

**THE EFFECT OF INVENTORY MANAGEMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF UGANDA
CHRISTIAN UNIVERSITY**

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OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF
PROCUREMENT AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

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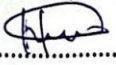


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Declaration

I, Heri Mutijima Pacific, declare that this dissertation is an original work and has not been submitted to any institution before for the award of a degree.



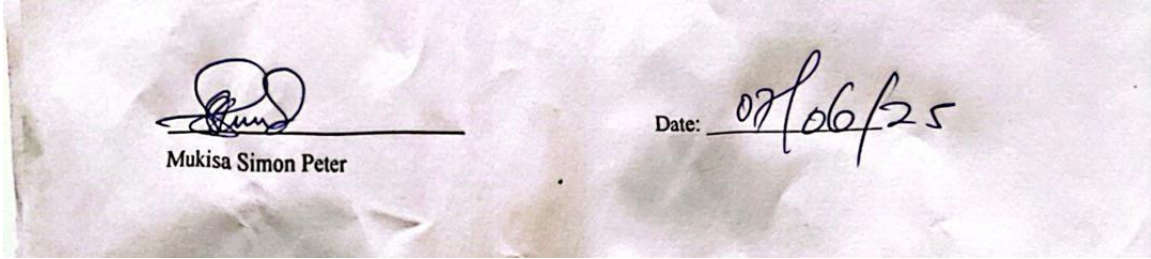
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Date 6th June 2025.....

Approval

The dissertation entitled “The effect of inventory management practices on organizational performance at Uganda Christian University” has been submitted for examination with my approval as the University Supervisor.



Mukisa Simon Peter

Date: 07/06/25

Dedication

I dedicate this dissertation to my parents, who have been with me throughout this journey, giving me support and encouragement to push through to the last mile. I also dedicate this piece of work to Uganda Christian University for allowing me to carry out my research there.

Acknowledgement

This dissertation was only possible through the gracious work of the Almighty Lord. I express gratitude to the Lord Almighty for good health, life, and guidance, which enabled me to finish my dissertation.

I am also thankful for my parents, as they have supported me throughout my academic journey from infancy to adulthood. Their continuous support has carried me till the end of my undergraduate journey, much appreciation and blessings to them.

I extend my appreciation to Uganda Christian University, especially the staff who participated in this study, for their time and willingness to provide relevant data. Without them, this dissertation would not have been possible.

Lastly, my appreciation goes out to my supervisor, Mr. Mukisa Simon, for the continuous support, guidance, and constructive feedback that shaped this research study.

Abstract

This study examined the effect of inventory management practices on organizational performance at Uganda Christian University (UCU). The purpose of the study was to evaluate how inventory practices influence the efficiency, service delivery, and operational effectiveness of Uganda Christian University. A qualitative research design was adopted, using structured questionnaires administered to staff involved in inventory and supply chain activities. The study revealed that respondents agreed at a frequency of 40 (82.6%, Mean=4.26, SD=0.855) that applying proper inventory control strategies, such as regular stock taking and FIFO, reduces waste and improves resource utilization. There was a significant relationship between all three predictors used in the study and organizational performance, with technology adoption having the strongest correlation ($r=0.538$, $p<0.001$). This was further strengthened in the linear regression analysis that showed technology emerged as the most relevant predictor with a marginal relationship and effect on organizational performance with β values = 0.318, $t=1.941$, $p=0.060$. The other predictors, inventory control strategies ($\beta=0.16$, $t=0.963$, $p=0.342$) and stock management techniques ($\beta=0.121$, $t=0.703$, $p=0.487$) had P values that showed little to no effect on organizational performance. The model summary only explained R Squared 23.9% of the total variance. The study findings showed a limited effect of overall inventory management practices on organizational performance. Although valuable insights into technology adoption, staff training, and the integration of inventory management across departments were noted but there was low agreement and high variance to the notion that employees are trained in inventory management (mean=3.41 and SD of 1.087). This led to the study's findings and recommendations that UCU invest further in training staff on modern inventory systems and continue integrating technology in inventory operations to sustain high performance levels.

Table of Contents

Chapter One.....	1
1.0 Introduction	1
1.1 Background of the Study.....	1
1.2 Problem Statement	2
1.3. Main Objective.....	2
1.3.1 Specific objectives	2
1.4 Research Questions	2
1.5 Scope of the study.....	3
1.5.1 Content scope	3
1.5.2 Geographical scope	3
1.5.3 Time scope	3
1.6 Significance of the Study	3
1.7 Justifications of the study	4
1.8 Limitations and delimitations of the Study.....	4
Chapter Two	6
Literature Review.....	6
2.0 Introduction	6
2.1 Organizational Performance.....	6
2.2 Inventory Control Strategies and Organizational Performance.....	7
2.3 Stock Management Techniques and Organizational Performance	8
2.5 Research gaps	9
Chapter Three.....	11
Methodology	11
3.0 Introduction	11
3.1 Research Design	11
3.2 Study Population The study targeted staff involved in inventory-related functions at the university. This included employees from the procurement, finance, stores, IT, administration, and facilities departments. These departments were selected because of their direct or indirect involvement in inventory processes, such as planning, ordering, tracking, and usage of goods and services.	11
3.3 Sample Size and Selection Technique	11
3.4 Sampling Techniques.....	12
3.5 Data collection methods.....	12

3.6 Data collection instruments	12
3.7 Validity	12
3.8 Reliability.....	12
3.9 Data Collection Procedure	13
3.10 Data Management and Analysis	13
3.11 Ethical considerations.....	13
Chapter Four	14
Data Presentation, Analysis, and Interpretation	14
4.0 Introduction	14
4.1 Response Rate	14
4.2 Background of the respondents.....	14
4.3 Description of the Dependent Variable: Organizational Performance.	16
4.4 Inventory Control Strategies and Organizational Performance at UCU.....	16
4.5 Stock Management Techniques and Organizational Performance.....	18
4.6 Technology adoption in inventory management and inventory management.....	19
4.7 Correlation matrix: predictors and organizational performance.....	20
4.8 Linear Regression and Hypothesis Testing.....	21
4.7.1 Hypothesis testing of the objectives	22
Chapter Five	24
Discussion, Conclusion, And Recommendations	24
5.0 Introduction	24
5.1 Discussion of findings.....	24
5.1.1 Inventory control strategies and organization performance	24
5.1.2 Stock management techniques and organizational performance	24
5.1.3 Technology adoption in inventory management on organizational performance.....	25
5.2 Conclusions	25
5.3 Limitations of the study	26
5.4 Recommendations.....	26
5.5 Recommendations for further research.	27
References.....	28
Appendix A: Questionnaire.....	31
Appendix B: University Introductory Letter	34

Chapter One

1.0 Introduction

This chapter focuses on the background and rationale that sparked the decision to undertake the study entitled “The Effect of Inventory Management Practices on Organizational Performance: A Case Study of Uganda Christian University (UCU).”

1.1 Background of the Study

Effective inventory management is crucial for organizations to maintain operational functions and meet customer demands. According to Stevenson (2010), Inventory Management is defined as a framework employed in firms to control their interest in inventory. It includes the recording and observing of stock levels, estimating future requests, and deciding when and how to arrange. On the other hand, Deveshwar and Dhawal (2013) proposed that inventory management is a method that companies use to organize, store, and replace inventory, to keep an adequate supply of goods at the same time minimizing cost. Globally, the adoption of advanced inventory management practices has been linked to improved organizational performance, including cost reduction and enhanced customer satisfaction. For instance, the implementation of Just-In-Time (JIT) systems has enabled companies to minimize holding costs and reduce waste, leading to streamlined operations (Meembe, 2021).

