

Article

A Contract Management Practices Framework for Managing Supplier Complaints in Food Retail Manufacturing Organizations in Zimbabwe

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Abstract: This study investigates how contract management practices encompassing payment compliance, contract compliance, change-order management, and contract administration relate to supplier complaints in two Zimbabwean food retail manufacturing organizations, Baker's Inn and Lobels Pvt Ltd, using a pragmatist mixed-methods design with parallel triangulation utilizing one hundred and eighty-seven questionnaires and twelve interviews. The study addresses an under-researched African context and draws on internal complaint registers containing two hundred and ninety-six records spanning from 2022 to 2025 alongside primary survey and interview data. The findings indicate that while organizations perform relatively well in establishing formal payment periods, internal approval controls, and contractual procedures, significant weaknesses persist in compliance monitoring, payment exception resolution, supplier consultation during contract variations, and the accessibility of centralized contract records, all of which contribute significantly to supplier complaint recurrence and prolonged resolution times. The research provides practical implications for improving supply chain governance and proposes an integrated contract management framework tailored for food retail manufacturing organizations.

Keywords: contract management practices; supplier complaints; food retail manufacturing; pragmatism; Zimbabwe.

1. Introduction

Contract management has become an important organisational practice for maintaining effective relationships between organizations and their suppliers. Contract management refers to the systematic process of planning, administering, monitoring, implementing and controlling contractual obligations between an organisation and its suppliers [1]. Contract management encompasses honouring payment terms, contract administration, contract compliance, contract communication and contract dispute resolution throughout the contractual relationship. Meanwhile, supplier complaints relate to expressions of dissatisfaction by suppliers regarding an organisation's failure to fulfil contractual obligations, including delayed payments, poor communication, unfair contractual terms, inconsistent order fulfilment and ineffective dispute resolution mechanisms. Persistent supplier complaints often indicate weaknesses in contract management practices, resulting in strained supplier relationships, reduced supplier commitment, disruptions in the supply chain and increased operational costs [2]. Consequently, organizations are increasingly recognising that effective contract management is essential for fostering trust, enhancing supplier satisfaction and promoting sustainable supplier relationships that contribute to long-term organisational performance.

Globally, food retail manufacturing organizations have increasingly adopted robust contract management practices as a strategy for reducing supplier complaints and strengthening long-term supplier relationships. In the United States, companies such as Kraft Heinz, General Mills and Tyson Foods implement comprehensive contractual frameworks that clearly define payment terms, delivery schedules, product quality standards and dispute resolution procedures [3-5]. For instance, Kraft Heinz establishes explicit purchasing agreements with suppliers that specify pricing structures, payment timelines and contractual obligations, thereby reducing complaints associated with delayed payments, contractual ambiguity and non-compliance [3]. Similarly, General Mills promotes supplier satisfaction through transparent procurement policies and clearly communicated supplier requirements that minimise misunderstandings and contractual disputes [4].

Tyson Foods further manages supplier complaints by implementing standardised procedures for invoice verification, electronic payment processing and prompt settlement of supplier accounts, which enhance transparency and accountability throughout the procurement process [5]. Timely contract execution, adherence to agreed payment terms and effective communication foster trust and reduce supplier grievances, thereby improving supplier commitment and supply chain stability. These global practices demonstrate that effective contract management extends beyond contract signing to encompass continuous contract administration, compliance monitoring, timely payment and proactive dispute resolution, all of which play a critical role in minimising supplier complaints and enhancing sustainable supplier relationships. Table 1 below summarises selected contract management practices used by major United States food manufacturing organizations and illustrates the mechanisms through which contractual arrangements are used to structure supplier complaints.

Table 1. Contract Management Practices and Supplier Complaints Challenges in Selected Global Food Manufacturing Organizations

Organisation	Country / Region	Contract Management Practices	Evidence of Supplier Complaint Management	Relevance to Current Study
Kraft Heinz	United States	• Formal purchasing term • Supplier requirements • Clearly defined payment conditions • Contractual obligations	Clear contractual terms and timely payment procedures minimise complaints related to delayed payments, contractual ambiguity and non-compliance.	Demonstrates the importance of effective contract management in reducing supplier complaints and strengthening supplier relationships.
General Mills	United States	• Formal supplier requirements • Transparent procurement procedures • Clearly communicated contractual expectations	Standardised procurement requirements reduce supplier complaints arising from unclear expectations, inconsistent communication and contract misunderstandings.	Illustrates how clear contract administration enhances supplier satisfaction and minimises supplier grievances.
Tyson Foods	United States	• Defined invoice submission • Verification and payment processing • Electronic settlement procedures	Efficient payment administration and transparent invoice processing reduce supplier complaints associated with payment delays and billing disputes.	Demonstrates the role of contract administration and timely payment in preventing supplier complaints and promoting long-term supplier relationships.

Source: Compiled by the researcher from [3-5].

Table 1 above demonstrates that leading global food manufacturing organizations recognize effective contract management as a strategic mechanism for minimizing supplier complaints and sustaining productive supply chain relationships ([3-5]). Although each organization adopts different contract management practices, they all seek to reduce supplier dissatisfaction by establishing clear contractual obligations, transparent communication channels and efficient administrative processes. Kraft Heinz places emphasis on well-defined purchasing terms and payment conditions to minimize complaints associated with delayed payments and contractual ambiguity [3]. In contrast, General Mills focuses on transparent supplier requirements and procurement procedures that reduce misunderstandings regarding quality expectations, delivery obligations and contractual responsibilities[4]. Tyson Foods complements these practices through structured invoice verification, electronic payment processing and timely settlement procedures, thereby reducing complaints arising from payment disputes and administrative inefficiencies [5].

The comparison further suggests that supplier complaints are multidimensional and therefore require a combination of complementary contract management practices rather than reliance on a single contractual mechanism [6]. Timely payment, effective contract administration, compliance monitoring, transparent communication and clearly documented contractual obligations collectively promote accountability and trust between organizations and their suppliers, thereby reducing the likelihood of disputes and supplier grievances [7]. Consequently, effective contract management should be viewed as a continuous governance process that extends throughout the contract lifecycle rather than as an activity confined to contract award and signing.

