competencies and an organization's commitment to such activities. Accordingly, Khan, et al. (2022) recount that top management commitment is critical for any business to survive in the environment it operates in because it explains how a business can help improve processes by utilizing the appropriate resources and also provide ways in which managed resources can lead to competitive advantage.

Previous researchers explain how a resource based-view explains social sustainable procurement. For instance, Khan, et al. (2022) state that according to the Resource-Based View, a combination of tangible and intangible resources leads to attainment of competitive advantage in a firm. Ewuga (2019) underscores that the resource-based view demonstrates how the social structure of a firm can aid in ensuring that resources are fully utilized in driving the organizational objectives and helps recognize the types of resources that contribute to long-term strategic advantages. In the same regard, Barney (1991) posits that the Resource Based View is used to evaluate a firm's full range of resources and then utilize the resources with the potential to produce long-term strategic advantage.

In view of the above, the study proposes institutional pressures, top management commitment, and social sustainable procurement as intangible and tangible resources as it seeks to integrate these resources and create a pattern in which they create value for the organization. The preceding discussion is useful in explaining how an enterprise can assist the execution of particular social sustainability considerations if the right resources are utilized whereas the RBVT focuses on resources being available to determine the competitive advantage.

2.3 Conceptual Review

2.3.1 Social Sustainable Procurement

Various studies have looked at social sustainable procurement in various contexts, but in this study we refer to social sustainable procurement as purchasing activities that meet society's ethical and discretionary responsibilities (Carter & Jennings, 2002). Existing literature and academics have operationalized social sustainable procurement in terms of human rights, health and safety, diversity, environmental purchasing, philanthropy, human and labor rights, supplier diversity, supplier and community development, Purchase from local and small firms (Carter & Jennings, 2002; Linda & Anisul, 2015). The goal of social sustainable procurement is to promote positive working conditions as well as elevated social standards while maximizing stakeholder connections and safeguarding the business from potential pitfalls. (Ferri & Pedrini, 2018).

According to past literature, Carter and Jennings (2002) claim that social sustainable procurement leads to improved supplier performance. Other scholars believe social sustainable procurement results in a chain reaction that causes rapid and profound social change (Ciliberti et al., 2008). Others acknowledge that social sustainable procurement in manufacturing firms achieves social performance (Carter & Jennings, 2002; Rosenthal, 2009). Yadlapalli et al. (2018) indicate that social sustainable procurement reaps economic benefits from increased revenue, cost savings, and improved customer satisfaction.

The adoption of social sustainability in Ugandan manufacturing firms is undocumented, although there are practices that show social sustainable procurement practice, therefore there is a gap when it comes to social sustainable procurement in manufacturing organizations. According to ADB (2014) most manufactured goods contain a high proportion of imported inputs which doesn’t support purchase from minority/local-owned business enterprise

suppliers. In their research, Obwona et al. (2014) expound that unreliable input supply and limited credit access are impediments to the implementation of social sustainable procurement. As a result, unless coerced by regulations, competition, and industry norms, these manufacturing firms are unwilling to invest in social sustainable procurement because it is an expensive venture. Even when these issues exist, studies on social sustainable procurement have been limited in underdeveloped nations and have been done in more developed nations.

Previous researchers linked social sustainable procurement to various variables. For instance, Carter (2005) linked social sustainable procurement to firm performance; Hutchins and Sutherland (2008) linked social sustainability to supply chain decision; Mont and Leire (2009) investigated barriers and drivers of socially responsible sourcing in supply chains; Huq et al. (2014) examined social sustainable procurement through the lens of barriers, motivators, and enablers; Almahmoud and Doloi (2015) studied social sustainable procurement through a social network analysis. Montalbán-Domingo et al. (2018) linked social sustainable procurement to the public sector; while Munny et al. (2019) investigated enablers of social sustainability in a supply chain context.

In the above regard, several studies have linked social sustainable procurement to different variables. Colwell and Joshi (2013) link top management commitment with institutional pressures and elaborates on how institutional pressures can be met with top management support that enables implementation of these practices. Since institutional pressures lead to top management commitment which then leads to social sustainable procurement, the study hypothesized that top management commitment mediates between institutional pressures and social sustainable procurement. Kauppi and Luzzini (2022) describe how regulations, benchmarks from other firms, and industry norms compel organizations to adopt practices that consider the well-being of others as social sustainable procurement links to institutional

pressures. In support to the mentioned hypothesis, Sirmon et al. (2008) borrowing from the institutional theory, revealed that resources cannot provide value to firms unless they are logically combined to gain a competitive advantage by way of correctly integrating resources, such as top management commitment. The indicators of social sustainable procurement include human rights, philanthropy, environmental purchasing, safety and diversity

The operationalization of human rights involves ensuring that vendors respect child labor laws, don't engage in forced labor, and can pay workers fairly (Carter & Jennings, 2002). Firms are expected to base their procurement decisions on due diligence and have procedures and structures in place to track, monitor, and address any adverse effects their actions may have on human rights (Martin-Ortega et al., 2015)

Philanthropy is put into action by volunteering at local charities, donating to charitable organizations, and auctioning gifts from foreign suppliers (Brønn & Vrioni, 2001; Carter & Jennings, 2002). Philanthropy enhances a company's image by increasing public visibility, and firm's response towards the public's desire to witness them making a positive impact on society (Lee et al., 2009).

Environmental purchasing is operationalized by using a life-cycle analysis, participating in the design of objects that can be disassembled, request that suppliers accept waste reduction goals, create products that can be recycled or reused, and use less packaging. (Carter & Jennings, 2004).

Safety is operationalized in terms of safe suppliers' locations, ensuring safe incoming product movement to a firm's facilities (Carter & Jennings, 2004). To aid in the avoidance and protection from hazards suppliers must provide safe working conditions, frequent health and safety employee trainings, and firms must implement safety regulations as workplace safety measures. (Jones, 2011; Linda & Anisul, 2015).

Diversity is understood as the purchase of goods and services from minority and female-owned businesses (Linda & Anisul, 2015). Diversity is operationalized in terms of purchasing from women and minority owned businesses, as well as the creation of an official MWBE supplier purchase scheme as it creates a platform for diverse entrepreneurs to exercise their freedoms to innovate (Carter & Jennings, 2004; Worthington, 2009).

2.3.2 Institutional Pressures

According to DiMaggio and Powell (1983) institutional pressures are restrictive methods that compel one unit of a community to imitate other units facing similar pressures. In this study, institutional pressures were operationalized through coercive, normative, and mimetic pressures (Kauppi & Luzzini, 2022). Previous researchers have demonstrated the significance of institutional pressures in explaining social sustainable procurement by aiding in the spread of these practices. For instance, Grob and Benn (2014) revealed that Institutional Pressures act as a guide to manufacturing firms to work within social boundaries. In his essay, Bag et al. (2021) argues that Institutional Pressures are essential for ensuring that corporations act in a socially responsible ways. Campbell (2007) in his study highlighted that only coercive pressures with practices that consider the well-being of others must be adapted in manufacturing firms, such as, not using slave/child labor, having proper disposal methods, and purchasing from suppliers whose packaging material can be recycled. Under mimetic pressures, firms should benchmark from other institutions due to the pressure of what other institutions are doing by copying best practices that help them improve. On the other hand, normative pressures emanating from belonging to professional networks and adherence to explicit professional norms generate normative forces within their profession (Kauppi & Luzzini, 2022). The indicators of institutional pressures include; coercive pressures, normative pressures and mimetic pressures

Coercive pressures are understood as pressures from external forces that a company is reliant on (DiMaggio and Powell, 1983). An organization may use pressure to further its own goals by demanding that allies adopt specific operational structures or procedures (Kauppi & Luzzini, 2022).

Mimetic pressures are understood as propensity of businesses to imitate the winning strategies of other businesses and major competitors when confronted with doubt and benchmarking is a useful strategy that promotes imitation (Kauppi & Luzzini, 2022).

Normative pressures are understood as impacts brought about by professionalization; they come from shared values and expectations among workers shared by their profession, professional associations, and education (Kauppi & Luzzini, 2022).

2.3.3 Top Management Commitment

Top management commitment is the fundamental human authority that converts external influences into managerial actions and integrates them in their procurement processes (Huigang Lian & Saraf, 2007). According to Khan et al. (2022) top management commitment was assessed with 5 items tapping practices of competitive arena, business benefit, vision for supply chain collaboration, monitoring success for partnering as well as formulating strategy for organizational information sharing.

Previous literature explains how top management commitment is important in explaining social sustainable procurement. For instance, Tarigan et al. (2020) asserts that management commitment and a purchasing strategy develops capabilities and facilitates utilization of resources. Khan et al. (2022) and Yusliza et al. (2019) recognize that top management commitment ensures an organizations mission is realized. Wang and Zuoming (2019) also highlight that top management commitment can significantly improve an organization's environmental and strategic performance. Yusliza et al. (2019) expound that companies are

able to successfully carry out their initiatives if they continuously embrace top management support. The scholars further highlight that top management facilitates resources and builds capabilities, and is critical in ensuring that the organization's objective is realized through the acquisition of products that help them meet social desirability, as well as allocating resources to procurement practices that promote action and designing internal policies that aid in the acquisition of socially acceptable products. Top management commitment was assessed with 5 items tapping practices of competitive arena, business benefit, vision for supply chain collaboration, monitoring success for partnering as well as formulating strategy for organizational information sharing.