In the African context, many organizations face challenges in inventory management due to inadequate storage facilities, reliance on manual systems, and insufficient training for personnel. These issues often result in inefficiencies such as overstocking, stockouts, and increased operational costs. A study on Mutego Distributors Ltd in Uganda highlighted that while storage management practices positively influenced performance, other areas like materials handling and lead-time management required significant improvement to enhance overall efficiency (Kaligirwa, 2018).

Focusing on Uganda, the National Medical Stores (NMS) in Entebbe serves as a pivotal institution in the healthcare supply chain. Research indicates that National Medical Store’s inventory management practices, including inventory shrinkage control and record accuracy, have a moderate positive correlation with organizational performance. However, challenges persist, necessitating strengthened inventory records and improved procurement planning to boost performance (Musisi, 2016).

Uganda Christian University (UCU), as a prominent educational institution, manages a diverse range of inventory, encompassing academic materials, office supplies, and technological equipment. Ineffective inventory management at UCU could lead to resource shortages, operational disruptions, and financial inefficiencies, adversely affecting both staff and students. Therefore, assessing the impact of inventory management practices on UCU's organizational performance is essential. Insights from this assessment can inform strategies to optimize resource utilization, reduce costs, and enhance service delivery within the university.

1.2 Problem Statement

Effective inventory management is crucial for organizational performance, especially in higher education institutions where efficient resource allocation supports both academic and administrative functions. Inadequate inventory practices can lead to stockouts, overstocking, and increased holding costs, adversely affecting operational efficiency and financial health (Mwencha & Rosen, 2016). At Uganda Christian University (UCU), ineffective inventory control may result in resource wastage, service delivery delays, and budgetary constraints, ultimately impacting institutional performance.

Studies have demonstrated a positive relationship between inventory management and organizational performance across various sectors. For instance, (Ayivi et al.,2022) found that robust inventory practices significantly enhance service delivery in educational institutions. Similarly, (Amajuru et al., 2023) reported that proper inventory management correlates with increased profitability in organizations. Despite these findings, there is a paucity of empirical research examining how inventory management practices influence performance in Ugandan higher education institutions, particularly at UCU.

Addressing this gap, the proposed study aims to assess the impact of inventory control strategies, stock management techniques, and technological adoption on UCU's operational efficiency and service delivery. Insights from this research will inform the development of improved inventory management practices, thereby enhancing institutional performance and resource utilization.

1.3. Main Objective

To examine the effect of inventory management practices on the organizational performance of Uganda Christian University (UCU)

1.3.1 Specific objectives

- i. To assess the effect of inventory control strategies on organizational performance at UCU.
- ii. To evaluate the effect of stock management techniques on organizational performance at UCU.
- iii. To analyze the effect of technology in inventory management on organizational performance at UCU

1.4 Research Questions

- i. What is the effect of inventory control strategies on organizational performance at UCU?
- ii. How do stock management techniques affect the organizational performance of UCU?

- iii. What effect does technology in inventory management play on organizational performance at UCU?

1.5 Scope of the study

1.5.1 Content scope

The study will be focused on the Effect of Inventory Management Practices on Organizational Performance

1.5.2 Geographical scope

The study will be conducted at Uganda Christian University, Mukono, Uganda, because of the possibility and willingness of staff to provide data.

1.5.3 Time scope

The study will be conducted from March 2025 to May 2025, as this is the dedicated time for students to conduct research.

1.6 Significance of the Study

Effective inventory management is pivotal for enhancing operational efficiency, reducing costs, and improving service delivery in organizations, including higher education institutions like Uganda Christian University (UCU). Inadequate inventory practices can lead to stockouts, overstocking, and financial inefficiencies, adversely affecting institutional performance.

Existing research underscores the significance of inventory management in organizational success. For instance, Musisi (2016) found a positive correlation between inventory management practices and organizational performance at the National Medical Stores in Uganda. Similarly, Kaligirwa (2018) reported that storage management practices significantly influence organizational performance in Mutego Distributors Ltd. However, there is a paucity of studies focusing on higher education institutions in Uganda, highlighting the need for this research.

By examining UCU's inventory control strategies, stock management techniques, and technological adoption, this study aims to provide empirical evidence on how these practices affect the university's operational efficiency and service delivery. The insights gained will assist university administrators in identifying inefficiencies and implementing improved inventory management strategies, thereby enhancing institutional performance.

Furthermore, the study's findings will inform policymakers, such as members of the Ministry of Education and Higher Learning Institutions, in designing effective inventory management policies tailored for higher education institutions. Highlighting best practices and challenges will guide strategic decisions regarding procurement planning in order to have effective service delivery at universities.

In the broader context, effective inventory management contributes to cost savings, optimal resource utilization, and improved service delivery. For UCU, this translates into better financial sustainability and a more stable learning environment for students and

staff. Additionally, the study will explore the role of technological solutions, such as Inventory Management systems, in enhancing inventory management. This will provide a roadmap for institutions transitioning from traditional to modern systems.

1.7 Justifications of the study

This study is necessary due to the limited research on inventory management in higher education institutions, particularly in Uganda, where most studies have focused on the manufacturing and healthcare sectors (Gafa, 2023). Many universities, including UCU, still rely on traditional inventory control methods, leading to inefficiencies such as stockouts, overstocking, and wastage (Nangobi, 2013). Additionally, the role of technology in inventory management within universities remains underexplored, despite evidence suggesting that Enterprise Resource Planning (ERP) systems improve efficiency and accuracy (Mathias & Owuor, 2015). The relationship between inventory management and financial performance in higher education institutions also lacks empirical investigation, yet effective stock management techniques can enhance cost savings and financial sustainability (Gafa, 2023). Furthermore, universities continue to face challenges such as procurement delays and inadequate storage facilities, which affect service delivery and operational efficiency (Nangobi, 2013). By addressing these gaps, this study aims to provide empirical insights into how inventory management practices influence organizational performance at UCU, ultimately informing better procurement planning, inventory policies, and technological adoption.

1.8 Limitations and delimitations of the Study

While this study aims to provide valuable insights into the effect of inventory management practices on organizational performance at Uganda Christian University (UCU), certain limitations may affect its scope and generalizability. These include:

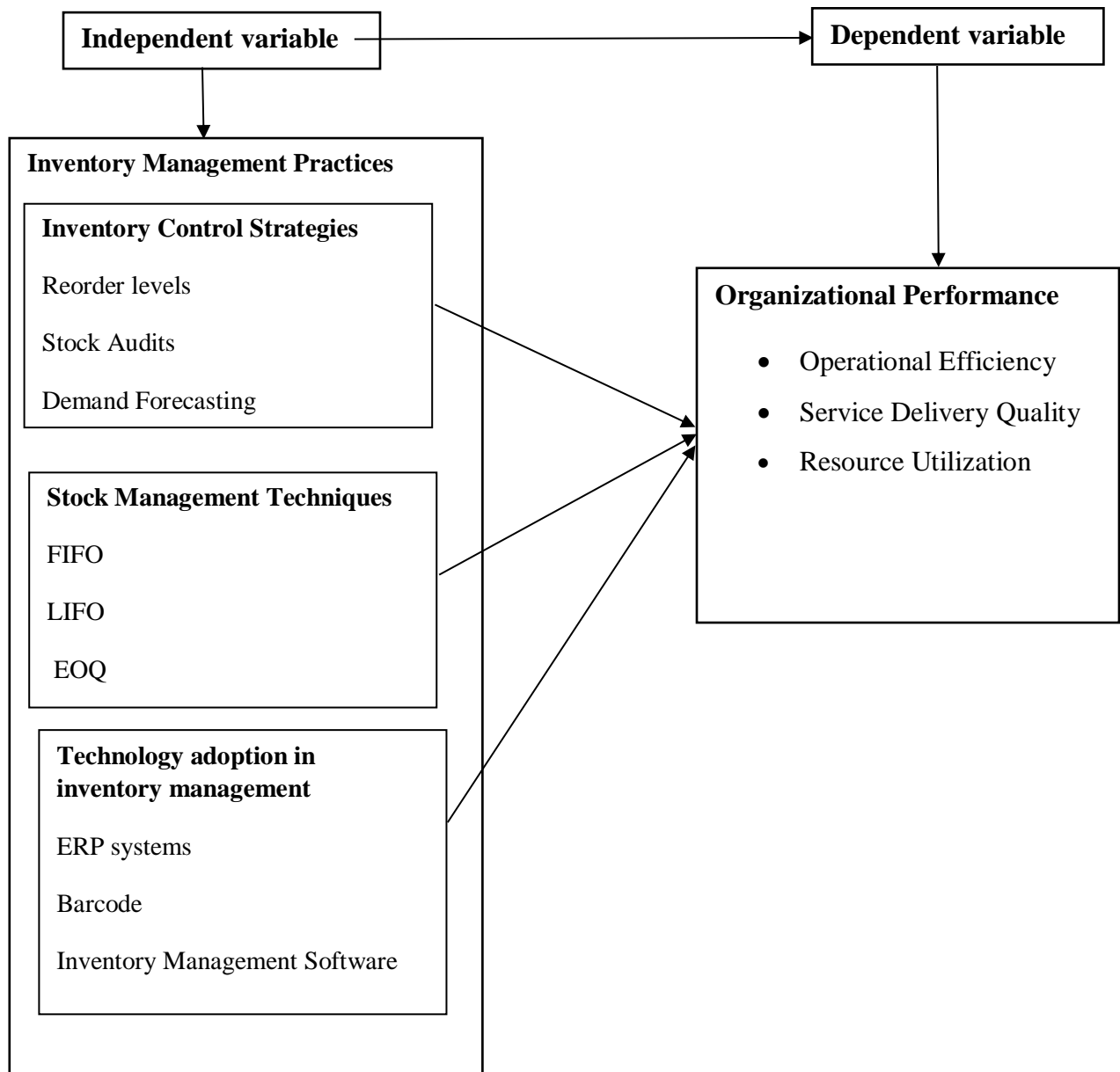
Some inventory records at UCU may be confidential, making it difficult to obtain comprehensive data. Additionally, university officials may be reluctant to share financial and operational details related to inventory management, which could limit the depth of analysis.

The accuracy of data collected through questionnaires depends on the honesty and knowledge of respondents. Some staff members may provide biased responses to present their departments positively, while others may have limited understanding of inventory management practices, affecting the reliability of the findings.

Since the study focuses on a single institution (UCU), its findings may not be fully applicable to other universities with different inventory management systems and operational structures. This case-specific approach may limit the broader applicability of the study's conclusions.

The research must be completed within a fixed academic timeline, which may restrict the depth of data collection and analysis. Additionally, scheduling appointments with university staff may be challenging due to their busy work schedules, potentially delaying data collection.

1.9 Conceptual Framework



Chapter Two

Literature Review

2.0 Introduction

This chapter reviews related literature on the subject matter of the effect of inventory management practices on organizational performance.

2.1 Organizational Performance

A broad concept, organisational performance measures how well an organisation accomplishes its financial, operational, and strategic goals. Globally, supply chain competencies, such as inventory control and procurement, are becoming more and more linked to performance. Businesses that use effective supply techniques, such as strategic sourcing and ideal stock management, report lower costs and improved market responsiveness. For instance, multinational corporations have improved supply reliability and reduced costs by up to 12% by utilising supplier collaboration (Chopra & Meindl, 2016). In a similar vein, precise inventory management has increased profitability in retail settings by reducing discrepancies by 20% (DeHoratius & Raman, 2008). These results imply that procurement-related procedures significantly improve performance, although frequently with an emphasis on financial indicators.

Improvements in procurement and inventory have improved performance in various African contexts, but they are limited by systemic inefficiencies. Despite problems with supplier reliability, Nigerian manufacturing competitiveness increased by 10% as a result of streamlined procurement procedures (Adebayo et al., 2020). Although manual procedures compromised consistency, inventory control improved service delivery in Kenya's health sector by reducing stockouts by 18% (Oballah et al., 2015). Similar to this, structured inventory management increased the cost-effectiveness of SMEs in Ethiopia, although scalability was constrained by a lack of resources (Atnafu & Balda, 2018). These regional studies stress the role that procurement plays in performance, but they also draw attention to the necessity of flexible, localised strategies.

Manual inventory procedures and antiquated procurement systems at Uganda Christian University (UCU) impair organisational performance. Research shows that UCU still uses simple stock tracking tools like Excel, which leads to overstocking, stockouts, and delayed service delivery. On the other hand, Kabale University's implementation of organised inventory systems enhanced operational results and cost effectiveness (Ninsiima, 2019). However, UCU's lack of automated systems and procurement technology investment point to a significant obstacle to optimising institutional performance.

There is little empirical research that is unique to Ugandan universities, despite the fact that regional and international literature supports the relationship between performance, inventory management, and procurement. Research frequently ignores the particular inventory and procurement requirements of academic institutions in favour of concentrating on the retail and manufacturing sectors. Furthermore, not many studies evaluate non-monetary aspects of performance in these contexts, like student satisfaction or service quality. Future studies should examine how better inventory and procurement

practices can improve UCU's and other institutions' financial and non-financial performance metrics.

2.2 Inventory Control Strategies and Organizational Performance

Inventory control techniques like Just-In-Time (JIT), Economic Order Quantity (EOQ), and ABC analysis are well known throughout the world for improving organisational performance by lowering costs and optimising resources. For instance, by reducing holding costs and enhancing cash flow, JIT has been demonstrated to increase return on assets by 15% in US manufacturing companies (Chopra & Meindl, 2016). Lean inventory techniques cut excess stock without compromising service levels (Eroglu & Hofer, 2011), while EOQ balances ordering and holding costs for increased efficiency (Waters, 2019). Even with these favourable financial results, non-financial performance indicators like staff productivity and service quality receive little attention in many international studies.

Inventory control is still essential in African contexts, but it is frequently hampered by manual systems, a lack of expertise, and resource limitations. Although the impact was limited by technological gaps, periodic review systems in public health institutions in Kenya decreased stockouts by 25% (Oballah et al., 2015). Using ABC analysis, Ethiopian MSEs increased their competitiveness; however, scalability was impeded by training and financial constraints (Balda & Liu, 2018). These studies highlight the importance of inventory control while emphasising the need for flexible approaches that take into account regional constraints.