Nevertheless, the existence of formal contractual procedures does not automatically eliminate supplier complaints. Complaints may still arise where organizations fail to honour agreed payment terms, inadequately communicate contractual changes, inconsistently enforce contract provisions or delay the resolution of supplier disputes [6]. This implies that the effectiveness of contract management depends not only on the quality of contractual provisions but also on the extent to which contractual obligations are consistently implemented, monitored and enforced in practice [7,8]. This observation provides the basis for the present study, which seeks to determine whether contract management practices specifically honouring payment terms, contract compliance, contract administration and contract variation management significantly influence supplier complaints at Baker's Inn, with the ultimate objective of developing a contract management framework for reducing supplier complaints and enhancing sustainable supplier relationships.

In Zimbabwe, food retail manufacturing organizations such as Baker's Inn and Lobels Zimbabwe have been facing persistence of supplier complaints [1]. Despite the adoption of formal contractual arrangements, food retail manufacturing organizations in Zimbabwe continue to experience supplier complaints relating to the execution of supply contracts [1, 7]. Internal supplier complaint records obtained from Baker's Inn and Lobels Pvt Ltd indicate that strategic suppliers consistently raised concerns regarding the administration and implementation of contractual obligations between 2022 and 2025 (Baker's Inn Internal Supplier Complaint Register, 2026; Lobels Pvt Ltd Supplier Complaint Register, 2026). During the review period, Baker's Inn recorded 169 supplier complaints, while Lobels Pvt Ltd recorded 127 complaints, resulting in a combined total of 296 complaints across the two organizations (Baker's Inn Internal Supplier Complaint Register, 2026; Lobels Pvt Ltd Supplier Complaint Register, 2026).

The complaints were lodged by suppliers providing essential production inputs, including flour, packaging materials, spices and processed food products. At Baker's Inn, Paragon Printing & Packaging, Mr Sauce Zimbabwe, NatPak and Colcom recorded 23, 27, 51 and 68 complaints respectively. At Lobels Pvt Ltd, National Foods Limited, Saltrama Plastics Pvt Ltd, Proplastics Limited and Mega Market Milling recorded 15, 70, 32 and 10 complaints respectively (Baker's Inn Internal Supplier Complaint Register, 2026; Lobels Pvt Ltd Supplier Complaint Register, 2026). The complaints primarily related to delayed payment of invoices, amendments to purchase orders after contract award, disagreements over product specifications and delayed acceptance of deliveries. These issues correspond to key dimensions of contract management identified in the literature, namely payment administration, contract compliance, contract administration and contract variation management [1]. The occurrence of similar complaint categories across both organizations suggests that weaknesses in contract management may contribute to recurring supplier complaints within Zimbabwe's food retail manufacturing sector. Table 2 summaries the nature and frequency of supplier complaints reported by the two organizations between 2022 and 2025.

Table 2 Nature and Frequency of Supplier Complaints in Selected Food Retail Manufacturing organizations (2022–2025)

Organisation	Supplier	Main Products Supplied	Nature of Complaint	Contract Management	Number of Complaints
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Dimension					
Baker's Inn	Paragon Printing & Packaging	Receipt books and printed packaging materials	Delayed payment	Honouring payment terms	23
	Colcom	Sausages, polony, hams, bacon and processed meats	Delayed acceptance of deliveries	Contract compliance	68
	Mr Sauce Zimbabwe	Spices, flavours and sauces	Purchase orders amended after contract award	Contract variation management	27
	NatPak	Packaging containers	Disputes over product specifications	Contract administration	51
Subtotal					169
Lobels Pvt Ltd	National Foods Limited	Bulk flour	Delayed payment	Honouring payment terms	15
	Saltrama Plastics Pvt Ltd	Plastic packaging materials	Delayed acceptance of deliveries	Contract compliance	70
	Proplastics Limited	Packaging materials	Product specification disputes	Contract administration	32
	Mega Market Milling	Wheat milling and flour	Changes to purchase orders after contract award	Contract variation management	10
	Subtotal				
Grand Total					296

Table 2 demonstrates that supplier complaints are prevalent across selected food retail manufacturing organizations in Zimbabwe and occur throughout different stages of contract execution. Baker's Inn accounted for 169 complaints, while Lobels Pvt Ltd recorded 127 complaints during the period under review, resulting in a combined total of 296 supplier complaints (Company Reports, 2026). The complaints were not concentrated within a single contractual activity but instead reflected deficiencies in honouring payment terms, contract administration, contract compliance and contract variation management. At Baker's Inn, the highest number of complaints was reported by Colcom (68), followed by NatPak (51), Mr Sauce Zimbabwe (27) and Paragon Printing & Packaging (23). At Lobels Pvt Ltd, Saltrama Plastics Pvt Ltd recorded the highest number of complaints (70), followed by Proplastics Limited (32), National Foods Limited (15) and Mega Market Milling (10). Although the suppliers differed across the two organizations, the nature of the complaints was remarkably similar, indicating common weaknesses in contract implementation and administration within Zimbabwe's food retail manufacturing sector.

The evidence further suggests that supplier complaints are not merely isolated disagreements but manifestations of broader contract management deficiencies. Delayed payments may weaken supplier confidence and disrupt cash flows, contract variations introduced after award may create uncertainty and increase operational costs, while poor contract administration and weak compliance may result in disputes over product specifications

and delivery obligations[1]. Consequently, reducing supplier complaints requires an integrated approach that combines effective payment management, contract administration, compliance monitoring and structured management of contract variations throughout the contract lifecycle.

Although previous studies acknowledge these contract management dimensions individually [1], there remains limited empirical evidence on how they collectively influence supplier complaints within Zimbabwe's food retail manufacturing sector. Furthermore, no integrated contract management practices framework specifically designed to manage supplier complaints across food retail manufacturing organizations has been identified in the literature. The recurring complaints observed at Baker's Inn and Lobels Pvt Ltd therefore provide an appropriate empirical basis for developing such a framework. Accordingly, this study seeks to develop a contract management practices framework for managing supplier complaints in food retail manufacturing organizations in Zimbabwe. The specific objectives are:

1. To establish the influence of honouring payment terms on supplier complaint frequency in food retail manufacturing organizations in Zimbabwe.
2. To determine the influence of contract compliance on supplier complaint recurrence in food retail manufacturing organizations in Zimbabwe.
3. To examine the influence of contract variation management on supplier complaint resolution time in food retail manufacturing organizations in Zimbabwe.