2.4 Empirical Review

2.4.1 Institutional Pressures and Social Sustainable Procurement

Literature indicates that Institutional pressures positively influence social sustainable procurement (Foo, Kanapathy, et al., 2019; Grob & Benn, 2014; Kauppi & Hannibal, 2017; Rentizelas et al., 2020). Research conducted in Oman by Rentizelas et al. (2020) shows a positive relationship between institutional pressure and socially sustainable processes in the oil and gas industry. In contrast, research conducted in Malaysian manufacturing firms by Foo, Kanapathy, et al. (2019) made a revelation that institutional pressures positively moderated the relationships between green manufacturing capabilities and green purchasing practices. Kauppi and Hannibal (2017) discovered a positive relationship between normative and coercive pressures exerted on supply chains by social sustainability assessment initiatives. Grob and Benn (2014) demonstrate that unlike coercive and mimetic pressures which were found to significantly influence organizations to adopt sustainable frameworks and practices, normative pressures were found to have less or no impact on the adoption of sustainable frameworks and practices.

Scholars show that institutional pressures fuel social sustainable procurement by exerting powerful change pressures that constrain to comply with social sustainable procurement practices (Kauppi & Hannibal, 2017). Relatedly, Kauppi & Luzzini (2022) underscore that institutional pressures force firms to conform by changing business practices and benchmarking the industry's best practices. In that repute, the Institutional Theory is regarded appropriate to offer explanation on how institutional pressures explain Social Sustainable Procurement as it drives firms to adopt similar practices and aids in the spread of social sustainable procurement.

These variables have an impact on one another because institutional forces like consumers push firms to adopt these practices because they have a financial impact on those firms and fierce competition in the industry may force firms to invest in maintaining supplier relationships thereby adopting social sustainable procurement (Kauppi & Hannibal, 2017). When organizations lack independently motivated efforts, institutional pressures may not be able to influence social sustainable procurement; as a result, these forces are insufficient to improve social sustainability procurement above the required minimum criterion, as institutions under survival pressure will prioritize reducing production costs over social sustainability procurement (Rentizelas et al., 2020). The study's primary goal was to determine the relationship between institutional pressures and social sustainable procurement.

Basing on the above disclose, it was hypothesized that;

H_1: There is positive relationship between Institutional Pressures and Social Sustainable Procurement

2.4.2 Institutional Pressures and Top Management Commitment

Literature indicates that institutional pressures positively influences top management commitment (Colwell & Joshi, 2013; Dinh & Ngo, 2021; Dubey et al., 2018). Research conducted in Canada by Colwell and Joshi (2013) shows a positive relationship between

institutional pressures and top management commitment in manufacturing firms. In contrast, research conducted in the manufacturing industry in Vietnam by Dinh and Ngo (2021) made a revelation that top management commitment positively mediates institutional pressures and firm performance. Dubey et al. (2018) discovered that institutional pressures significantly influence top management commitment to TQM in manufacturing firms in India.

Scholars show that institutional pressures fuel top management commitment by committing human resources to implement effective initiatives so as to implement social sustainable procurement (Dinh & Ngo, 2021). Relatedly, Colwell and Joshi (2013) underline the fact that top management will take the necessary steps to comply with institutional regulations, therefore the adoption of socially responsible procurement practices are more likely to be given priority when there is high top management commitment. In support, Dubey et al. (2018) explain further that top management commitment provides managers and business units with visions and directives regarding the opportunities and hazards associated with the spread of social sustainable procurement.

Institutional pressures and top management commitment are interconnected because top management will implement initiatives, provide resources, and create strategies and directives to comply with institutional demands when they exist and when top management commits to implementing change, institutional pressures achievement will be intensified (Dubey et al., 2018; Wijethilake & Lama, 2019) whereas institutional pressures may not influence top management when senior management lacks organizational change program expertise, training, and understanding on top of inefficient management and employee communication and when top management is interested in developing a competitive edge that can only be attained by reducing prices and costs and is accomplished by avoiding the application of institutional pressures (Dubey et al., 2018; Mosadeghrad & Ansarian, 2014). Thus, the study

aims to establish the relationship between institutional pressures and Top Management Commitment.

Basing on the above disclose, it was hypothesized that;

H2: Institutional Pressures are positively related to Top Management Commitment.

2.4.3 Top Management Commitment and Social Sustainable Procurement

Literature indicates that top management commitment positively influences social sustainable procurement (Basana et al., 2022; Wijethilake & Lama, 2019; Yusliza et al., 2019). Research conducted by Yusliza et al. (2019) in Malaysia shows a positive relationship between in implementing GHRM practices and CSR efficiently in a study conducted in manufacturing firms in Indonesia. Research conducted by Wijethilake and Lama (2019) on local and multinational organizations in Sri Lanka positively moderates the relationship between top management commitment to sustainability. Basana et al. (2022) researched on the mediating role of green purchasing and green production on top management commitment.

Scholars demonstrate that top management commitment influences social sustainable procurement because top managers are able to enforce procedures and policies to implement social sustainable procurement (Yusliza et al., 2019). Basana et al. (2022) supports the idea that clear and consistent principles and quality goals must be developed and implemented with the cooperation of top management commitment. By pledging to reduce implementation issues, influence social sustainable procurement operations, and become aware of rivals' social sustainable procurement strategies, top management commitment results in the implementation of social sustainable procurement (Wijethilake & Lama, 2019).

Top management commitment and social sustainable procurement influence each other because top management commitment is a key capability in firms as it helps in the formulation execution of social sustainable procurement, deciding the course of social sustainable

procurement procedures that are included into an organization and when an organizations top management is aware of the importance of social sustainable procurement it will commit to its implementation (Yusliza et al., 2019). However, top management commitment may not relate to top social sustainable procurement because in instances were an organization doesn't have capable personnel to manage corporate resources and determine appropriate strategies and facilitate the change process then social sustainable procurement implementation becomes unsuccessful (Tarigan et al., 2020). Therefore, the study aims to establish the relationship between Top Management Commitment and Social Sustainable Procurement.

Basing on the above disclose it was hypothesized that;

H3: There is a positive relationship between Top Management Commitment and Social Sustainable Procurement.

2.4.4 Institutional Pressures, Top Management Commitment and Social Sustainable Procurement

Several academics have investigated how institutional pressures shape top management commitment. For instance, research conducted by Chu et al. (2017) revealed that top management decides which institutional pressures to accept and then decides on the budget and scope of sustainability practices to implement. In his essay, Yin (2017) mentions that when top Management commitment is high, institutional pressures for socially responsible behavior are more likely to be honored since they are more attuned with the leaders' vision for on how the business can enhance its procedures. Additionally, the scholar asserts that top management facilitate resources and builds capabilities which are critical in ensuring that the organization's mission is realized through the acquisition of products that help them meet social desirability, as well as help in allocating resources to procurement practices that promote action by designing internal policies that aid in the acquisition of socially acceptable products.

Research conducted by Yen and Yen (2012) revealed that top management commitment shapes social sustainable procurement by influencing successful activity implementation. Additionally Zhang et al. (2017) explain that top management creates mutually beneficial training programs with vendors which incorporate the aforementioned practices. In support, Yusliza et al. (2019) claim that top management awareness often leads to adoption and implementation through competency training and resource allocation. Relatedly, Liu et al. (2020) and Tiep et al. (2021) argue that top management commitment is a catalyst capable of creating enhancement in social sustainable procurement because it boosts resource allocation, increases inter-departmental communication, raises awareness, skills, and knowledge.

Institutional pressures, Top management commitment and social sustainable procurement influence each other such that these pressures will eventually result in social sustainable procurement implementation through resource allocation training programs with vendors, which will be formed and result in successful activity implementation, after top management commits to influencing change (Yin, 2017; Yusliza et al., 2019). While institutional pressures may exist, it may not necessarily translate into socially responsible procurement due to the limited experience, knowledge, and availability of local suppliers, as well as their inability to implement the required change and the additional cost of these institutional pressures (Rentizelas et al., 2020). Thus, the study's focus is to establish a mediating role of Top Management Commitment on Institutional Pressures and Social Sustainable Procurement.

Consequently, based on the literature reviewed above, this study developed the fourth hypothesis (***H4***), which stated that;

H4: Top Management Commitment meditates the relationship between Institutional Pressures and Social Sustainable Procurement

This study therefore aims at closing the above identified gaps by examining the mediating role of Top Management Commitment between Institutional Pressures and Social Sustainable Procurement through the aid of Institutional Theory and Resource Based theory.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study's research methodology is presented in this chapter. The chapter discusses the chosen research design, the population for the study, the sample size, the sampling method, the data collection tool, the data quality control, the procedure for data collection, the data analysis techniques, the measurement of study variables, the diagnostic tests and ethical considerations

3.2 Research Design

The study employed a cross sectional survey because it allowed for the concurrent comparison of data from various manufacturing sectors, a descriptive research design that assisted in identifying characteristics, frequencies, trends, and categories among manufacturing firms, and a quantitative approach that enabled us to obtain objective data that can be effectively communicated through statistics and numbers on the mediating role of Top Management Commitment on the relationship between Institutional Pressures and Social Sustainable Procurement. In due regard, this research used a quantitative research design because it eliminates bias, saves time and investigates the problem at once (Daniel, 2016; Creswell & Creswell, 2017).