Strategies for inventory control have shown promise in Uganda, especially in the public and manufacturing sectors. Regular stock-taking and EOQ helped the Sugar Corporation of Uganda Ltd (SCOUL) cut holding costs by 12% (Nanyonga, 2021). Similarly, JIT procedures and FIFO-based stock valuation increased production efficiency and decreased waste at Nile Breweries Ltd., increasing cost effectiveness by 10% (Atuhurire, 2019). However, a lack of expertise and inadequate systems make it difficult for many businesses, particularly SMEs, to adopt sophisticated inventory models.

Inventory control at Uganda Christian University (UCU) is still mostly done by hand and has not received enough attention. The evidence that is currently available indicates that UCU tracks inventory using simple tools like Excel, which raises the risk of overstocking, stockouts, and service delays. While Organisations that implemented systematic planning and monitoring, such as Kabale University, reported increases in resource availability and cost effectiveness (Ninsiima, 2010). A substantial research gap is indicated by UCU's reliance on conventional approaches and the dearth of context-specific studies on cutting-edge strategies like ABC or JIT.

2.3 Stock Management Techniques and Organizational Performance

Financial accuracy, customer satisfaction, and operational efficiency are all significantly influenced by stock management strategies, particularly those that are centred on inventory valuation, such as FIFO, LIFO, and Weighted Average Cost (WAC). Although it can increase taxable income during inflationary times, FIFO is favoured globally due to its alignment with the actual flow of goods and its capacity to enhance reporting accuracy and stock freshness. Despite helping reduce tax obligations, LIFO is forbidden by IFRS and runs the risk of causing inventory obsolescence (Penman & Zhang, 2002); (Kieso et al., 2020). Although it can skew costs in erratic markets, WAC, which averages inventory costs, is commended for its ease of use and reliability (Garrison et al., 2021). These methods greatly improve organisational performance when they are in line with accounting rules and industry conditions.

These approaches are used unevenly in African contexts because of compliance issues and infrastructure constraints. Despite the difficulties with manual recordkeeping, FIFO is popular in the perishable goods sector and has been connected to better turnover and customer service in Ethiopian SMEs (Atnafu & Balda, 2018). WAC is preferred by SMEs for its simplicity, but its impact may be lessened by subpar data systems (Oballah et al., 2015). LIFO is uncommon because of its complexity and regulatory incompatibility.

FIFO is frequently used in Ugandan retail and hospitality to manage perishable inventory, which lowers spoilage and boosts customer satisfaction. Despite the inconsistencies caused by manual systems, (Ching et al, 2019) discovered that FIFO increased retail firms' profitability by roughly 10%. Because of accounting restrictions and the increased risk of obsolete inventory, LIFO is rarely utilised (Onchoke, 2016). Although WAC is simpler to implement, it has limited scalability in environments with limited resources and requires precise input data (Atnafu & Balda, 2018).

At UCU, inventory systems are still simple and unstructured, and formal stock management techniques are mostly nonexistent. The majority of stock, including stationery and cafeteria supplies, is handled manually using FIFO principles without official documentation. Because LIFO is complicated and has limited accounting capabilities, it is not used. Although WAC has been partially implemented at Kabale University and other institutions (Ninsiima, 2019), its efficacy is constrained by UCU's manual systems. Consequently, overstocking, inaccurate inventory, and service interruptions continue to be prevalent.

2.4 Technology Adoption and Organizational Performance

Globally, technological adoption has emerged as a key factor influencing organisational performance, especially when it comes to tools that improve decision-making, cost effectiveness, and inventory accuracy. It is well known that systems like inventory

management software, barcode scanning, and enterprise resource planning (ERP) can improve resource planning, decrease stock discrepancies, and increase service delivery (Gunasekaran et al., 2017); (DeHoratius & Raman, 2008)). Businesses around the world that have incorporated these technologies report notable benefits, such as quantifiable increases in return on assets and up to 15% decreases in inventory costs (Hendricks et al., 2007). Successful results, however, frequently rely on organisational preparedness, which includes financial, human, and infrastructure resources.

Although it is frequently constrained by structural and economic factors, the adoption of technology is accelerating in Sub-Saharan Africa. Basic inventory software, for instance, increased stock turnover and profitability in Nigerian retail businesses, but infrastructure and training deficiencies hindered scalability (Adebayo et al., 2020). Similarly, after implementing barcode systems, stockouts in Kenyan healthcare facilities decreased by 18%; however, issues with technical dependability and maintenance persisted (Oballah et al., 2015). ERP adoption is still uncommon, but partial implementations in Ethiopian SMEs have demonstrated better cost control and inventory accuracy (Atnafu & Balda, 2018).

Businesses in Uganda are starting to use digital inventory systems; research indicates that these systems improve performance and decrease discrepancies. Barcode systems in agrochemical distribution have improved tracking and decreased losses (Onchoke, 2016). The use of software by fast-moving consumer goods companies reported a 10% cost savings due to improved stock control. However, due to cost and complexity, full ERP adoption is still rare, and these advantages are concentrated in larger or more resource-rich firms (Eton et al., 2019).

The majority of inventory is tracked manually using spreadsheets at Uganda Christian University (UCU), where there is still little use of technology in inventory management. Inefficiencies like overstocking, delays, and resource waste have resulted from this. UCU's dependence on manual systems is indicative of an institutional gap when contrasted with organisations such as Kabale University, which have successfully implemented basic inventory software (Ninsiima, 2019). Furthermore, the lack of barcode or ERP technologies, as well as inadequate IT infrastructure and employee training, points to unrealised potential for enhancing service delivery and operational effectiveness.

2.5 Research gaps

Although research from around the world has shown that JIT, EOQ, and ABC analysis are effective at enhancing performance, little is known about how well they work in Ugandan educational institutions. Empirical research on the impact of inventory control on financial

and non-financial outcomes is particularly lacking at UCU. Future studies should investigate these strategies' wider organisational impact and assess their viability given UCU's resource limitations.

Few studies have been conducted on the application of these methods in Ugandan universities, despite their well-established advantages. The literature ignores the unique requirements of academic institutions, including the need for cost control in publicly funded settings, a variety of supply categories, and limited automation. To determine what organisational factors support successful adoption and how strategies like FIFO and WAC might be tailored for institutions like UCU, empirical research is required.

Although adoption of technology improves performance, there is a dearth of empirical research on its use in educational institutions with limited resources, such as UCU. In Ugandan studies, which frequently place a higher priority on retail and manufacturing, the particular requirements of academic inventory management, such as laboratory supplies and stationery, remain understudied. Furthermore, there is very little evaluation of context-specific, reasonably priced solutions (like hybrid systems). These gaps show how specific research is needed to help universities like UCU efficiently adopt technology in inventory management.

Chapter Three

Methodology

3.0 Introduction

This chapter presents the research design, study population, sample size and selection technique, sampling techniques, data collection methods, data collection instruments, validity and reliability, data collection procedures, data management and analysis, measurement of variables, and conclusion. It provides the methodological framework used to examine the effect of inventory management practices on organizational performance at UCU.

3.1 Research Design

According to (Khanday & Khanam, 2023), a research design is a logical and systematic plan prepared for directing a research study. The study employed a quantitative cross-sectional research design. This design was appropriate for collecting and analyzing numerical data from respondents at a single point in time to assess relationships between inventory management practices (independent variables) and organizational performance (dependent variable). Quantitative methods were chosen to enable statistical analysis of the data and generalizable findings.

3.2 Study Population

The study targeted staff involved in inventory-related functions at the university. This included employees from the procurement, finance, stores, IT, administration, and facilities departments. These departments were selected because of their direct or indirect involvement in inventory processes, such as planning, ordering, tracking, and usage of goods and services.