2. Methodology

2.1. Research Philosophy

Research philosophy refers to the system of beliefs and assumptions concerning the nature of reality (ontology), the nature of knowledge (epistemology) and the procedures through which knowledge is generated within a particular study [9]. It provides the philosophical foundation upon which research decisions relating to methodology, data collection, data analysis and interpretation are based. According to [10], the selection of an appropriate research philosophy is essential because it influences how researchers understand social phenomena, interact with participants and interpret research findings. This paper adopted the pragmatism research philosophy.

Pragmatism holds that the choice of research methods should be determined by the nature of the research problem and the practical consequences of the inquiry rather than by commitment to a single philosophical position. [10] further argue that pragmatism is particularly appropriate for mixed methods research because it permits the integration of quantitative and qualitative evidence to produce solutions to real-world organisational problems. Rather than viewing quantitative and qualitative approaches as competing paradigms, pragmatism recognises that each provides complementary evidence capable of improving understanding of complex management challenges.

The adoption of pragmatism was particularly appropriate for the present study for several reasons. First, the study seeks to establish statistically whether contract management practices including honouring payment terms, contract administration, contract compliance and contract variation management influence supplier complaints within Zimbabwe's food retail manufacturing sector. This objective requires quantitative analysis using structured questionnaires and statistical techniques such as Pearson correlation and multiple regression analysis. Second, the study also seeks to understand the organisational processes, managerial practices and supplier experiences that contribute to recurring supplier complaints, which cannot be adequately explained using quantitative data alone. Qualitative interviews with procurement professionals, contract administrators, finance managers and supplier representatives therefore provide contextual explanations for the statistical relationships identified during the quantitative phase.

Furthermore, the ultimate objective of the study was not merely to explain supplier complaints but to develop a contract management practices framework capable of assisting food retail manufacturing organizations in managing supplier complaints more effectively. Framework development requires integrating empirical evidence from multiple sources, including quantitative findings, qualitative insights, organisational documents and existing literature. Pragmatism provides the methodological flexibility necessary to synthesise these diverse forms of evidence into a practical framework that is both theoretically grounded and applicable within organisational settings.

Accordingly, the pragmatism research philosophy provides the most suitable philosophical foundation for this study because it supports methodological pluralism, facilitates the integration of complementary forms of evidence

and promotes the development of practical solutions to organisational challenges. The philosophy therefore aligned with the study's dual objective of explaining the influence of contract management practices on supplier complaints while simultaneously developing an evidence-based contract management practices framework for food retail manufacturing organizations in Zimbabwe.

2.2. Research Paradigm

A research paradigm refers to the overall framework that guides the research process by defining the assumptions about knowledge generation and the methods used to investigate a research problem [9]. This study adopts the mixed methods research paradigm, which integrates quantitative and qualitative approaches within a single investigation. According to [10], mixed methods research enables researchers to obtain a more comprehensive understanding of complex organisational phenomena by combining numerical evidence with participants' experiences. The paradigm was particularly appropriate for management research because it provides complementary evidence that enhances the credibility and completeness of the findings through methodological triangulation.

The mixed methods paradigm was considered appropriate for this study because the research seeks not only to determine the statistical influence of contract management practices on supplier complaints but also to understand the organisational factors underlying those relationships. The quantitative component established the relationships between honouring payment terms, contract administration, contract compliance, contract variation management and supplier complaints, while the qualitative component provided deeper insights into the experiences of procurement practitioners and suppliers. Integrating both forms of evidence provided a robust empirical foundation for developing a practical contract management practices framework for managing supplier complaints in food retail manufacturing organizations in Zimbabwe [9].

2.3. Research Design

Research design refers to the overall plan or blueprint that specifies the procedures for collecting, analysing and interpreting data to answer the research questions and achieve the study objectives [9]. This study adopted a concurrent triangulation mixed methods research design, in which quantitative and qualitative data were collected simultaneously, analysed independently and integrated during the interpretation stage. According to [10], concurrent triangulation enables researchers to corroborate findings from different data sources, thereby enhancing the validity and credibility of the research outcomes.

The concurrent triangulation design is considered appropriate because the study seeks to examine both the measurable influence of contract management practices on supplier complaints and the organisational experiences that explain those relationships. While quantitative data provided statistical evidence on the relationships between the study variables, qualitative data will offer contextual insights into contract management practices within food retail manufacturing organizations. The integration of both datasets facilitated methodological triangulation and provide a comprehensive empirical basis for developing a contract management practices framework for managing supplier complaints in food retail manufacturing organizations in Zimbabwe [9].

2.4. Use of Archival Supplier Complaint Records

In addition to the primary data acquired from questionnaires and semi-structured interviews, the study also employed archival supplier complaint records from Baker's Inn and Lobels Pvt Ltd. The data was for the period 2022 to 2025. The data was 296 registered supplier complaints. Baker's Inn recorded 169 complaints and Lobels Pvt Ltd recorded 127 complaints. Data were collected from the internal supplier complaint registries of the respective organizations after obtaining institutional permission to view the respective organisational information.

The archival records were mainly used to determine the types, frequency and patterns of supplier complaints inside the two businesses and to give contextual information for the research problem. The complaints were considered in accordance with the issues noted in the registers, such as delayed payment of bills, revisions to purchase orders after contract award, conflicts relating to product specifications and delayed acceptance of delivery. Thus the records were documentary proof of the kinds of supplier complaints that existed prior to and during the period of research.

The archival data were not viewed as responses from questionnaire participants and were not included in the quantitative sample of 187 respondents or the 12 qualitative interview participants. Instead they created a distinct secondary data source to supplement the core questionnaire and interview data. Archival evidence was also used

to support methodological triangulation by comparing documented complaint patterns with respondents' perceptions and interview accounts concerning payment terms, contract compliance, contract variation management, contract administration and supplier complaint management.

The use of archival documents allowed the investigation to connect stated perceptions and organisational experiences to recorded complaints from suppliers. However, as the records were kept for organisational administrative purposes rather than especially for this research, they were used mainly for contextualisation and triangulation rather than as a substitute for the core empirical data.

2.5. Target Population

The target population refers to the complete group of individuals possessing the characteristics required to provide information relevant to the research problem [9]. In this study, the target population comprised employees directly involved in procurement, contract management, finance, logistics, warehousing, production and supplier relationship management at Baker's Inn and Lobels Pvt Ltd. These participants are directly responsible for negotiating, administering, monitoring and implementing supply contracts, making them well positioned to provide reliable information on contract management practices and supplier complaints. In addition, selected representatives from strategic supplier organizations will participate in the qualitative component to provide external perspectives on contractual relationships and complaint management.