3.3 Study Population and sample size determination

The study population consisted of 458 Uganda Manufacturing Association-registered companies from across the central region (Uganda Manufacturing Association, 2022). Krejcie and Morgan (1970) recommend that a sample size of 205 be chosen from a population of 458. Due to the concentration of manufacturing businesses in the central region, businesses there were taken into consideration. As the study focuses on socially sustainable procurement, the unit of analysis is manufacturing companies. While the unit of inquiry consisted of people in

the procurement department, including contract managers, procurement officers, and procurement managers and four members of staff were chosen from the procurement department to participate in the study These are deemed necessary because they are involved in the day-to-day procurement process, requiring them to have knowledge and the ability to provide valid responses to what is being studied.

Table 3.1: Showing number of manufacturing firms per district study population, and sample size

District	Study Population	Sample Size
Kampala	185	83
Mukono	173	45
Wakiso	100	77
Total	458	205

3.4 Sampling technique

The study utilized a stratified sample method because the manufacturing companies provided the data in strata then used purposive sampling because specific people where the ones with the expert knowledge in regards to social sustainable procurement and simple random sampling because it reduces biased samples. Every third member of the population was included in the sample for this sampling technique to take part in this study using this sampling method. The approach included listing 458 manufacturing firms and select every third member to form the Sampling Frame of 205 manufacturing firms.

3.5 Data collection method and instrument

The following data collection methods and tools were used:

3.5.1 Research Methods

3.5.1.1 Survey

The study used the survey approach which involved a closed questionnaire to obtain quantitative primary data from the chosen respondents.

3.5. 2 Data Collection Tools

3.5.2.1 Questionnaire instrument

A questionnaire is a research tool that includes a series of predetermined questions with the goal of gathering information from respondents (Amin, 2005). One questionnaire was designed to collect data from all respondents. Close-ended questions on a Likert scale of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree) were included in the data collection tool. A Likert scale was used to capture clusters of responses as supported by Likert (1932) in his original paper, where he underscored that an infinite number of definable attitudes existing in a given person on a given phenomenon can possibly be grouped into "clusters" of responses. A five-point Likert scale was adapted as supported by Fernandez and Randall (1991) who highlighted that a five-point Likert scales provides an option for indecision or neutrality which reduces chances of response bias because given the neutral response option, responders do not favor one response over another.

3.5.3 Source of data

The source of data was primary data from manufacturing firms in the central region.

3.6 Data collection procedure

Data was gathered using a questionnaire with a scale ranging from 1 to 5 as suggested by Marshall (2005) who highlighted that a scale having values from '1' denoting completely disagree to '5' denoting completely agree should be used because it serves to produce high-quality, usable data, high response rates, provide anonymity, and reduce bias.

Following the approval of the research proposal, the researcher received an introductory letter from the university as proof of enrollment at Kyambogo University. The researcher then sought permission from the various manufacturing companies to begin data collection. The researcher

obtained consent from respondents before administering the questionnaire. Throughout the research study, the researcher assured the respondents of anonymity and confidentiality.

3.7 Measurement of Study Variables

All measures of the study variables in this study were adapted from previous researchers.

Top Management Commitment was assessed using four constructs: policies, resource allocation, collaboration and strategies adapted from Khan et al. (2022). A five-point Likert scale was used to attach scores on each item. These were 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5- Strongly Agree. Each point carried a numerical score that was used in the study of social sustainable procurement.

Institutional Pressures on the other hand were measured using three constructs: normative, coercive and mimetic pressures and were adapted from Kauppi and Luzzini (2022). A five-point Likert scale was used to attach scores on each item. These were 1-Strongly Disagree, 2-Disagree, 3-Neither agree nor Disagree, 4-Agree and 5-Strongly Agree

Social sustainable procurement was operationalized with human rights, safety, diversity, environmental purchasing and philanthropy and these were adapted from Carter and Jennings (2002). A five-point Likert scale was used to attach scores on each item. These were 1-Never, 2- Rarely, 3-Sometimes, 4-Often, 5-Always

3.8 Data quality control

Prior to data collection, the study ensured the validity and reliability of the research instruments to ensure and maintain quality.

3.9 Validity and Reliability of research instruments

Validity of all research instruments in this study was ensured by adoption of items from previous scholars and after the instrument was validated for reliability and validity.

In order to obtain expert judgments on whether the item tested is what it tends to measure, content validity was established by taking the questionnaire instrument to professionals in the manufacturing industry and academics.

According to Sarstedt et al. (2019) for a given construct, item loadings must be more than 0.7 to be regarded as reliable and the results confirm that all items met this criterion. Additionally, Cronbach Alpha and composite reliability were used to assess the constructs' reliability and in order to produce consistent findings, Cronbach Alpha and composite reliability should both be over 0.7. Results confirm that all constructs met this requirement expect for environmental purchasing, top management commitment and institutional pressures whose Cronbach Alpha indices are below. However, they were still taken into account because their average extracted variance is greater than 0.5, and we also keep them when the composite reliability is greater than 0.7, indicating that that they are reliable and valid. (Hair & Sarstedt, 2021). Results also confirm that all constructs met this requirement under composite reliability. Therefore, the construct convergent validity was looked at in terms of Average Variance Extracted (AVE) and the rule of thumb is that AVE should be above 0.5 Sarstedt et al. (2019). The results show that all constructs met this requirement. Both Cronbach alpha results and the reliability results were presented because items loadings were less than 0.7

Table 3. 2: Measurement Validation: Reliability and Validity

Constructs	Item Codes	Item Loading	Cronbach's alpha	Composite reliability (rhoc)	Average variance extracted (AVE)
Coercive Pressure	CP1_mean	0.868	0.784	0.874	0.699
	CP2_mean	0.826			
	CP3_mean	0.813			
Memitic Pressure	MP2_mean	0.757	0.785	0.841	0.728
	MP3_mean	0.939			
Diversity	SPD1_mean	0.969	0.935	0.968	0.939
	SPD2_mean	0.969			
Environmental Purchasing	SPEP1_mean	0.74	0.617	0.796	0.566
	SPEP4_mean	0.729			
	SPEP5_mean	0.786			
Human Rights	SPHR1_mean	0.898	0.752	0.89	0.801
	SPHR2_mean	0.892			
Philanthropy	SPP1_mean	0.942	0.863	0.936	0.879
	SPP2_mean	0.933			
Top Management commitment	TMC1_mean	0.838	0.663	0.787	0.65
	TMC2_mean	0.773			
Social Sustainable Procurement			0.76	0.822	0.837
Institutional Pressure			0.696	0.795	0.714

Source: PLS-SEM measurement model

Discriminant Validity

The study conducted a discriminatory Validity analysis to assess how these variables disassociate amongst themselves to explain a variable. The analysis allows the researcher to determine if the test successfully analyzes the relevant concept or whether it additionally examines additional, undesirable constructs. Hetero-monotrait (HTMT) ratio was used to assess the variables' discriminant validity to make sure they are distinct and values of 0.85 or below in the HTMT ratio further support the discriminant validity (Hair et al., 2017). Findings demonstrate that the constructs are unique from one another because the inter-construct correlation ratio (HTMT) is less than the required value of 0.85.

Table 3.3: Discriminant Validity

Constructs	1	2	3	4	5	6	7	8	9	10	11
Coercive Pressure (1)											
Diversity (2)	0.23										
Environmental Purchasing (3)	0.491	0.496									
Human Rights (4)	0.544	0.077	0.349								
Institutional Pressure (5)	1.110	0.423	0.664	0.476							
Mimetic Pressure (6)	0.305	0.447	0.476	0.081	1.009						
Normative Pressure (7)	0.249	0.201	0.344	0.183	0.659	0.38					
Philanthropy (8)	0.446	0.076	0.415	0.45	0.458	0.264	0.086				
Safety (9)	0.355	0.233	0.341	0.328	0.305	0.08	0.064	0.234			
Social Sustainable Procurement (10)	0.668	0.687	1.103	0.804	0.777	0.479	0.302	0.781	0.603		
Top Management commitment (11)	0.829	0.265	0.657	0.468	0.835	0.454	0.318	0.433	0.533	0.749	

Source: PLS-SEM measurement model

Path weight significance

In order to determine the correlations between the variables, the study used a path weight significance. The analysis enables us to demonstrate the causal processes by which independent variables have an impact on a dependent variable both directly and indirectly or the predictive power of the variables.