3.3 Sample Size and Selection Technique

The study employed Yamane's formula (1967) to determine an appropriate sample size from the university staff population involved in inventory-related functions. The formula is expressed as:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = sample size, N = population size, e = margin of error (0.05 for a 95% confidence level)

The total number of staff directly or indirectly involved in inventory-related departments at the university was 52 (based on department listings), the sample size calculation was as follows

$$n = \frac{52}{1 + 52(0.05)^2} = n = \frac{52}{1 + 52(0.0025)} = \frac{52}{1.13} = 46.01$$

The sample size for this study was determined to be 46 respondents in total. to ensure adequate representation across the various departments, and was judged suitable for an undergraduate academic research project.

3.4 Sampling Techniques

The study adopted a probability-based sampling technique. Simple random sampling was used to select the members from the various departments, which were procurement, stores, IT, Facilities, Finance, and Administration. This ensured that every individual had an equal chance of being selected. The lottery method was employed, where names were written on slips and randomly picked until the required number was attained. This ensured the study included informed perspectives on the variables under investigation.

3.5 Data collection methods

Primary data were collected using structured questionnaires administered to the selected respondents. Questionnaires offer cost-effectiveness, accessibility, and can reach a broad and diverse population, enabling efficient gathering of comprehensive insights.(Kuphanga, 2024)

3.6 Data collection instruments

The study used a closed-ended questionnaire divided into sections of general information, inventory control strategies, stock management techniques, technology adoption in inventory management, and organizational performance. Each section, except the general information section, used a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), as Likert scales are effective for measuring attitudes and perceptions (Boone & Boone, 2012).

3.7 Validity

The research instrument was designed to collect valid data. Therefore, to ensure validity, the questionnaire was reviewed by two academic experts in supply chain management, in particular lecturers, but they requested anonymity. They confirmed the content and face validity of the questionnaires.

3.8 Reliability

Reliability was assessed using Cronbach’s alpha, testing all five measurable items used in the questionnaire. Notably, Julie states that “in a study with less than 10 items on a scale it is difficult to get a high alpha” (Pallant, 2010); hence, $\alpha > 0.5$ is applicable. The data was able to meet this threshold.

Table 3.1 Showing Cronbach's alpha Reliability test

Variable	Total No of items	Cronbach's alpha
Inventory control strategies	5	0.598
Stock Management Techniques	5	0.664
Technology adoption in Inventory Management	5	0.606
Organizational Performance	5	0.714

Table 3.1 shows that all variables yielded an alpha value higher than 0.50 accepted as per (Pallant, 2010)

3.9 Data Collection Procedure

The questionnaires were distributed physically to respondents in their respective departments after obtaining permission from university management. Participants were given three days to complete the questionnaires, which were collected by the researcher. A response rate of 100% (46 out of 46 distributed questionnaires) was achieved, which is considered high and reduces non-response bias (Fincham, 2008).

3.10 Data Management and Analysis

The data collected were prepared, processed, and later analysed. Data preparation involved sorting, while data processing involved data coding and entry into the computer. This was to transform the physical questionnaires into digital data to be analysed easily and faster. Quantitative data were presented in the form of descriptive statistics of frequency and percentages, mean, and standard deviations for each of the variables used in the study. While reporting, strongly agree and agree were combined to indicate agree, while strongly disagree and disagree were combined to indicate disagree.

Pearson's correlation statistics were used to test the relationships at 99 and 95% confidence limits. A positive correlation indicates a direct positive relationship between the variables, while a negative correlation indicates an inverse, negative relationship between the two variables. Linear Regression Analysis was employed to determine the predictive power of inventory control strategies, stock management techniques, and technology adoption on organizational performance. It used ANOVA statistics of adjusted R^2 values, beta, t values, and significance values to determine the magnitude of the influence of the independent variables on the dependent variable, as shown in the regression analysis, Table 4.7. According to Pallant (2010), these methods are appropriate for exploring relationships and predictive effects in quantitative research.

3.11 Ethical considerations

The study complied with ethical guidelines for research. Respondents were guaranteed anonymity and confidentiality, and participation was entirely voluntary. Before participation, informed consent was acquired, and no personal identifiers were used in the reporting or analysis of the data. The Faculty of Business at UCU approved for the study to be conducted.

Chapter Four

Data Presentation, Analysis, and Interpretation

4.0 Introduction

This chapter presents, analyses, and interprets the study findings. It specifically presents the response rate, background of the respondents, description of variables, and findings of the study, objective by objective.

4.1 Response Rate

A total of 46 questionnaires were issued out to the various departments, and 46 questionnaires were returned, answered. This yielded a 100% response rate, which is a sufficient response rate for a study. (Fincham,2008)

4.2 Background of the respondents

This section reviews the distribution of respondents by sex, age, level of education, years of experience, and department

Table 4.1 Background Information on Respondents

	Details	Frequency	Percentage
Gender	Male	28	60.9
	Female	18	39.1
	Total	46	100.0
Age	Between 18-25	11	23.9
	Between 26-35	15	32.6
	Between 36-45	15	32.6
	Between 46-55	5	10.9
	Total	46	100.0
Department	Procurement	10	21.7
	Finance	7	15.2
	Administration	7	15.2
	Stores	8	17.4
	IT	8	17.4
	Facilities	6	13.0
	Total	46	100.0
Level of Education	Degree	38	82.6
	Postgraduate	8	17.4
	Total	46	100.0
Years of experience	Less than 2	10	21.7
	2-5	20	43.5
	6 and above	16	34.8
	Total	46	100.0

Source: Primary Data 2025

Table 4.1 shows the general profile of respondents. The sample consisted of 46 participants drawn from various departments within UCU, ensuring involvement of key

stakeholders. The majority of respondents were male (60.9%), while females accounted for 39.1%.

The Table also shows that the respondents were mainly distributed across two age groups: 26-35 years at 32.6% and 36-45 years at 32.6%. This was followed by a smaller representation from younger respondents, 18-25 years, contributing 23.9%, and the years 46-55% had the lowest contribution at 10.9%. This suggests the sample captures personnel in their mid-careers, probably with sufficient experience to provide knowledgeable insights for the research.

According to Table 4.1 Departments with the highest contribution were Procurement and Stores at 21.7% and 17.4% respectively. The IT department also contributed at 17.4%, while both Finance and Administration contributed at 15.2% each. Then Facilities contributed at 13,0%. The distribution ensures perspectives from both operational and strategic personnel from UCU.

In terms of Education and work experience, most respondents held a bachelor's degree, occupying 82.6%, though a minority had postgraduate qualifications at 17,4%. In terms of work experience, 43% of the respondents had 2-5 years of experience, then 34.8% had 6+ years of work experience. Only 21.7% had less than 2 years of experience. The predominance of experienced staff, with 75% having 2+ years at the job, suggests that responses are grounded and fruitful to the study.