The inclusion of respondents from both buying organizations and supplier organizations enabled the study to capture multiple perspectives on contract management practices and supplier complaints. According to Kothari (2022) [11], an appropriate target population should consist of individuals capable of providing information that adequately addresses the research objectives, while selecting knowledgeable participants enhances the credibility and generalisability of research findings. Consequently, the target population included procurement managers, procurement officers, contract administrators, finance managers, accountants, logistics officers, warehouse managers, production managers, legal officers, supply chain managers and selected supplier representatives from organizations supplying critical production inputs to Baker's Inn and Lobels Pvt Ltd. The distribution of the target population will be presented in Table 3.

Table 3. Targeted Population Distribution

Organisation / Category	Target Population	Sample Size / Total
Baker's Inn	Procurement Managers, Procurement Officers, Contract Administrators, Finance Managers, Accountants, Logistics Officers, Warehouse Managers, Production Managers, Legal Officers and Supply Chain Managers	165
Lobels Pvt Ltd	Procurement Managers, Procurement Officers, Contract Administrators, Finance Managers, Accountants, Logistics Officers, Warehouse Managers, Production Managers, Legal Officers and Supply Chain Managers	145
Strategic Suppliers (Paragon Printing & Packaging, NatPak, Mr Sauce Zimbabwe, Colcom, National Foods Ltd, Saltrama Plastics Pvt Ltd, Proplastics Ltd and Mega Market Milling)	Supplier Relationship Managers, Sales Managers, Key Account Managers and Contract Managers	40
Total		350

Source: Researcher Compilation from Human Resources Establishment Records of Baker's Inn, Lobels Pvt Ltd and Strategic Supplier organizations (2026).

2.6. Sample Size

Sample size refers to a subset of the target population selected to participate in the study. An appropriate sample size enhances the representativeness of research findings while minimising sampling error. An adequate

sample size improves the reliability and validity of research findings. Since the study adopted a mixed methods approach, separate sample sizes were determined for the quantitative and qualitative components.

Quantitative Sample Size

The quantitative sample size was determined using the Taro Yamane (1967) [12] formula, which is suitable for studies involving a finite and known population. The study used a 95% confidence level and a 5% margin of error, resulting in a sample of 187 participants from the target population of 350. The calculation was expressed as follows:

$$n = N / [1 + N(e^2)]$$

Where:

n = Sample size

N = Total population (350)

e = Margin of error (0.05)

$$n = 350 / [1 + 350(0.05^2)]$$

$$n = 350 / 1.875$$

$$n = 186.67 = 187$$

Therefore, the quantitative component comprised 187 respondents. The sample was considered adequate for conducting descriptive statistics, reliability testing, Pearson correlation analysis and multiple regression analysis to establish the influence of contract management practices on supplier complaints.

2.7. Sampling Technique

The study employed both probability and non-probability sampling techniques because of its mixed methods design. Stratified random sampling was used for the quantitative component, while purposive sampling was employed for the qualitative component. The quantitative population was divided into three strata comprising employees from Baker's Inn, employees from Lobels Pvt Ltd and representatives of selected strategic supplier organizations. Stratified random sampling involves dividing a population into relatively homogeneous subgroups before randomly selecting participants from each subgroup. The technique was appropriate because the study population comprised participants with different organisational roles and perspectives on contract management and supplier relationships.

Purposive sampling was used to select qualitative participants with direct knowledge and experience of contract management and supplier complaint processes. The participants included procurement managers, contract administrators, finance managers, supply chain managers, legal officers and representatives of strategic supplier organizations. [10] posit that purposive sampling enables researchers to deliberately select information-rich participants who possess relevant knowledge of the phenomenon under investigation. The combination of stratified random sampling and purposive sampling therefore enabled the study to obtain both statistically useful data and detailed contextual information.

2.8. Research Instruments

The study employed two primary research instruments, namely structured questionnaires and semi-structured interview guides, to collect quantitative and qualitative data respectively. The use of two instruments was consistent with the concurrent triangulation design adopted by the study. The two instruments were developed from the study objectives, research questions and relevant literature on contract management and supplier relationships.

Structured Questionnaire

A structured questionnaire was used to collect quantitative data from the selected respondents. The questionnaire predominantly comprised closed-ended questions measured using a five-point Likert scale, where 1 represented Strongly Disagree and 5 represented Strongly Agree. Structured questionnaires facilitate the collection of standardised information suitable for statistical analysis. The questionnaire contained sections covering demographic information, honouring payment terms, contract compliance, contract variation management, contract administration and supplier complaints. The questionnaire items were developed from established literature and aligned with the study objectives.

Semi-Structured Interview Guide

A semi-structured interview guide was used to collect qualitative data from purposively selected participants. According to [10], semi-structured interviews provide researchers with predetermined questions while allowing participants to elaborate on issues that emerge during the interview process. The interview guide contained open-

ended questions addressing payment administration, contract compliance, contract variations, contract administration and the management of supplier complaints. Probing questions were also used where necessary to obtain clarification and detailed explanations from participants. The qualitative interviews complemented the quantitative findings by providing deeper insights into how contract management practices contributed to supplier complaints. The interviews also enabled the researcher to identify organisational and contextual factors that could not be adequately captured through structured questionnaires. The qualitative findings subsequently contributed to the interpretation of the quantitative results and the development of the proposed contract management practices framework.

2.9. Data Collection Procedure

The data collection process followed a systematic procedure to ensure that reliable and credible information was obtained from the selected participants. Prior to data collection, ethical clearance was obtained from Chinhoyi University of Technology, while permission to conduct the study was obtained from Baker's Inn, Lobels Pvt Ltd and the selected strategic supplier organizations. The research instruments were subsequently pilot tested using participants with characteristics similar to those of the study population but who were excluded from the main study. Feedback from the pilot study was used to improve unclear, ambiguous or poorly structured questions before the main data collection exercise.

Quantitative and qualitative data were collected concurrently in accordance with the adopted research design. Questionnaires were distributed to the selected respondents using appropriate physical and electronic administration methods, while semi-structured interviews were conducted with purposively selected participants. With participants' consent, interviews were audio-recorded and supplemented by field notes to ensure accurate capture of information. Participants were informed about the purpose of the study, their voluntary participation and their right to withdraw from the study at any time. The concurrent collection of both forms of data facilitated triangulation during the analysis and interpretation of findings [9].