Table 3. 4: Path weight significance

	Path weight	T stat	P values	Bca
Coercive Pressure -> Institutional Pressure	0.787	17.287	0.00	.695, .874
Diversity -> Social Sustainable Procurement	0.335	6.055	0.00	.235, .457
Environmental Purchasing -> Social Sustainable Procurement	0.405	9.983	0.00	.334, .492
Human Rights -> Social Sustainable Procurement	0.303	7.644	0.00	.225, .375
Memitic Pressure -> Institutional Pressure	0.33	6.891	0.00	.248, .439
Normative Pressure -> Institutional Pressure	0.183	5.937	0.00	.124, .246
Philanthropy -> Social Sustainable Procurement	0.365	9.238	0.00	.299, .455
Safety -> Social Sustainable Procurement	0.16	7.776	0.00	.117, .197

Source: PLS-SEM measurement model

Measurement Model

A measurement model is a crucial part of research that concentrates on the measurement of variables and assists researchers in obtaining variable values for prediction purposes (Arissaputra et al., 2023). The higher order constructs measurement model for all the study variables that was used to test reliability and validity as presented above.

PLS-SEM Measurement model

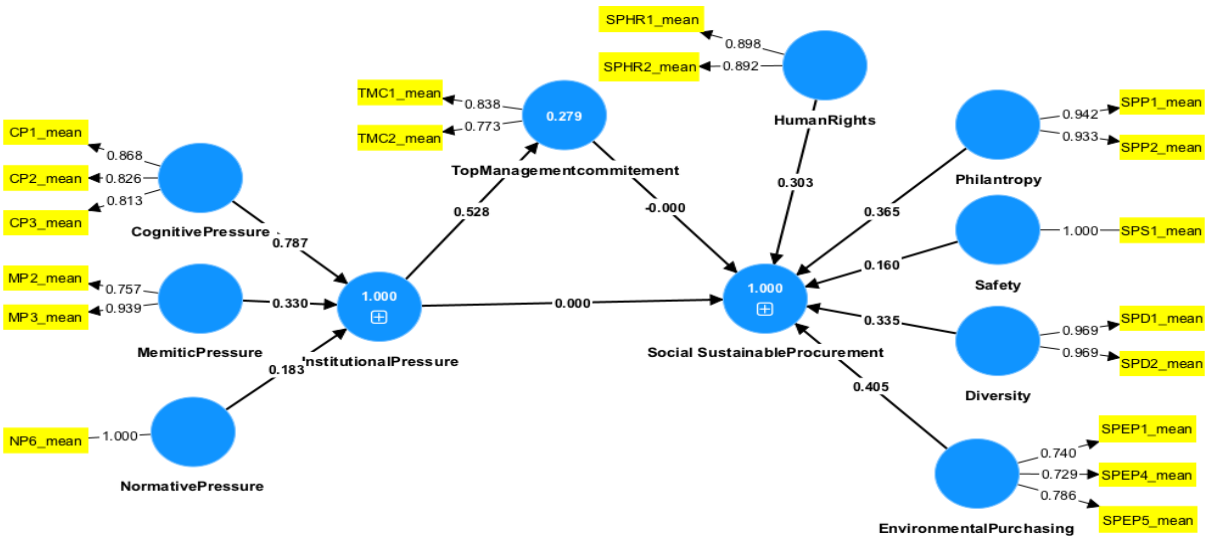


Figure 2.1: Measurement Model

3.10 Ethical considerations

The study was carried out after proper scrutiny by the research supervisor in order to qualify the study ethically, and an introduction letter to be presented to various manufacturing firms was obtained from the research coordinator of Kyambogo University.

Prior to data collection, officials where the research was carried out were provided with formal and certified approval bearing an official stamp. This was performed to gain authorization and show participants that the information collection operation was well-known to UMA personnel. Data collected was kept confidential and used only for the purpose for which it was collected; the identity of individuals and cultures are not revealed in this study for reasons of confidentiality.

3.11 Data Processing, Analysis, and Presentation

Following data collection, obtained data was entered and organized using SPSS software to ensure the findings' quality and accuracy. Regression analysis was used to answer the research objectives and questions that require testing for associations between the study's variables. However, before running a regression model, a Pearson Correlation (r) was performed because significant associations between study variables are required for running a regression model. The regression analysis was carried out using Partial least square structural equation modeling (PLS-SEM). PLS-SEM was preferred because it allows for testing of both direct and indirect relationships between research variables (Ramli et al., 2018). The PLS-SEM model was evaluated in terms of construct collinearity, significance and relevance of path coefficients, explanatory power R2, and predictive relevance (Q2) (Khan et al. 2019). The study used bootstrapping with 5000 subsample iterations to test the significance of the associations between the study variables in the PLS-SEM (Hair & Sarstedt, 2021). The study used both the Statistical Package for Social Scientists (SPSS) and Excel to collect data and determine sampling adequacy and data suitability. SMARTPLS 4.0.9.0 was used for regression analysis to evaluate direct and indirect relationships (Dash & Paul, 2021). The output of the data is presented in descriptive statistics and the regression results are presented in tables before being described in text form.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND PRESENTATION OF RESULTS

4.1 Introduction

Based on data from the study questionnaire, this chapter presents, analyzes, and interprets the study findings of the mediating role of top management commitment between institutional pressures and social sustainable procurement in manufacturing firms in Uganda. It presents organizational traits, respondent traits, and empirical results on top management commitment, institutional pressures, and social sustainable procurement.

4.2 Response Rate

The table 4.1 below presents the response rate of the respondents were 205 questionnaires in total were distributed, and all of them were returned on time. However,200 questionnaires were taken into consideration because they were filled out correctly, which resulted in a high response rate of 97.5%. Respondents of the questionnaires were chosen based on their experience in procurement in these various manufacturing firms and as a result, the outcomes accurately reflect the population from which the sample was drawn.

Table 4.1: Response rate

Category	Target No of Respondents	Realized No of Respondents	Percentage of response (%)
Respondents	205	200	97.5%

Source: Primary data, 2023

4.3 Background Characteristics of Firms and Respondents

The background information was operationalized in terms of the firms and respondents' characteristics in the following ways.

4.3.1 Background Characteristics of Firms

The characteristics of the manufacturing companies used in the study are shown in this subsection. In relation to their classification, industry type, span of existence, number of employees, and turnover. These factors influence how people view the implementation of social sustainable procurement. Table 4.2 below presents the organizations characteristics

Results in Table 4.2 indicate that Medium 2 manufacturing firms predominate in the Kampala region with 37.5% while small manufacturing firms made up the least number of manufacturing firms in the Kampala region with 10%, suggesting that medium 2 manufacturing firms have the ability to implement social sustainable procurement. Regarding manufacturing firms' industries, the basic and chemical industries make up 51% of the region of Kampala's manufacturing firms, while the automotive industries make up 4%, suggesting that social sustainable procurement offers these sectors a chance to develop because it is a varied industry.

Additionally, regarding the longevity of existence, results revealed that these manufacturing firms had been in business for long. This was portrayed by 33.5% of firms that had been around for twenty years or more and 2% having been around for less than five years. This indicates that the majority of manufacturing firms have been around for more than twenty years and can therefore engage in social sustainable procurement. Regarding the number of employees per manufacturing firm the highest number of employees per firm was represented by 36.5% for employees between 201 and 300, and the lowest number was 3% for employees in each firm under 100, which means they have enough staff to implement social sustainable procurement.

Finally, the turnover of these manufacturing firms was represented by 31.5%, with the highest turnover being between $100 million and $200 million, and the lowest turnover of manufacturing firms is represented by 4%, with the lowest turnover being between $10 million and $100 million, suggesting that manufacturing companies have the resources to implement social sustainable procurement. The results show that the majority of manufacturing firms are

owned through partnerships, accounting for 51.5% of ownership, and the minority, 1%, are owned by cooperatives implying that owners pull resources together to set up these firms and can use social sustainable procurement to improve cost savings.

Table 4. 2: Organizational characteristics of the organization

Categorization	**Frequency**	**Percent**
Small	20	10.0
Medium 1	30	15.0
Medium 2	75	37.5
Large	54	27.0
Corporate	21	10.5
Total	200	100.0
Existence	**Frequency**	**Percent**
Less than 5 years	4	2
5-10 years	22	11
10-15 years	52	26
15-20 years	55	27.5
Above 20	67	33.5
Total	200	100
Turnover	**Frequency**	**Percent**
10-100m	8	4
100-200m	63	31.5
200-300m	59	29.5
300-400m	46	23
400m-500m	24	12
Total	200	100

Industry	**Frequency**	**Percent**
Basic & chemical	102	51
Food & beverage	70	35
Textile	11	5.5
Automotive	4	2
Home appliances	13	6.5
Total	200	100
Employees	**Frequency**	**Percent**
Less than 100	6	3
101-200	54	27
201-300	73	36.5
301- 400	33	16.5
400 & above	34	17
Total	200	100
Ownership	**Frequency**	**Percent**
Sole ownership	12	6
Partnership	103	51.5
Limited Liability Company	49	24.5
Corporation	34	17
Cooperative	2	1
Total	200	100

Source: Primary data (2023)

4.3.2 Background Characteristics of Respondents

Results in Table 4.3 indicate that, men made up 62.3% of the study participants while women made up 37.7%. This shows that men make up the majority of the workforce in manufacturing firms because they are more versatile and easier to deal with. Regarding respondents' age ranges, the majority of respondents 36.6% were between 36 and 40 years old, while the least

respondents 3.5% were under 30, given that the majority of respondents were between the ages of 36 and 40, this suggests that they were knowledgeable about their respective fields and were able to provide reliable information.