4.3 Description of the Dependent Variable: Organizational Performance.

The study on organizational performance consisted of 5 quantitative items. These were measured using a five-point Likert scale ranging from 1 – 5. Where (1) = strongly disagree, (2) = disagree, (3) = neutral (4) = agree and (5) = strongly agree as shown in Table 4.2

Table 4.2 Descriptive Results for Organizational Performance

Organizational Performance		Agree F (%)		Disagree F (%)		Mean	SDV
		SA	A	DA	SDA		
1	Inventory management contributes to the university's operational efficiency	10 (21.7)	26 (56.5)	1 (2.2)	1 (2.2)	3.93	0.827
2	Proper inventory systems ensure timely availability of supplies	19 (41.3)	17 (37.0)	4 (8.7)	0	4.11	0.948
3	Inventory systems align with university performance goals	7 (15.6)	21 (46.7)	2 (4.4)	0	3.73	0.780
4	Effective inventory practices enhance service delivery.	9 (19.6)	26 (56.5)	4 (8.7)	0	3.87	0.833
5	Inventory management has improved accountability and transparency	16 (34.8)	20 (43.5)	1 (2.2)	1 (2.2)	4.07	0.904

Source: Primary Data 2025

The table above shows that the respondents agree that inventory management has improved accountability and transparency at UCU. This was at a frequency of 36(78.3%) with (Mean = 4.07; SD = 0.904). It reveals the agreement by respondents that proper inventory systems ensure timely availability of supplies, this was at a frequency of 36 (78.3%) with (Mean = 4.11; SD = 0.948). Also, the respondents agree that inventory management contributes to the university's operational efficiency, and it was at a frequency of 36(78.2%) with (Mean = 3.93; SD = 0.827).

4.4 Inventory Control Strategies and Organizational Performance at UCU

The first objective was to assess the effect of inventory control strategies on organizational performance at UCU. Inventory control strategies constructs were measured using a five-point Likert scale ranging from 1 – 5. Where (1) = strongly disagree, (2) = disagree, (3) = neutral (4) = agree and (5) = strongly agree as shown in Table 4.3

Table 4.3 Descriptive Results for Inventory Control Strategies

Inventory Control Strategies		Agree F (%)		Disagree F (%)		Mean	SDV
		SA	A	DA	SDA		
1	The university uses proper procedures to monitor inventory levels	16 (34.8)	20 (43.5)	1 (2.2)	0	4.09	0.865
2	Inventory control strategies help reduce overstocking and understocking	22 (47.8)	16 (34.8)	2 (4.3)	0	4.26	0.855
3	Stock-taking and auditing are regularly done to ensure accuracy	13 (29.5)	20 (45.5)	0	1 (2.3)	4.00	0.863
4	Inventory control measures help reduce inventory-related costs.	16 (34.8)	22 (47.8)	1 (2.2)	0	4.15	0.759
5	Staff involved in inventory management are adequately trained	9 (19.6)	12 (26.1)	9 (19.6)	1 (2.2)	3.41	1.087

Source: Primary Data 2025

The table reveals that the respondents agree that inventory control strategies help reduce overstocking and understocking at a frequency of 40 (82.6%), with (Mean = 4.26; SD = 0.855). There is also a general consensus that inventory control measures help reduce inventory-related costs, as respondents agreed at a frequency of 38(82.6%) with (Mean = 4.15; SD = 0.759). Respondents moderately agreed that the university uses proper procedures to monitor inventory levels at a frequency of 36(78.3%), with (Mean = 4.09; SD = 0.865)

4.5 Stock Management Techniques and Organizational Performance

The second objective was to evaluate the effect of stock management techniques on organizational performance at UCU. Stock Management techniques constructs were measured using a five-point Likert scale ranging from 1 – 5. Where (1) = strongly disagree, (2) = disagree, (3) = neutral (4) = agree and (5) = strongly agree as shown in Table 4.4

Table 4.4: Descriptive results for Stock Management Techniques

Stock Management Techniques		Agree F (%)		Disagree F (%)		Mean	SDV
		SA	A	DA	SDA		
1	FIFO (First-In-First-Out) is the most commonly applied method.	16 (34.8)	20 (43.5)	1 (2.2)	3 (6.5)	3.98	1.085
2	The Last-In-First-Out (LIFO) method is applied in specific circumstances	2 (4.3)	19 (41.3)	12 (26.1)	4 (8.7)	3.07	1.104
3	Stock rotation is practiced to prevent stock obsolescence	9 (19.6)	25 (54.3)	2 (4.3)	1 (2.2)	3.85	0.868
4	Effective stock techniques have enhanced service delivery	15 (33.3)	20 (43.5)	1 (2.2)	1 (2.2)	4.04	0.903
5	The applied stock techniques help ensure quality and timely stock usage	11 (23.9)	22 (47.8)	0	1 (2.2)	3.91	0.839

Source: Primary Data 2025

The table above reveals that respondents agree that effective stock techniques have enhanced service delivery at UCU. (mean = 4.04; SD = 0.903) at a frequency of 35(76.8%). Also, the table shows that the applied stock techniques help ensure quality and timely stock usage, this was at a frequency of 33(71.7%) with (Mean = 3.91; SD = 0.839). Also, the respondents agreed that FIFO (First-In-First-Out) is the most commonly applied method for stock management at UCU, this was at a frequency of 36(78.3%), although with (Mean – 3.98; SD – 1.085)

4.6 Technology adoption in inventory management and inventory management

The third objective was to analyze the effect of technology adoption in inventory management on organizational performance at UCU. Technology adoption in inventory management constructs was measured using a five-point Likert scale ranging from 1 – 5. Where (1) = strongly disagree, (2) = disagree, (3) = neutral (4) = agree and (5) = strongly agree as shown in Table 4.5

Table 4.5 Descriptive Results for Technology adoption in inventory management

Technology Adoption in Inventory Management		Agree F (%)		Disagree F (%)		Mean	SDV
		SA	A	DA	SDA		
1	The university uses inventory management software/tools	7 (15.6)	15 (33.3)	5 (11.1)	1 (2.2)	3.49	0.968
2	Technology has improved stock tracking and accuracy	9 (19.6)	25 (54.3)	4 (8.7)	1 (2.2)	3.80	0.934
3	Employees are trained in the use of inventory technology.	7 (15.6)	14 (31.1)	9 (20.0)	2 (4.4)	3.33	1.108
4	Technology adoption has enhanced decision-making on stock issues	10 (21.7)	29 (63.0)	4 (8.7)	1 (2.2)	3.93	0.904
5	There is integration between inventory systems and other departments	12 (26.1)	15 (32.6)	6 (13.0)	1 (2.2)	3.67	1.076

Source: Primary Data 2025

The table above reveals that the respondents agreed that technology adoption has enhanced decision-making on stock issues at UCU. This was at a frequency of 39(84.7%) with (Mean = 3.93; SD = 0.904). Also, the respondents agreed that technology has improved stock tracking and accuracy, this was at a frequency of 34 (73.9%) with (Mean = 3.80; SD = 0.934). There is moderate agreement from the respondents that there is integration between inventory systems and other departments at a frequency of 27(58.7%), with (Mean= 3.67; SD = 1.076)

4.7 Correlation matrix: predictors and organizational performance

Table 4.6 shows the relationships of the three variables: Inventory control strategies, Stock Management Techniques, and Technology Adoption in Inventory Management with the dependent variable, organizational performance.