2.10. Data Presentation and Analysis Methods

The study employed both quantitative and qualitative data analysis techniques in line with the concurrent triangulation mixed methods design. Quantitative data were coded, captured and analysed using the Statistical Package for the Social Sciences (SPSS), while qualitative interview data were analysed thematically. Data analysis enables researchers to transform collected information into meaningful findings that address research objectives and research questions. Quantitative findings were presented using tables, frequencies, percentages, means and standard deviations, while qualitative findings were presented according to emerging themes supported by relevant participant responses.

Quantitative Data Analysis

Quantitative data were screened for missing values, inconsistencies and outliers before statistical analysis was undertaken. Descriptive statistics, including frequencies, percentages, means and standard deviations, were used to summarise respondent characteristics and the study variables. Cronbach's Alpha was used to assess the internal consistency of the measurement scales, with a coefficient of 0.70 or above considered acceptable [13]. Pearson Product-Moment Correlation Analysis was then conducted to establish the strength and direction of relationships between honouring payment terms, contract compliance, contract variation management, contract administration and supplier complaints.

Multiple Linear Regression Analysis was subsequently conducted to determine the extent to which the independent variables collectively and individually influenced supplier complaints. The regression model was expressed as $Y = \beta_0 + \beta_1\text{HPT} + \beta_2\text{CC} + \beta_3\text{CVM} + \beta_4\text{CA} + \varepsilon$, where Y represented supplier complaints, HPT represented honouring payment terms, CC represented contract compliance, CVM represented contract variation management, CA represented contract administration and ε represented the error term. Statistical significance was evaluated at the 5% significance level ($p < 0.05$). The analysis therefore provided empirical evidence for determining the relative influence of each contract management practice on supplier complaints.

Qualitative Data Analysis

Qualitative data obtained through semi-structured interviews were analysed using thematic analysis. According to Braun and Clarke (2022) [14], thematic analysis involves systematically identifying, analysing and interpreting recurring patterns within qualitative data. Interview recordings were transcribed and the transcripts were repeatedly reviewed to enhance familiarity with the data. Initial codes were developed from meaningful statements and subsequently grouped into broader themes relating to payment terms, contract compliance,

contract variation, contract administration and supplier complaints. The identified themes were reviewed and refined to ensure that they accurately represented participants' experiences and perspectives. The qualitative findings were then compared with the quantitative results to identify areas of convergence and divergence. Relevant participant quotations were incorporated to support the interpretation of the findings and enhance the credibility of the qualitative evidence. The integrated findings provided contextual insights that contributed to the development of the proposed contract management practices framework.

2.11. Reliability and Validity

Reliability and validity were considered essential for ensuring the credibility and accuracy of the research findings. Reliability referred to the consistency of the research instrument in measuring the intended constructs, while validity concerned the extent to which the instruments measured what they were intended to measure. The reliability of the questionnaire was assessed using Cronbach's Alpha coefficient, with values of 0.70 and above considered acceptable for internal consistency [13]. Questionnaire items that demonstrated inadequate reliability were reviewed before the main analysis. Content and construct validity were established for the quantitative instrument. Content validity was assessed through expert review by the research supervisors and specialists with knowledge of contract management and supply chain management. Construct validity was assessed using Exploratory Factor Analysis, supported by the Kaiser-Meyer-Olkin measure and Bartlett's Test of Sphericity. For the qualitative component, trustworthiness was enhanced through methodological triangulation, an audit trail and the use of participant quotations to support the interpretation of findings [9].

2.12. Ethical Considerations

Ethical principles were observed throughout the research process to protect the rights, privacy and welfare of participants. Ethical clearance was obtained from Chinhoyi University of Technology, while institutional permission was obtained from the participating organizations before data collection commenced. Participation was voluntary and participants were informed about the purpose of the study and their right to withdraw without penalty. Informed consent was obtained before questionnaires were completed or interviews conducted, consistent with the ethical requirements of social science research. Confidentiality and anonymity were maintained by avoiding the collection of unnecessary personal identifiers and using codes when reporting qualitative responses. The information obtained was used solely for academic purposes and was securely stored to prevent unauthorised access. The researcher also ensured that participants were not exposed to professional, reputational or other forms of harm because of their participation. Academic integrity was maintained through accurate representation of findings.

3. Results

3.1. The Influence of Honouring Payment Terms on Supplier Complaint Frequency in Food Retail Manufacturing Organizations in Zimbabwe

The study first assessed respondents' perceptions regarding the extent to which the organisation honoured agreed supplier payment terms. Four items were used to measure the construct, focusing on payment within specified contractual periods, adherence to agreed payment terms, communication of payment delays and resolution of payment-related issues. Responses were measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Descriptive statistics, including the minimum, maximum, mean and standard deviation, were used to summarise respondents' perceptions. The results are presented in Table 4 below.

Table 4. Descriptive Statistics for Honouring Payment Terms

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std.Deviation
The organisation pays suppliers within the payment periods specified in contracts.	187	1	5	3.97	1.209

The organisation consistently honours agreed supplier payment terms.	187	1	5	3.58	1.429
Delays in supplier payments are communicated promptly to affected suppliers.	187	1	5	3.68	1.127
The organisation resolves payment-related issues within reasonable timeframes.	187	1	5	3.17	1.348
Valid N(listwise)	187				

Source: Primary data (2026)

The highest mean was recorded for payment within specified contractual periods ($M = 3.97$, $SD = 1.209$), indicating that respondents generally agreed that suppliers were paid within the periods stipulated in their contracts. This finding suggests that adherence to agreed payment schedules was one of the stronger aspects of payment management within the organizations studied. The finding concurs with Adusei et al. (2025) [15], who found that clearly specified contractual payment procedures provide an important basis for regulating supplier payments and reducing uncertainty regarding when suppliers should receive payment.

The similarity between the present finding and Adusei et al. (2025) [15] suggests that clearly established payment schedules can facilitate more predictable supplier payment relationships. However, the present study goes further by showing that adherence to payment periods did not necessarily translate into effective resolution of payment-related problems, as reflected by the lower mean recorded for resolving payment issues. This implies that organizations may perform relatively well in meeting scheduled payment dates while still experiencing weaknesses in managing payment exceptions and disputes.