Additionally, the majority of respondents had bachelor's degree as their highest level of education, while only 18% had a diploma indicating that the respondents have the necessary knowledge to perform their jobs effectively. Regarding the position that respondent occupied in the company, the majority of respondents 28.1% were procurement managers, while the minority 2.4% were contract managers indicating that data was collected from respondents who matched the study's target demographic and finally, the majority of employees who remained with the company for 5 to 10 years, making up 56.3% of the total, while the minority stayed for more than 20 years, making up 1.7% of the total. This indicates that an appropriate sample was used to gather the data, making the study's conclusions reliable for making references.

Table 4. 3: Respondents characteristics of the organization

Gender	**Frequency**	**Percent**
Male	288	62.3
Female	174	37.7
Total	462	100
Education	**Frequency**	**Percent**
Diploma	83	18
Degree	201	43.5
Masters	178	38.5
Total	462	100
Time spent	**Frequency**	**Percent**
Less than 1 year	61	13.2
5-10 years	260	56.3
10-15 years	100	21.6
15-20 years	33	7.1
Above 20	8	1.7
Total	462	100

Age Group	**Frequency**	**Percent**
Less than 30 years	16	3.5
31-35	99	21.4
36-40	169	36.6
41-45	128	27.7
46 & above	50	10.8
Total	462	100
Position	**Frequency**	**Percent**
Supply Chain Manager	97	21
Procurement Manager	130	28.1
Contract Manager	11	2.4
Operations Manager	128	27.7
Logistics/Inventory Manager	96	20.7
Total	462	100

Source: Primary data, 2023

4.4 Descriptive Analysis

The study described the characteristics and nature of the data regarding top management commitment, institutional pressures, and social sustainable procurement. The method was based on the dispersion (standard deviation) and central tendency (mean). The degree to which participant views regarding top management commitment, institutional pressures, and social sustainable procurement were clustered was measured by the researcher using mean. The standard deviation calculated the degree to which individual participant opinions varied from one another.

4.4.1 Social Sustainable Procurement

The participants were asked to evaluate how much they agreed with various claims made about human rights, safety, diversity, environmental purchasing and philanthropy of manufacturing companies in Uganda. The opinions were based on a Likert scale with five points. The range from 0 to 2.49 was considered "poor," 2.50 to 3.49 was considered "average," and 3.50 to 5.00 was considered "strong" when interpreting the mean score. We only recognized 10 of the questionnaire's 14 items since, they are considered valid and reliable based off the measurement model. The evaluations of social sustainable procurement are listed in Table 4.4 below.

Regarding Human Rights, the majority of respondents acknowledged that their procurement department monitors vendors' compliance with child labor regulations (mean=4.00, std. =1.084). The respondents also believed that as they conducted procurement activities in their firm, visits were made to supplier plants to make sure they do not use forced labor (mean=3.80, std. =1.162).

As per safety, respondents acknowledged that their firm makes sure that suppliers' locations are run safely (mean=4.35, std. =.557). Regarding diversity, respondents claimed that they had a deliberate purchasing program that promotes women-owned business enterprises MWBE to

participate in purchasing activities (mean=3.82, std. =1.124). Minority of respondents in this category presupposed that their firm encourages purchasing of goods from minority/women-owned business enterprise (MWBE) (mean=3.80, std. =1.109).

In regard to environmental purchasing, the respondents also believed that their firm's purchasing function participates in the designing items to be reused or recycled (mean=4.34, std. =.767). Besides, respondents also claimed that in order to achieve procurement that promotes people's well-being, their firm reduces packaging material (mean=4.31, std. =.758). Minority of respondents in this category presupposed that their firms' purchasing function evaluates the environmental friendliness of products and packaging using a life-cycle analysis (mean=4.28, std. =.738).

Regarding philanthropy, the majority of respondents acknowledged that their firms purchasing function donated to humanitarian organizations (mean=3.74, std. =1.197). The respondents also believed that their firms purchasing function volunteered at local charities as a way of promoting peoples well-being (mean=3.69, std. =1.132).

Table 4.4: Level of Social Sustainable Procurement

	Descriptions	N	Mean	Std. Deviation
1	**Human Rights**			
SPHR1	As we conduct procurement activities in this firm, visits are made to supplier plants to make sure they do not use forced labor	200	3.80	1.162
SPHR2	In in this firm, our purchasing function monitors vendors' compliance with child labor regulations	200	4.00	1.084
2	**Safety**			
SPS1	Our firm ensures that that suppliers' locations are run safely	200	4.35	.706
3	**Diversity**			
SPD1	This firm encourages purchasing of goods from minority/women-owned business enterprise (MWBE)	200	3.80	1.109
SPD2	In this firm, we have a deliberate purchasing program that promotes women-owned business enterprise MWBE to participate in our purchasing activities	200	3.82	1.124
4	**Environmental Purchasing**			
SPEP1	This firms' purchasing function evaluates the environmental friendliness of products and packaging using a life-cycle analysis	200	4.28	.738
SPE4	This firm's purchasing function participates in the designing items to be reused or recycled	200	4.34	.767
SPES5	In order to achieve procurement that promotes people's well-being, this firm reduces packaging material	200	4.31	.758
5	**Philanthropy**			
SPP1	This firms purchasing function volunteers at local charities as a way of promoting peoples well-being	200	3.69	1.132
SPP2	Our firms purchasing function donates to humanitarian organizations	200	3.74	1.197
	Average		**4.06**	**.939**

Source: Primary data, 2023

4.4.2 Institutional Pressures

The participants were asked to evaluate how much they agreed with various claims made about coercive pressures, mimic pressures, and normative pressures of manufacturing companies in Uganda. The opinions were based on a Likert scale with five points. The range from 0 to 2.49 was considered "poor," 2.50 to 3.49 was considered "average," and 3.50 to 5.00 was considered "strong" when interpreting the mean score. We only recognized 6 of the questionnaire's 17

items since, they are considered valid and reliable based off the measurement model. The evaluations of institutional pressures are listed in Table 4.5 below.

Regarding coercive pressures, the respondents also acknowledged that their big external clients regularly ask that they implement specific practices or activities in firms' purchasing methods (mean=4.23, std. =.901). Respondents also claimed that collaboration with key suppliers required following their operational procedures (mean=4.13, std. =866). Respondents also strongly believed that their key clients would withdraw their contracts if they did not comply with their demands to implement specific practices or activities within their manufacturing firms' procurement methods (mean=4.06, std. =1.071).

As per mimic pressures, the respondents acknowledged that close attention is paid to purchasing techniques and instruments that seem to benefit their peers and competitors (mean=4.23, std. =.781). Respondents also claimed that it was necessary to emulate the purchasing patterns of important competitors who serve the same large clients (mean=4.09, std. =.977). In regard to normative pressures, the respondents acknowledged it was clear that some purchasing processes have become the norm in their sector (mean=4.45, std. =.591).

Table 4. 5: Level of Institutional Pressures

		N	Mean	Std. Deviation
1	**Coercive Pressures**			
CP1	To collaborate with our key suppliers, we must follow their operational procedures.	200	4.13	.866
CP2	Our big external clients regularly ask that we implement specific practices or activities in our purchasing methods.	200	4.23	.901
CP3	Our key clients will withdraw their contracts if we do not comply with their demands to implement specific practices or activities in our procurement methods.	200	4.06	1.071
2	**Mimic Pressures**			
MP2	Our close attention is paid to purchasing techniques and instruments that seem to benefit our peers and competitors.	200	4.23	.781
MP3	It is necessary to emulate the purchasing patterns of important competitors who serve the same large clients.	200	4.09	.977
3	**Normative Pressure**			
NP6	It is clear that some purchasing processes have become the norm in our sector	200	4.45	.591
	Average		**4.29**	**.767**

Source: Primary data, 2023

4.4.3 Top Management Commitment

The participants were asked to evaluate how much they agreed with various claims made about top management commitment in manufacturing companies in Uganda. The opinions were based on a Likert scale with five points. The range from 0 to 2.49 was considered "poor," 2.50 to 3.49 was considered "average," and 3.50 to 5.00 was considered "strong" when interpreting the mean score. We only recognized 1 of the questionnaire's 5 items since, they are considered valid and reliable based off the measurement model. The evaluations of top management commitment are listed in Table 4.6 below.

In regard to top management support, the respondents believed that to obtain significant business benefits, the organization engaged in supply chain partnering (mean=4.40, std. =.610). The respondents also strongly believed that manufacturing firms create a significant competitive arena by engaging in supply chain partnering (mean=4.32, std. =.640).