Table 4.6: Pearson correlation results

Variable	Pearson Correlation n(r)	Significance (p)	Sample Size (N)
Inventory Control Strategies	0.400	0.007	43
Stock Management Techniques	0.377	0.012	44
Technology Adoption in Inventory Management	0.538	<0.001	44

Source: Primary Data 2026 Correlation is significant at the 0.01 (2-tailed)

The table above reveals significant positive relationships between all three predictors and Organizational Performance. Primarily, technology adoption in inventory management shows the strongest correlation with $n(r) = 0.538$, $p < 0.001$. Inventory control strategies and stock management techniques showed moderate but statistically low significant correlations due to the high p-values with inventory control strategies at $n(r)=0.400$; $p=0.007$ and stock management techniques at $n(r)=0.377$; $p = 0.012$

4.8 Linear Regression and Hypothesis Testing

Linear regression analysis was carried out to establish the overall causal effect of inventory control strategies, stock management techniques, and technology adoption in inventory management on organizational performance using adjusted R² statistics. The linear regression analysis was conducted to establish which among the dimensions of the independent variable was the most significant in affecting organizational performance at UCU. The linear regression was also used on the study hypotheses of the objectives and is presented in Table 4.7

Table 4.7 Linear regression results

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.489 ^a	.239	.177	1.9988	
ANOVA ^a						
Model		Sum of squares	Df	Mean Square	F	Sig.
1	Regression	46.399	3	15.466	3.871	.017 ^b
	Residual	147.821	37	3.995		
	Total	194.220	40			
Coefficients ^a						
Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.103	2.611		3.103	.004
	Inventory Control Strategies	.157	.163	.164	.963	.342
	Stock Management Techniques	.097	.139	.121	.703	.487
	Technology Adoption in Inventory Management	.272	.140	.318	1.941	.060
a. Dependent Variable: Organizational Performance						
b. Predictors: (constant) Inventory Control Strategies, Stock Management Techniques, Technology Adoption in Inventory Management						

p≤0.05 Source: Primary Data 2025

Table 4.7 shows the relationship between the predictor variables to organizational performance. The Model summary indicates the overall regression's fit. The R-value of 0.489 indicates a moderate positive correlation between the predictors and the dependent variable, organizational performance. The R square value of 0.239 suggests that approximately 23.9% of the variance can be explained by the three predictor variables in the model: inventory control strategies, stock management techniques, and technology adoption in inventory management. The Adjusted R-squared value of 0.177(17.7%) was the variance of organizational performance explained by inventory control strategies, stock management techniques, and technology adoption in inventory management. The other 82.3% is explained by other predictors that were out of the scope of this study.

The table also shows the Analysis of Variance (ANOVA) with a computed F-statistic ($F=3.871$) with an accompanying value $p=0.017$. Thus, $p=0.017 < 0.05$. It indicates that the model is significant at a 5% significance level. This indicates that the combined predictors explain a meaningful portion of the variance in organizational performance. This p-value (0.017) solidly rejects the null hypothesis that all regression coefficients are zero. Although significant, the model explains only R Squared 23.9% of the total variance. The remaining 76.15% is unexplained due to factors not in the model.

The table shows the regression coefficients as technology adoption in Inventory management emerges as the most relevant predictor, with a marginal yet practically meaningful relationship to have a meaningful effect on organizational performance at ($\beta = 0.318$, $t=1.941$, $p = 0.060$). Although failing short of the conventional significance threshold ($p<0.05$, it is the closest to significance. The other predictors, Inventory control strategies ($\beta=0.164$, $t=0.963$, $p= 0.342$) and stock management techniques ($\beta=0.121$, $t=0.703$, $p= 0.487$) had P values far greater than 0.05, therefore having a little to no effect on organizational performance.

4.7.1 Hypothesis testing of the objectives

The first objective was to assess the effect of inventory control strategies on organizational performance at UCU. According to Table 4.7, inventory control strategies yielded a β value of 0.164, a t value of 0.963, with a significance of 0.342, suggesting that inventory control strategies were insignificant in affecting organizational performance. Despite a moderate bivariate correlation ($r=0.004$, $p=0.007$) as per Table 4.6, the variable becomes nonsignificant when controlling for other predictors; hence, the study shows that inventory control strategies do not affect organizational performance.

The second objective was to evaluate the effect of stock management techniques on organizational performance at UCU. With reference to Table 4.7, stock management techniques yielded a β value of 0.121, t value of 0.703 of with a significance of 0.487, suggesting that stock management techniques do not affect organizational performance.

Although there was a moderate bivariate correlation ($r=0.377$, $p=0.0012$) as per Table 4.6, it was nonsignificant in a multivariate relationship when other variables were considered.

The third objective was to analyze the effect of technology adoption in inventory management on organizational performance at UCU. According to Table 4.7, technology adoption yielded a β value of 0.318, a t value of 1.941, with a significance of 0.060. At $p \leq 0.05$ in this instance, technology adoption in inventory management may have a marginal effect on organizational performance, although it does not fully pass the significance threshold conclusively. Therefore, this can be an area of focus and needs more research. But from the study and data as per Table 4.7, technology adoption in inventory management does not affect organizational performance.

Chapter Five

Discussion, Conclusion, And Recommendations

5.0 Introduction

This chapter presents the discussion of findings, conclusions, and recommendations

5.1 Discussion of findings

5.1.1 Inventory control strategies and organization performance

The first objective of the study was to assess the effect of inventory control strategies on organizational performance at UCU. The study showed that inventory control strategies do not affect organizational performance. This contradicts studies that found that effective inventory management reduces operational costs, improves customer satisfaction through timely service delivery, and hence improves organizational performance (Odasco & Saong, 2023)

On the other hand, the study using Pearson's correlation showed a moderate positive correlation between inventory control strategies and organizational performance ($r = 0.400$, $p = 0.007$). Respondents agreed that proper procedures are followed to monitor inventory levels (mean = 4.09, SD = 0.865) and that inventory control strategies reduce overstocking and understocking (mean = 4.26, SD = 0.855). This aligns with prior research that indicates effective inventory control enhances organizational performance. Kamau & Kagiri in 2015 concluded that universities can minimize aggregate expenses associated with inventory management to enhance profitability and ensure consistent availability of resources to meet demand fluctuations. (Kamau & Kagiri, 2015) This shows a positive effect of inventory control strategies on the organization.

Notably, the statement "Staff involved in inventory management are adequately trained" from Table 4.3 scored a relatively low mean of 3.41 with an SD of 1.087. This shows that the departments have different perceptions towards training due to the relatively high SD of 1.087, and this may have an effect on organizational performance. The literature supports this claim through a study done by Dorothy Oballah in 2015 at Kenyatta Hospital, which showed that inadequately trained staff at the hospital greatly contributed to the poor performance of Kenyatta Hospital. (Oballah et al., 2015)

5.1.2 Stock management techniques and organizational performance

The second objective of the study was to evaluate the effect of stock management techniques on organizational performance at UCU. The study revealed no significant effect of stock management techniques on organizational performance ($\beta = 0.097$, $p=0.487$). This contradicts other studies such as (Ching et al., 2019) who discovered that stock management techniques, specifically FIFO, increased retail firms' profitability.

Although stock management techniques showed a moderate positive correlation with organizational performance using Pearson's correlation as per Table 4.6 ($r=0.377$, $p=0.012$), Participants largely supported the application of FIFO (mean=3.98, SD = 1.085)

and acknowledged that stock techniques enhance service delivery (mean=4.04, SD = 1.104). These findings are consistent with previous findings. In particular, (Teplická & Seňová, 2020) deduced that the proper application of stock management methods can significantly lower operational expenses and boost an organization's bottom line. This may suggest that at UCU, while stock management creates operational efficiencies through enhanced service delivery, it may not independently drive organizational performance.