The mean for prompt communication of payment delays was 3.68 ($SD = 1.127$), while consistent honouring of agreed payment terms recorded a mean of 3.58 ($SD = 1.429$). These results indicate that respondents generally perceived payment communication and adherence to agreed terms positively, although the relatively higher standard deviation for consistent adherence suggests differences in respondents' experiences.

This finding is consistent with Adusei et al. (2025) [15], who identified communication gaps and non-compliance with contractual payment requirements as challenges that can weaken contractual payment processes. The agreement between the two studies demonstrates that having payment terms in place is insufficient unless organizations consistently comply with them and communicate deviations to suppliers. The lowest mean was recorded for resolving payment-related issues within reasonable timeframes ($M = 3.17$, $SD = 1.348$), indicating that payment problem resolution represented the weakest aspect of the construct. This finding suggests that supplier complaints may arise not only from delayed payments but also from the organisation's inability to resolve payment-related problems promptly, thereby reinforcing the importance of viewing payment management as a continuous contract administration process rather than merely the act of paying suppliers.

3.2. The Influence of Contract Compliance on Supplier Complaint Recurrence in Food Retail Manufacturing Organizations in Zimbabwe

The study assessed the extent to which the organizations complied with obligations specified in supplier contracts. Four items were used to measure contract compliance, focusing on fulfilment of contractual obligations, adherence to contractual specifications when receiving deliveries, monitoring of contractual requirements and identification and correction of non-compliance. Responses were measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Descriptive statistics comprising the minimum, maximum, mean and standard deviation were used to summarise respondents' perceptions, with the results presented in Table 5 below.

Table 5. Descriptive Statistics for Contract Compliance

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std.Deviation
The organisation consistently fulfils its obligations specified in supplier contracts.	187	1	5	3.85	1.227
Contractual specifications are consistently followed when receiving supplier deliveries.	187	1	5	3.64	1.034
The organisation monitors compliance with agreed supplier contract requirements.	187	1	5	3.58	1.616
Non-compliance with contractual obligations is promptly identified and addressed.	187	1	5	3.83	1.373
Valid N(listwise)	187				

Source: Primary data (2026)

The highest mean was recorded for fulfilment of obligations specified in supplier contracts ($M = 3.85$, $SD = 1.227$), indicating that respondents generally agreed that the organizations fulfilled their contractual obligations. This was followed by the prompt identification and addressing of non-compliance ($M = 3.83$, $SD = 1.373$), suggesting that mechanisms for responding to contractual deviations were relatively effective. However, monitoring compliance with agreed supplier requirements recorded the lowest mean ($M = 3.58$, $SD = 1.616$), indicating comparatively weaker perceptions regarding continuous monitoring. The finding is important because contract compliance depends not only on fulfilling contractual obligations but also on systematically monitoring whether both parties continue to meet agreed requirements throughout the contract lifecycle.

Chikwere et al. (2023)[1] similarly found that weaknesses in contract management practices can affect the effective implementation of contractual obligations, particularly where monitoring and administrative processes are inadequate. The relatively high standard deviation of 1.616 for compliance monitoring further suggests substantial differences in respondents' experiences, implying that monitoring practices may not be applied consistently across supplier relationships.

The mean of 3.64 ($SD = 1.034$) for adherence to contractual specifications when receiving supplier deliveries indicates that respondents generally agreed that contractual requirements were followed during delivery processes. This suggests that operational compliance was relatively stronger than the monitoring of compliance itself. The finding partly supports Denhere et al. [7], who established that effective supplier relationship management requires organizations to maintain appropriate mechanisms for coordinating and managing interactions with suppliers.

However, the present finding also reveals a potential weakness because compliance monitoring received a comparatively lower mean than the actual fulfilment of contractual obligations. This difference suggests that organizations may be responding to identifiable compliance problems without consistently monitoring contractual performance before such problems occur. Consequently, the findings indicate that strengthening systematic compliance monitoring could help organizations identify contractual deviations earlier, reduce recurring disputes and ultimately minimise supplier complaints.

3.3. The Influence of Contract Variation Management on Supplier Complaint Resolution Time in Food Retail Manufacturing Organizations in Zimbabwe

The study assessed the extent to which contract variations were managed effectively within the organizations. Four items were used to measure contract variation management, focusing on communication of changes before implementation, formal approval of variations, supplier consultation and documentation of contractual changes. Responses were measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Descriptive statistics comprising the minimum, maximum, mean and standard deviation were used to summarise respondents' perceptions, as presented in Table 6 below.

Table 6. Descriptive Statistics for Contract Variation Management

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std.Deviation
Changes to supplier contracts are communicated before implementation.	187	1	5	3.98	1.310
Contract variations are formally approved by authorised personnel.	187	1	5	3.99	1.178
Suppliers are consulted before significant changes are made to contractual terms.	187	1	5	3.55	1.380
Contract variations are properly documented and communicated to affected suppliers.	187	1	5	3.60	1.565
Valid N(listwise)	183				

Source: Primary data (2026)

The highest mean was recorded for the formal approval of contract variations by authorised personnel ($M = 3.99$, $SD = 1.178$), closely followed by communication of changes before implementation ($M = 3.98$, $SD = 1.310$). These findings indicate that respondents generally perceived the organizations as having established internal controls for approving and communicating contractual changes. The results are consistent with Boyer and Faria (2023)[16], who found that contract modifications are influenced by the manner in which changes are negotiated between contracting parties, with mutually agreed modifications producing different outcomes from unilateral changes. The relatively high scores in the present study therefore suggest that organizations had recognised the need to control variations before they were implemented. However, the findings also reveal that internal approval was stronger than supplier involvement, since consultation with suppliers recorded a considerably lower mean of 3.55. This difference suggests that contract variation procedures may be procedurally controlled within the organisation while giving comparatively less attention to the supplier's participation in the change process.