Table 4. 6: Level of Top Management Commitment

		N	Mean	Std. Deviation
TMC1	To create a significant competitive arena, my firm engages in supply chain partnering	200	4.32	.640
TMC2	To obtain significant business benefits, my organization engages in supply chain partnering	200	4.40	.610
	Average		**4.37**	**.610**

Source: Primary data, 2023

4.5 Correlations Analysis

The Pearson (r) correlation coefficient was calculated to determine the direction and strength of the relationships between the study's variables. A Pearson coefficient is a value between -1 and 1 that describes how linearly connected two variables are to one another. Zero-order correlation analysis was performed to determine the association between Institutional Pressures, Top Management Commitment and Social Sustainable Procurement. The correlation coefficients show that the study variables are significantly associated with each

other at 0.01 level (2-tailed). Results reveal a positive association between, institutional pressures and social sustainable procurement are positively correlated. This implies that through institutional pressure, manufacturing companies will implement social sustainable procurement methods, such as complying with human rights safety, diversity, and making environmentally friendly purchases. Additionally, there is a positive and moderate significant relationship between institutional pressures and top management commitment. This implies that when institutional pressures exist, they force top management to commit resources, set up strategies and procedures to aid in change management. Lastly there is positive moderate association between top management commitment and social sustainable procurement. This implies that top management can demonstrate commitment by putting in place policies, allocating resources, collaboration and developing strategies and this can help manufacturing firms to implement social sustainable procurement.

Having established the relationships between the study variables, we proceeded to test for the study hypothesis through Partial Least Square Structural Equation Modelling (PLS-M regression analysis using Smart PLS version 4.0.9.0. These results are presented in section 4.5.1 below

Table 4.7: Pearson's Correlation

Study Variables	1	2	3
Institutional Pressure (1)	1		
Top Management commitment (2)	0.528**	1	
Social Sustainable _Procurement (3)	0.567**	0.445**	1

N = 200, **. Correlation is significant at the 0.01 level (2-tailed).

Source: PLS-SEM measurement model

4.5.1 Relationship between Institutional Pressures and Social Sustainable Procurement

These results in table 4.8 below reveal that institutional pressures and social sustainable procurement have a positive and significant relationship. This implies that through institutional

pressure, manufacturing companies ought to implement social sustainable procurement methods, such as complying with human rights safety, diversity, and making environmentally friendly purchases. Additionally, the findings imply that manufacturing firms that will implement certain practices/activities in their operational procedures when requested by significant external clients and cooperate with major suppliers by adhering to their operational procedures. Furthermore, by paying attention to purchasing techniques and instruments that seem to benefit our peers and competition manufacturing firms emulate the purchasing patterns of important competitors who serve the same large clients. Finally, implementing the same purchasing practices that have become a norm the manufacturing sector can promote social sustainable procurement implementation.

4.5.2 Relationship between Institutional Pressures and Top Management Commitment

According to table 4.8 below, there is a positive significant relationship between institutional pressures and top management commitment. When institutional pressures exist, they force top management to commit resources, set up strategies and procedures to aid in change management. Additionally, institutional pressures among manufacturing firms drives top management commitment to work with supply chain partners in order to establish a significant competitive arena. Last but not least, institutional pressures are connected to top management commitment when they coerce top management to make decisions to gain a significant competitive business by engaging supply chain partnering. This suggested that manufacturing firms have a good chance of seeing an improvement in top management commitment when any effort is taken to improve institutional pressures.

4.5.3 Relationship between Top Management Commitment and Social Sustainable Procurement

According to table 4.8 below, there is a positive moderate relationship between top management commitment and social sustainable procurement. Manufacturing firms demonstrate top management commitment by putting in place policies, allocating resources, collaboration and developing strategies on how to implement social sustainable procurement. By engaging in supply chain partnering to create a significant competitive arena and obtain significant business benefits, manufacturing firms can ensure that suppliers aren't using forced labor, they follow child labor laws and ensure that that suppliers' locations are run safely. Additionally, manufacturing firms can volunteer at local charities, donate at humanitarian organizations as a way of promoting social sustainable procurement, purchase goods from minority-women owned business enterprise and have a deliberate purchasing program that promotes women-owned business enterprise MWBE to participate purchasing activities. By evaluating the environmental friendliness of products and packaging using a life-cycle analysis manufacturing firms are likely to be involved in designing products to be reused or recycled so as to reduce packaging material, this can demonstrate top management commitment to social sustainable procurement implementation.

4.5.4 Top Management Commitment positively mediates the relationship between Institutional Pressures and Social Sustainable Procurement

These results in table 4.8 below show that top management commitment plays a positive partial mediating role in the relationship between institutional pressures and social sustainable procurement (β=0.106, p= 0.007) with lower and upper boundaries of the 95^{th} Bca values of (0.04, 0.195) which accounts for variation of 23%.

Finally, we assessed the quality of the model's predictive ability. The results reveal that R2 values of (0.279 and 0.35) for top management commitment and social sustainable

procurement further support our models in-sample model fit since any predictive variance above (0) shows predictive relevance (Hair et al., 2020). Finally, we ran a blindfolding procedure with an omission distance of seven to assess the predictive relevance of our model using cross-validated redundancy values (Q2predict) index. Results indicate a correct predictive relevance (0.313 and 0.26) for top management commitment and social sustainable procurement, further supporting the model's predictive accuracy. The computation of PLS-SEM paths coefficients linking the study constructs was based on a series of regression analysis, and we ascertained whether collinearity affects our regression results. Based on the results in Table 4.8, all inner VIF values were below the cut-off of 5 (Hair et al., 2020), confirming that collinearity is not a critical issue in our study finding

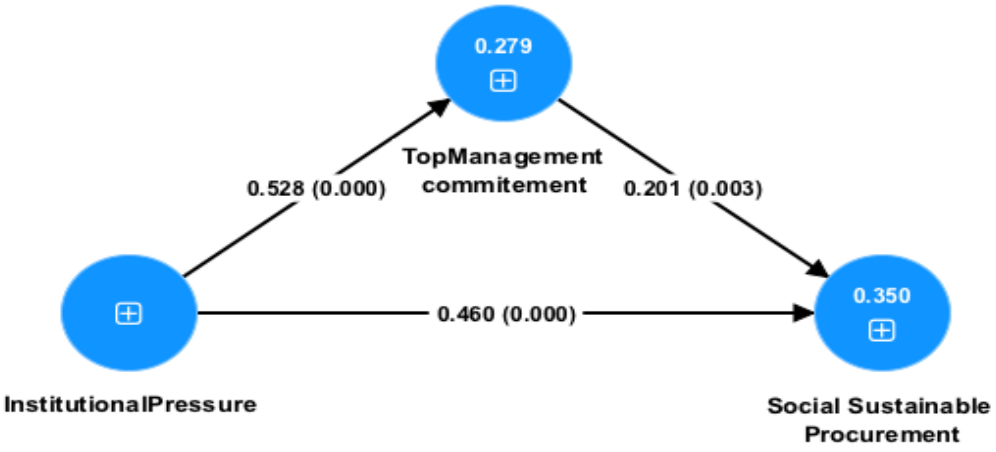
Table 4. 8: Regression Test Results

Direct Path	**β**	**T stat**	**P values**	**Bca**	**Effect Size(f2)**	**Inner VIF**
Institutional Pressure -> Social Sustainable _Procurement	0.46	7.548	**0.00**	.337, .578	0.235	1.387
Institutional Pressure -> Top Management commitment	0.528	8.058	**0.00**	.393, .646	0.387	1.000
Top Management commitment -> Social Sustainable _Procurement	0.201	2.989	**0.003**	.070, .334	0.045	1.387
Indirect Path	**β**	**T stat**	**P values**	**Bca**		
Institutional Pressure -> Top Management_ commitment -> Social Sustainable _Procurement	0.106	2.719	**0.007**	.04 , .195		
Total Effect	**β**	**T stat**	**P values**	**Bca**		
Institutional Pressure -> Social Sustainable _Procurement	0.460	11.106	**0.00**	.460, .660		
Institutional Pressure -> Top Management commitment	0.528	8.058	**0.00**	.393, .646		
Top Management_ commitment -> Social Sustainable _Procurement	0.201	2.989	**0.003**	.070, .334		
Predictive Criteria	R2	AdjR2	Q2predict			
Top Management commitment	0.279	0.275	0.313			
Social Sustainable Procurement	0.35	0.344	0.26			

Source: PLS-SEM

Structural Model

PLS-SEM for Social Sustainable Procurement



CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents a detailed discussion of results based on the study objectives and hypotheses. It further presents conclusions and recommendations for action and areas for further study

5.2 Summary of findings

The study mainly focused on establishing the mediating role of top management commitment between institutional pressures and social sustainable procurement in manufacturing firms in Uganda. The study gathered data from a 205 manufacturing firms in the central region. The study was guided by four specific objectives which included; to examine the relationship between institutional pressures and social sustainable procurement in manufacturing firms in Uganda, to examine the relationship between Institutional Pressures and Top Management Commitment, to examine the relationship between Top Management Commitment and Social Sustainable Procurement and to examine the mediating role of top management commitment on the relationship between institutional pressures and social sustainable procurement in manufacturing firms in Uganda. From the analysis, the findings demonstrated high agreement from manufacturing firms that top management commitment links institutional pressures and social sustainable procurement.

The results show that; (i) Institutional pressures have a positive and significant relationship on social sustainable procurement. When the institutional pressures are increased, there is a likelihood that social sustainable procurement practices will be enhanced. (ii) The findings demonstrated that institutional pressures have a positive significant relationship on top management commitment where institutional pressures fuel top management commitment by

committing human resources to implement effective initiatives so as to implement social sustainable procurement (iii) Top Management Commitment has a positive moderate association with social sustainable procurement in the manufacturing sector as when top management is committed to social sustainable procurement it allocates resources, creates capabilities by promoting and designing internal policies to enable implementation.