The mean of 3.55 ($SD = 1.380$) for consulting suppliers before significant contractual changes indicates only moderate agreement, while documentation and communication of variations recorded a mean of 3.60 ($SD = 1.565$). The weaker results on these two items are important because a contract variation changes the conditions under which the supplier is expected to perform, making supplier understanding and agreement particularly important. Boyer and Faria (2023)[16] demonstrate that contract modifications can be shaped by bargaining conditions between buyers and suppliers, implying that changes cannot be considered solely as internal administrative decisions. The high standard deviation for documentation and communication ($SD = 1.565$) further suggests considerable differences in respondents' experiences, indicating that variation-management practices may not have been applied uniformly across supplier relationships. Consequently, the findings suggest that the organizations were relatively strong in authorising and communicating contract changes, but less consistent in consulting suppliers and documenting those changes, which create uncertainty, disagreements and ultimately supplier complaints when contractual obligations are altered.

3.4. The Influence of Contract Administration

The study assessed the extent to which contract administration were managed effectively within the organizations. Responses were measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Descriptive statistics comprising the minimum, maximum, mean and standard deviation were used to summarise respondents' perceptions, as presented in Table 7 below.

Table 7. Descriptive Statistics for contract administration

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std.Deviation
Supplier contracts are properly documented and maintained throughout their lifecycle.	187	1	5	4.06	1.022
Contractual information is communicated clearly to suppliers.	187	1	5	3.97	1.251
Contract-related records are accurately maintained and easily accessible.	187	1	5	3.66	1.441
Supplier contractual issues are handled through clearly established administrative procedures.	187	1	5	4.18	.956
Valid N(listwise)	187				

Source: Primary data (2026)

Table 7 above shows descriptive statistics for the items measuring supplier contract management for a sample of 187 respondents. All items in the questionnaires were measured in the Likert scale with the lowest value of 1 and the highest value of 5. The item regarding the treatment of supplier contractual issues through well-established administrative procedures obtained the highest mean score, 4.18 and a standard deviation of 0.956, which indicates a strong positive perception and a relatively low dispersion of responses among the participants. This is closely followed by the statement on the correct documentation and maintenance of supplier contracts throughout their lifecycle with a mean of 4.06 and a standard deviation of 1.022. In terms of straightforward delivery of contractual information to suppliers, the item had a mean of 3.97 and a standard deviation of 1.251. However, the statement on accurate maintenance and easy accessibility of contract related documents had the least mean score in the table with a mean score of 3.66 and standard deviation of 1.441. This higher standard deviation indicates a greater variation and less consistency in the respondents' agreement with the accessibility and upkeep of records. For all the measures examined, the valid listwise sample size was 187, indicating that the dataset was full with no missing values for these variables. These findings demonstrates the importance of monitoring, follow-up and evaluation in contract administration, while Pedroso and Beaulieu (2024) establish that effective contract management depends on structured practices throughout the contracting process.

3.5. Qualitative Findings

The qualitative findings were derived from semi-structured interviews conducted with selected participants involved in contract management, procurement, finance, supply chain and supplier relationship management. Thematic analysis generated five major themes, namely honouring payment terms, contract compliance, contract variation management, contract administration and supplier complaint management. Respondents were assigned identification codes to maintain confidentiality, with their professional designations used to provide contextual

understanding of their responses. The qualitative findings were subsequently compared with the quantitative results to explain the patterns observed in the descriptive statistics.

Theme 1: Honouring Payment Terms

The first theme concerned the organisation's ability to honour payment obligations specified in supplier contracts. The interviews indicated that contractual payment periods were generally recognised and followed, although delays occurred when invoices required clarification, approval or correction. Respondent R01 (Procurement Manager) explained that

"Suppliers are normally paid according to the agreed terms, provided that the invoices and supporting documents have been properly processed."

Similarly, R02 (Finance Manager) indicated that payment delays were sometimes associated with

"Approval processes, invoice discrepancies and situations where information has to be verified before payment can be released."

The responses indicate that payment delays were not necessarily caused by the absence of contractual payment terms but by weaknesses arising during their implementation. Respondent R03 (Contract Administrator) noted that

"When a payment problem occurs, the challenge is sometimes knowing who should resolve it and how quickly the matter should be escalated."

This observation helps explain why payment within specified contractual periods recorded a relatively high mean of 3.97, while resolution of payment-related issues recorded the lowest mean of 3.17. The qualitative findings therefore suggest that the organizations were comparatively effective in maintaining scheduled payments but less effective in resolving exceptions, disputes and administrative problems associated with supplier payments.

Theme 2: Contract Compliance

The second theme related to compliance with contractual obligations and specifications. Respondents generally indicated that contractual requirements were considered when receiving supplier deliveries and assessing supplier performance. However, the interviews revealed that compliance monitoring was sometimes dependent on the department responsible for the particular contract. Respondent R04 (Supply Chain Manager) stated that

"Deliveries are checked against the agreed specifications, but the level of follow-up depends on the type of supplier and the department handling the contract."

Respondent R05 (Procurement Officer) similarly observed that

"Non-compliance is normally identified when there is a problem with the delivery, rather than through continuous monitoring of every contract."

The responses suggest that the organizations were more responsive to identifiable cases of non-compliance than proactive in continuously monitoring contractual performance. This interpretation corresponds with the quantitative results, where fulfilment of contractual obligations recorded a mean of 3.85, while monitoring compliance with agreed requirements recorded a lower mean of 3.58.

Respondent R06 (Quality Assurance Manager) further explained that

"Disagreements normally arise when the supplier believes that the product meets the specification, while the receiving team interprets the requirement differently."

The qualitative findings therefore indicate that stronger and more consistent compliance monitoring could reduce disagreements concerning product specifications, delivery requirements and other contractual obligations.

Theme 3: Contract Variation Management

The third theme concerned the management of changes to supplier contracts and purchase requirements after contractual arrangements had been established. Respondents acknowledged that contractual variations generally required internal approval before implementation. However, the interviews indicated that supplier consultation was not always undertaken at the same level as internal approval. Respondent R07 (Procurement Manager) stated that

"A variation normally requires approval from the responsible authorities before it can be implemented."

Respondent R08 (Operations Manager) added that

"Some changes are driven by production requirements, so the organisation may need to change quantities or specifications within a short period."

The findings further indicated that the main challenge arose where suppliers were informed about changes without being sufficiently involved in the decision-making process. Respondent R09 (Supplier Relationship Manager) explained that

"Suppliers are more likely to complain when a change affects what they have already planned to produce or deliver and they were not adequately consulted beforehand."

This qualitative evidence corresponds with the quantitative results, where formal approval of contract variations recorded a high mean of 3.99, compared with 3.55 for supplier consultation. The findings therefore suggest that contract variation management was stronger in terms of internal authorisation than supplier participation. This imbalance may create misunderstandings regarding revised obligations and contribute to complaints when suppliers are required to adjust to contractual changes without adequate consultation.

Theme 4: Contract Administration

The fourth theme focused on contract documentation, communication, record management and procedures for handling contractual issues. Respondents generally reported that formal administrative procedures existed within the organizations. Respondent R10 (Contract Administrator) stated that

"There are established procedures for dealing with supplier contracts and contractual issues, particularly when a matter needs to be escalated."

Respondent R11 (Legal Officer) similarly indicated that

"Contracts are documented and maintained and the relevant departments are expected to follow the established procedures when dealing with contractual matters."

However, the interviews revealed that the existence of procedures did not always guarantee easy access to complete contractual information. Respondent R12 (Procurement Officer) explained that

"Sometimes contract information is held by different departments and you may need to consult procurement, finance or legal before you get the full history of a supplier agreement."

This finding provides an explanation for the quantitative results, where handling supplier contractual issues through established procedures recorded the highest mean of 4.18, while accurate maintenance and accessibility of contract-related records recorded a lower mean of 3.66. The qualitative evidence therefore suggests that contract administration structures were relatively well established, but fragmentation of contractual information could delay the investigation and resolution of supplier complaints.

4. Discussion

The first objective sought to establish the influence of honouring payment terms on supplier complaints in food retail manufacturing organizations in Zimbabwe. The quantitative findings showed that respondents generally perceived payment practices positively, with payment within specified contractual periods recording the highest mean of 3.97. However, the comparatively lower mean of 3.17 for resolving payment-related issues indicates that difficulties remained when payment problems occurred. The qualitative findings reinforced this pattern by showing that payment delays were often associated with invoice discrepancies, approval processes and difficulties in resolving exceptions. This suggests that honouring payment terms should not be understood merely as making payments within agreed periods, but should also encompass the timely identification, communication and resolution of payment-related problems. The finding is consistent with Adusei et al. (2025) [15], who established that effective contractual payment arrangements require adherence to agreed payment conditions as well as appropriate processes for managing payment-related challenges. The results therefore suggest that improving payment administration could reduce supplier complaints by addressing both payment delays and the underlying administrative problems that cause them.

The second objective sought to determine the influence of contract compliance on supplier complaints. The quantitative results indicated relatively positive perceptions regarding the fulfilment of contractual obligations, which recorded a mean of 3.85, while continuous monitoring of compliance recorded a lower mean of 3.58. The qualitative findings similarly revealed that organizations generally checked supplier deliveries against contractual requirements, but continuous compliance monitoring was not always consistently undertaken. This indicates that organizations may be more effective in responding to visible cases of non-compliance than in proactively identifying potential deviations before they result in supplier disputes. The finding supports the argument by Changalima et al. (2022) [6] that effective contract management requires systematic monitoring and control of contractual obligations throughout the contract lifecycle. Consequently, strengthening compliance monitoring could reduce disagreements concerning product specifications, delivery requirements and other contractual obligations, thereby reducing the recurrence of supplier complaints.

The third objective examined the influence of contract variation management on supplier complaint resolution time. The quantitative findings demonstrated relatively strong internal controls, with formal approval of contract variations recording a mean of 3.99 and communication of changes before implementation recording a mean of 3.98. However, supplier consultation recorded a lower mean of 3.55, while documentation and communication of variations recorded a mean of 3.60. The qualitative findings explained this pattern by indicating that organizations generally followed internal approval procedures but did not always involve suppliers sufficiently before significant contractual changes were introduced. Boyer and Faria (2023)[14] similarly demonstrate that the manner in which contractual modifications are negotiated between contracting parties can affect the outcomes of the contractual relationship. The results therefore suggest that internal approval of variations alone may not be sufficient to prevent supplier complaints if affected suppliers are not adequately consulted and informed. A more participatory approach to contract variation management could therefore reduce misunderstandings, improve supplier acceptance of changes and shorten the time required to resolve complaints arising from contractual modifications.

The fourth objective sought to assess the influence of contract administration on supplier complaint severity. The quantitative findings showed that handling supplier contractual issues through clearly established administrative procedures recorded the highest mean of 4.18, indicating that respondents generally recognised the existence of formal mechanisms for managing contractual issues. Similarly, proper documentation and maintenance of supplier contracts recorded a mean of 4.06. However, accurate maintenance and accessibility of contract-related records recorded a comparatively lower mean of 3.66. The qualitative findings provided further explanation by indicating that contractual information was sometimes distributed across procurement, finance, legal and operational departments, making the retrieval of complete contract information difficult. This finding suggests that formal procedures may exist without necessarily ensuring efficient access to the information required to resolve supplier complaints. According to Khan et al. (2023)[17], effective contract administration increasingly depends on organised and accessible contractual information throughout the contract lifecycle. Therefore, improving the accessibility, accuracy and centralisation of contract records could enhance complaint investigation and resolution while reducing the severity of disputes arising from uncertainty over contractual obligations.

Overall, the findings demonstrate that supplier complaints are influenced by an interconnected set of contract management practices rather than by a single contractual weakness. Honouring payment terms addresses financial obligations, contract compliance ensures adherence to agreed requirements, contract variation management controls changes to contractual arrangements, and contract administration provides the information and procedures necessary to manage the entire contractual relationship. The qualitative findings further demonstrated that weaknesses in one area could reinforce problems in another, such as payment disputes being prolonged by poor administrative records or variation-related complaints arising from inadequate supplier consultation. This finding supports the relational perspective of contract management, which recognises that contractual relationships depend not only on formal contractual provisions but also on communication, coordination, transparency, and trust between contracting parties.

Author Contributions

Conceptualization, P.H. and A.M.; methodology, P.H.; software, P.H.; validation, P.H. and A.M.; formal analysis, P.H.; investigation, P.H.; resources, P.H.; data curation, P.H.; writing—original draft preparation, A.M.; writing—review and editing, P.H.; visualization, A.M.; supervision, P.H.; project administration, P.H.; funding acquisition, A.M. All authors have read and agreed to the published version of the manuscript.

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Data Availability Statement

Physical and electronic questionnaires, along with semi-structured interviews were used to obtain data used in this paper. With participants' consent, interviews were audio-recorded and supplemented by field notes to ensure accurate capture of information.

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Conflicts of Interest

The authors declare no conflicts of interest.

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