Besides the above, regression findings revealed that top management commitment plays a significant role in partial mediating the relationship between institutional pressures and top management commitment procurement which suggests that when a company's top management proactively responds to institutional pressures, it invests resources to those procurement practices that promote/take action, design internal policies that help in the acquisition of socially acceptable products.

5.3 Discussion of findings

Generally, the observation from the findings indicate that top management commitment plays a significant role in mediating the relationship between institutional pressures and social sustainable procurement in manufacturing firms. This is based on the evidence from manufacturing firms located in the central region from which the study was conducted. The discussion of findings is therefore organized according to the study objectives as presented below.

5.4 Relationship between Study Variable

In the earlier chapters the evidence between institutional pressures, top management commitment and social sustainable procurement among manufacturing firms was given, therefore in this section discussion about those findings is given. The first section will give discussion about the first objective, followed by second, the third and the fourth objective

5.4.1 Institutional Pressures and Social Sustainable Procurement

H1 aimed at testing a relationship between Institutional Pressures and Social Sustainable procurement. The results show that there is a positive and significant relationship between Institutional Pressures and Social sustainable procurement. Social sustainable procurement is likely to be impacted by institutional pressures such as coercive pressures using client's regulations. This occurs when significant external customers require that we adapt particular practices or initiatives in our purchasing methods, and if we don't, those major clients will refuse to renew their contracts with us. Our organization is under institutional pressure to adopt particular procurement practices or activities, and in order to work with our key suppliers, we must adhere to their operational standards.

Mimetic pressures are likely to influence social sustainable procurement. The ability of an organization to monitor the purchasing procedures and tools that appear to benefit its peers and competitors, which has enabled organizations to implement these purchasing procedures in response to what peers and competitors are doing and in regard to Normative pressures, where its apparent that specific purchasing practices have become the standard in their industry therefore influencing these organizations to adopt the same practices.

The findings are in line with those of Kauppi and Hannibal (2017) who found out that institutional pressures fuel social sustainable procurement by exerting strong change pressures that constrain businesses to adhere to social sustainable procurement practices and that institutional pressures force firms to conform by changing business practices and benchmarking the best practices in the industry. Institutional theory explains institutional pressures and social sustainable procurement in such a way that institutions have policies and legal frameworks to guide the procurement operations of an organization.

The findings are consistent with the institutional theory because when institutional pressures and socially responsible procurement cooperate to compel businesses to alter their operating procedures and benchmark the best industry practices

5.4.2 Institutional Pressures and Top Management Commitment

H2 aimed at testing the relationship between institutional pressures and top management commitment. The results show that institutional pressures and top management commitment have a positive association and are positively correlated. Institutional pressures among manufacturing firms drives top management commitment to work with supply chain partners in order to establish a significant competitive arena. Institutional pressures are connected to top management commitment when they coerce top management to make decisions to gain a significant competitive business by engaging supply chain partnering.

The findings are in agreement with previous studies such as those conducted by Colwell and Joshi (2013) and Dubey et al. (2018) who discovered that top management is committed to providing managers and business units with visions and instructions regarding the institutional pressures, and that top management would take the required efforts to comply with the pressures.

The results are in line with the Institutional theory and Resource Based View theory, which explain how top management would create policies to adhere to these institutional pressures.

5.4.3 Top Management Commitment and Social Sustainable Procurement

H3 aimed at testing a relationship between top management commitment and social sustainable procurement. The results show that there is positive moderate association between top management commitment and social sustainable procurement. Social sustainable procurement is likely to be impacted by top management commitment. This happens when a firm engages in supply chain partnering to obtain a significant competitive arena and business benefits.

The findings are in conformity with those of Yusliza et al. (2019) who discovered that top management commitment influences social sustainable procurement because top managers are able to enforce procedures and policies to implement social sustainable procurement. In the same regard, Basana et al. (2022) support the idea that clear and consistent principles and quality goals must be developed and implemented with the cooperation of top management commitment.

Top management commitment is not sufficient to effect change, but when combined with other resources, social sustainable procurement can be achieved, according to the Resource Based View Theory, which views both top management commitment and social sustainable procurement as resources.

5.4.4 Top management commitment mediates the relationship between institutional pressures and social sustainable procurement

H4 aimed at testing the mediating relationship of top management commitment between institutional pressures and social sustainable procurement. The results show that top management commitment plays a significant role in partial mediating the relationship between institutional pressures and top management commitment. This suggests top management commitment proactively responds to institutional pressures and social sustainable procurement. This occurs when a firm visits supplier facility to verify that they do not employ forced labor and ensures that suppliers abide by child labor regulations. Top management commitment influences successful activity implementation by assuring supplier locations are run in a safe manner. Additionally, organizations purposefully design their purchasing policies to encourage the participation of women-owned businesses in their procurement processes, hence promoting the consumption of goods from these businesses.

In the same manner, firms minimize their purchase materials when the purchasing function evaluates the environmental friendliness of products and packaging using a life-cycle analysis and evaluates the environmental friendliness of products and packaging using a life-cycle analysis. Additionally, organizations demand that suppliers adhere to waste reduction goals in order to achieve procurement that improves people's well-being by minimizing packaging.

An organization purchasing function volunteers at local charities and donates to humanitarian organization as way of promoting people's wellbeing which demonstrates that top management commitment mediates the relationship between institutional pressures and social sustainable procurement.

The findings are in conformity with those of Yen and Yen (2012) who found out that top management commitment shapes social sustainable procurement by influencing successful activity implementation and in support Yusliza et al. (2019) claims that top management commitment often leads to adoption and implementation of institutional pressures through competency training and resource allocation.

These variables are explained by a resource-based view theory and institutional theory because institutional pressures and social sustainable procurement are insufficient to bring about change without the support of top management, so they work in tandem to do so.

5.5 Conclusion

The study sought to determine the mediating role of top management commitment in the relationship between institutional pressures and social sustainable procurement of manufacturing companies in Uganda. The study findings indicate that institutional pressures have a positive and significant relationship with social sustainable procurement. The findings also demonstrated that institutional pressures have a positive significant relationship with top management commitment where institutional pressures fuel top management commitment by

committing human resources to implement effective initiatives so as to implement social sustainable procurement. In the same regard, the study revealed that Top Management Commitment is positively and significantly related with Social Sustainable Procurement in the manufacturing sector. Lastly, top management commitment plays a positive role in mediating the relationship between institutional pressures and top management commitment. These findings provide insights on how top management commitment and institutional pressures influence social sustainable procurement of manufacturing companies in Uganda. Therefore, it is vital for manufacturing firms to generate interventions geared towards promoting the roles of top management commitment and institutional pressures on social sustainable procurement. This may be done by engaging in supply chain partnering, putting into practice purchasing policies in response to what rivals and peers are doing and others.

5.6 Recommendations

In light of the findings, the researcher recommends that the government to enforce policies that guide manufacturing firms to implement social sustainable procurement. This could be accomplished by having the National Bureau of Standards, which is in charge of maintaining standards, enforce these regulations by evaluating these businesses' social sustainable procurement processes.

The researcher also recommends that managers should put in place guidelines and strategies aimed at enhancing social sustainable procurement in manufacturing firms. This could be done by to providing a checklist to ensure safety of incoming materials to manufacturing facilities.

This study suggests using institutional pressure to encourage social sustainable procurement. This could be accomplished by the government putting in place measures to allow the implementation of socially responsible procurement or by the industrial sector receiving self-regulation through voluntary associations

This study also suggests that manufacturing companies adopt strategies to stimulate social sustainable procurement practices. This recommendation may come from the boards of directors of these manufacturing companies, who have a big impact on top management commitment because they are in charge of overseeing it. This could be accomplished by making sure the board of directors establishes KPIs to track the success of manufacturing enterprises through partnerships and that they closely monitor the top management in this area.

This research also recommends top management to erect a strategy for organizational information sharing by suppliers by stating the standards. This is deemed relevant in fueling the attainment of social sustainable procurement goals.

5.7 Limitations of the Study

Like other studies, the current one has design restrictions. The in-ability of a cross-sectional design to provide definite information about the incidence by failing to provide a causal inference regarding the relationships between Institutional Pressures, Top Management Commitment and social sustainable procurement. The situation was explained by a point that this type of study design just provides a snapshot; it does not consider what transpires after or before the snapshot is captured (Creswell & Creswell, 2017).

The research approach reported herein should also be considered in light of some limitations. This research used a quantitative research approach which completely ignored the “how” and “why” research questions which are deemed relevant in stimulating a greater comprehension of things, experiences, and settings. This is the case because qualitative research enables the researcher to pose questions that are difficult to understand through numerical data (Crowe, Creswell & Robertson, 2011).

The use of questionnaires was also a limitation of the study as it came with biases of respondents understanding the double-barreled questions and this was mitigated by

individually explaining to respondents where they haven't understood so as to eliminate bias.

5.8 Areas for Further Research

In light of the findings, the researcher recommends that a case study design with semi structured research tools be used in a similar study to offer an in-depth, multi-faceted explorations on the research variables examined in this research. This is deemed relevant as it addresses the inadequacies of fully structured research tools used in the study.

From the study, the researcher recommends that a similar study adapts a research approach which is qualitative so as to develop hypotheses through in-depth examination of few research participants to enhance learning about the behavior and opinions of a target audience. This is relevant in addressing the shortcomings of the quantitative approach embraced in this research which completely ignored the "how" and "why" research questions yet they are deemed relevant in stimulating a deeper understanding of experiences, phenomena and context.

This research recommends academics to undertake a related study with a dissimilar sampling technique. Most preferably, the census sampling technique be used. This is necessary in reducing sampling errors because the estimates made by census sampling are not subject to sampling errors which are pronounced in the simple random sampling technique used in the study.

The researcher recommends academicians to undertake a related study in economic sustainability because of the scant literature on this pillar of sustainability. This is necessary as it address inadequacies of economic sustainability.

The researcher recommends academicians to undertake a research longitudinal to the scope which could include different districts in Uganda.

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Appendices

Appendix 1: Questionnaire to the Procurement Department in Different Manufacturing Firms in the Central Region

Dear respondent,

Your entity has been selected to participate in a study on the "***Mediating role of Top management commitment between Institutional pressures & Social sustainable procurement***". This study is intended for only academic purposes. The information provided will be treated as highly CONFIDENTIAL. The researcher guarantees the use of the acquired information for academic purposes only. Your co-operation is highly appreciated.

SECTION A: ORGANIZATIONAL CHARACTERISTICS

A1- Name of your manufacturing firm ……

A2- what categorization does your firm fall under

Small	Medium 1	Medium 2	Large	Corporate
1	2	3	4	5

A3- what is your industry sector

Basic & chemical	Food & beverage	Textile	Automotive	Home appliances
1	2	3	4	5

A4- how long has this manufacturing firm been in existence

Less than 5 years	5-10 years	10-15 years	15-20years	Above 20
1	2	3	4	5

A5- What is the number of employees?

Less than 100	101-199	200-300	301- 399	400 & above
1	2	3	4	5

A6- what is the firm's turnover

10-100m	100-200m	200-300m	300-400m	400m-500m
1	2	3	4	5

A7- Ownership of the manufacturing firms

Sole ownership	Partnership	Limited Liability Company	Corporation	Cooperative
1	2	3	4	5

A8- Nature of the firm

Local	International
1	2

SECTION B: RESPONDENTS' CHARACTERISTICS

B1- Gender

Male	Female
1	2

B2- Age Group

Less than 30 years	31-35	36-40	41-45	46 & above
1	2	3	4	5

B3- What is your level of education?

Diploma	Degree	Masters	PhD	Others (specify)
1	2	3	4	5

B4- What position do you hold in the organization?

Supply Chain Manager	Procurement Manager	Contract Manager	Operations Manager	Logistics/Inventory Manager	Others
1	2	3	4	5	6

B5- How long have you been working with this organization?

Less than 1 year	5-10 years	10-15years	15-20 years	Above 20
1	2	3	4	5

SECTION C: SOCIAL SUSTAINABLE PROCUREMENT

In the following sections please state the extent to which you agree or disagree to a particular statement by ticking the appropriate response. Where (1) = Never; (2) = Rarely; (3) = Sometimes; (4) = Often; (5) = Always

1	**Human rights**					
SPHR1	As we conduct procurement activities in this firm, visits are made to supplier plants to make sure they do not use forced labor	1	2	3	4	5
SPHR2	In in this firm, our purchasing function monitors vendors' compliance with child labor regulations	1	2	3	4	5
SPHR3	In this firm, our purchasing function demands that suppliers provide a living wage that is greater than the average wage for the nation or the minimum region.	1	2	3	4	5
2	**Safety**					
SPS1	Our firm ensures that that suppliers' locations are run safely	1	2	3	4	5
SPS2	Our purchasing function oversees the security of products arriving at our facility.	1	2	3	4	5
3	**Diversity**					
SPD1	This firm encourages purchasing of goods from minority/women-owned business enterprise (MWBE)	1	2	3	4	5
SPD2	In this firm, we have a deliberate purchasing program that promotes women-owned business enterprise MWBE to participate in our purchasing activities	1	2	3	4	5
4	**Environmental Purchasing**					
SPEP1	This firms' purchasing function evaluates the environmental friendliness of products and packaging using a life-cycle analysis	1	2	3	4	5
SPEP2	This firms encourages purchase of materials whose design of products can easily be disassembled	1	2	3	4	5
SPEP3	This firm's purchasing function demands that suppliers adhere to waste reduction goals	1	2	3	4	5
SPEP4	This firm's purchasing function participates in the designing items to be reused or recycled	1	2	3	4	5
SPEP5	In order to achieve procurement that promotes people's well-being, this firm reduces packaging material	1	2	3	4	5
5	**Philanthropy**					
SPP1	This firms purchasing function volunteers at local charities as a way of promoting peoples well-being	1	2	3	4	5
SPP2	Our firms purchasing function donates to humanitarian organizations	1	2	3	4	5

Source: (Carter & Jennings, 2002)

SECTION D: INSTITUTIONAL PRESSURE

In the following sections please state the extent to which you agree or disagree to a particular statement by ticking the appropriate response. Where (1) = Strongly Disagree; (2) = Disagree; (3) = neither agree nor disagree; (4) = Agree and (5) = Strongly Agree

1	**Coercive Pressures**					
CP1	To collaborate with our key suppliers, we must follow their operational procedures.	1	2	3	4	5
CP2	Our big external clients regularly ask that we implement specific practices or activities in our purchasing methods.	1	2	3	4	5
CP3	Our key clients will withdraw their contracts if we do not comply with their demands to implement specific practices or activities in our procurement methods.	1	2	3	4	5
CP4	Our firm's business is subject to several rules and constraints, which have a bearing on our purchasing methods.	1	2	3	4	5
CP5	Government control has an impact on our purchasing decisions.	1	2	3	4	5
CP6	Our firm's purchasing operations are frequently inspected or audited by authorities to ensure that we are in compliance with regulatory requirements.	1	2	3	4	5
CP7	Our parent firm establishes tight criteria for buying processes that we have to comply with.	1	2	3	4	5
2	**Mimic Pressures**					
MP1	Our firm has created buying processes in accordance with what competitors and peers do and are doing.	1	2	3	4	5
MP2	Our close attention is paid to purchasing techniques and instruments that seem to benefit our peers and competitors.	1	2	3	4	5
MP3	It is necessary to emulate the purchasing patterns of important competitors who serve the same large clients.	1	2	3	4	5
MP4	We continuously compare the buying strategies and outcomes of our primary business rivals and peers.	1	2	3	4	5
3	**Normative Pressure**					
NP1	Our procurement professionals opt to use the tools and techniques they acquired through the course of their training.	1	2	3	4	5
NP2	The methods and techniques supported by the country's procurement association have an impact on our purchasing staff decisions.	1	2	3	4	5
NP3	Procurement officials in our industry are educated to utilize identical purchasing techniques.	1	2	3	4	5
NP4	We monitor academic procurement research to gain insight about buying techniques to be implemented.	1	2	3	4	5
NP5	Our decision to put into effect purchasing procedures is affected by the information that we observe and learn at vendor displays and trade shows.	1	2	3	4	5
NP6	It is clear that some purchasing processes have become the norm in our sector	1	2	3	4	5

Source: (Kauppi & Luzzini, 2022)

SECTION F: TOP MANAGEMENT COMMITMENT

In the following sections please state the extent to which you agree or disagree to a particular statement by ticking the appropriate response. Where (1) = Strongly Disagree; (2) = Disagree; (3) = neither agree nor disagree; (4) = Agree and (5) = Strongly Agree

TMC1	To create a significant competitive arena, my firm engages in supply chain partnering	1	2	3	4	5
TMC2	To obtain significant business benefits, my organization engages in supply chain partnering	1	2	3	4	5
TMC3	Our firm articulates a vision for supply chain collaboration	1	2	3	4	5
TMC4	Top management establishes the metrics to monitor success through partnering	1	2	3	4	5
TMC5	My organization formulates a strategy for organizational information sharing.	1	2	3	4	5

Source: (Khan et al. 2022)

Thank You

Appendix 2: Sample Size Determination Table

Table showing Sample size(s) required for the Given Population Sizes (N)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2600	335
15	14	110	86	290	165	850	265	2800	338
20	19	120	92	300	169	900	269	3000	341
25	24	130	97	320	175	950	274	3500	346
30	28	140	103	340	181	1000	278	4000	351
35	32	150	108	360	186	1100	285	4500	354
40	36	160	113	380	191	1200	291	5000	357
45	40	170	118	400	196	1300	297	6000	361
50	44	180	123	420	201	1400	302	7000	364
55	48	190	127	440	205	1500	306	8000	368
60	52	200	132	460	210	1600	310	9000	370
65	56	210	136	480	214	1700	313	10000	375
70	59	220	140	500	217	1800	317	15000	377
75	63	230	144	550	226	1900	320	20000	379
80	66	240	148	600	234	2000	322	30000	380
85	70	250	152	650	242	2200	322	40000	381
90	73	260	155	700	248	2400	327	50000	382
95	76	270	159	750	254	2600	331	75000	384

Source: Adopted from Krejcie & Morgan (1970).