5.1.3 Technology adoption in inventory management on organizational performance

The third objective was to analyze the effect of technology in inventory management on organizational performance at UCU. The study, through regression analysis, showed that the variable was the closest to achieving statistical significance. ($\beta=0.027$, $p=0.006$) with p significant at ≤ 0.05 . This is supported by studies from (Sama & Mdemu, 2024) who conclude that technology enables accurate and real-time inventory data, ensuring the availability of necessary resources, thereby preventing service disruptions and meeting user demands promptly, which in turn improves organizational performance. ((Sama & Mdemu, 2024). The nearness of technological adoption in inventory management to significance suggests that technology may be a key driver of performance improvements through increased transparency, accuracy, and integration.

In the study, technology adoption in inventory management had a positive correlation to organizational performance using Pearson's correlation in Table 4.6 ($r=0.538$, $p<0.001$). the respondents agreed that technology adoption has enhanced decision-making on stock issues at UCU (Mean = 3.93; SD = 0.904). These results are in line with existing literature emphasizing the positive impact of technology on organizational performance. A study by Wamba highlighted that digital adoption can help companies improve performance and capture opportunities by reducing costs.(Wamba et al., 2017)

Also, from Table 4.5, the statement "Employees are trained in the use of inventory technology." Yields a low mean of 3.33 and SD of 1.108. Showing a recurring issue as this was noticed in Table 4.3 with the statement "Staff involved in inventory management are adequately trained yielded mean scores of just 3.41 and SD of 1.087. This shows an area of weakness in UCU inventory management and its training of employees' practices, which may subsequently affect organizational performance.

5.2 Conclusions

Based on the study findings, the following conclusions are drawn:

Inventory Control Strategies are not significant on organizational performance in the study model that was used. Although they do have a moderate influence on organizational performance but their isolated impact is limited. This shows that inventory control strategies at UCU are beneficial, but in isolation, they are not strong predictors for organizational performance.

Stock Management Techniques do not affect organizational performance, as the findings highlighted no significance between the two. Although they do moderately influence performance but in isolation there is no effect. This suggests that while proper stock handling contributes to smoother operations at UCU, it must be part of a wider system to have a meaningful impact on the organization's performance.

Technology adoption in inventory management showed that closest and most consistent influence on organizational performance. Technology adoption in inventory management almost showed a standalone influence on organizational performance. This shows that technology may have an influence on organizational performance, hence emphasizing the importance of modern inventory systems and trained personnel at the organization for inventory management to affect organizational performance.

5.3 Limitations of the study

The study took a cross-sectional design. Here data was captured at one point in time. As time was precious during the data collection, a cross-sectional design was opted. This limited the ability to observe the variance in relationships over time.

The exclusive use of a quantitative approach limited the exploration of deeper and non-quantifiable factors that can influence organizational performance, such as organizational culture, leadership styles.

The study focused on internal inventory factors without accounting for external factors such as supplier reliability, market volatility, which can affect the university's inventory management process, in turn influencing organizational performance.

5.4 Recommendations

Based on the study findings and conclusions, the following recommendations are made;

UCU should invest in modern inventory management systems, these systems can provide real-time inventory levels, automate stock taking, and generate accurate reports for better decision making, hence improvements in organizational performance.

Technology is crucial, but it is dependent on its users; therefore, UCU should implement training programs and skill development of staff involved in staff. This should include hands-on training with inventory software tools, regular workshops, and refresher programs to ensure staff are updated with the emerging trends in inventory management.

There is a need to foster a culture of performance monitoring and continuous improvement through using inventory-related KPIs(Key Performance Indicators) to measure the effectiveness and efficiency of inventory management measures at UCU. Regular evaluations will help identify gaps, track improvements, and help relevant staff make necessary adjustments in inventory management. This will ensure the inventory

management practices at UCU are of a high standard, and in turn, this will improve organizational performance.

5.5 Recommendations for further research.

This study provided valuable insights into the relationship between inventory management practices and organizational performance at UCU, but it had its limitations, Therefore, these areas can be further researched to build upon the findings and address the gaps not fully explored.

Investigate other dimensions of organizational performance, because this study mainly focused on operational performance indicators such as efficiency, accountability, and service delivery. Future studies could explore other dimensions of organizational performance, such as financial performance, stakeholder satisfaction of students, or environmental sustainability.

Examine barriers to technology adoption in inventory management. The study found a few challenges with technology adoption, but the area was not investigated in detail, Therefore, future research could be undertaken and provide insights into the barriers and enablers of inventory technology adoption in public or private institutions in Uganda.

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Appendix A: Questionnaire

QUESTIONNAIRE

Dear Respondent,

I am Heri Mutijima Pacific KS19B12/029 a student at Uganda Christian University pursuing a Bachelor's Degree in Procurement and Logistics Management. I am conducting a study entitled:

"The Effect of Inventory Management Practices on Organizational Performance at Uganda Christian University (UCU)."

This research is purely for academic purposes and your responses will be treated with the highest confidentiality. Kindly spare some time to complete this questionnaire. Thank you.

Instructions:

1. Do not write your name.
2. Tick (✓) the most appropriate answer using the scale provided.

Section A: GENERAL INFORMATION

No.	Item	Tick (✓)
1	Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
2	Age	<input type="checkbox"/> 18-20 <input type="checkbox"/> 21-25 <input type="checkbox"/> 26-30 <input type="checkbox"/> 31 and above
3	Department	<input type="checkbox"/> Procurement <input type="checkbox"/> Finance <input type="checkbox"/> Admin <input type="checkbox"/> ICT <input type="checkbox"/> Other:
4	Level of Education	<input type="checkbox"/> Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Degree <input type="checkbox"/> Postgraduate
5	Years of Experience	<input type="checkbox"/> 1-3 <input type="checkbox"/> 4-5 <input type="checkbox"/> 6 and above

Section B: Inventory Control Strategies and Organizational Performance

Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
The university uses proper procedures to monitor inventory levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inventory control strategies help reduce overstocking and understocking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Stock-taking and auditing are regularly done to ensure accuracy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The university keeps accurate and up-to-date inventory records.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inventory control measures help reduce inventory-related costs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff involved in inventory management are adequately trained.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C: Stock Management Techniques and Organizational Performance

Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
FIFO (First-In-First-Out) is the most commonly applied method.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LIFO (Last-In-First-Out) is applied for particular stock items.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weighted Average Costing is used to determine stock value.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The applied stock techniques help ensure quality and timely stock usage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The chosen techniques reduce stock waste and obsolescence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective stock techniques have enhanced service delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D: Technological Adoption in Inventory Management and Organizational Performance

Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
The university uses inventory management software/tools.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Technology has improved stock tracking and accuracy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees are trained in the use of inventory technology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The use of barcoding and spreadsheets has improved operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology adoption has enhanced decision-making on stock issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section E: Organizational Performance

Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
Inventory management contributes to the university's operational efficiency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inventory practices reduce stock-related costs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proper inventory systems ensure timely availability of supplies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inventory systems align with university performance goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective inventory practices enhance service delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your response is well appreciated.

Appendix B: University Introductory Letter



Uganda Christian University
P.o.Box 4, Kampala
Main Campus Mukono

06/May /2025

The Senior Procurement Manager

Dear Sir/Madam

RE: Introduction of Mr.HERI MUTIJIMA PACIFIC, KS19B12/029 for Data Collection Permission

I am writing to introduce Mr. Heri Mutijima Pacific, a Bachelor of Procurement and Logistics Management student at Uganda Christian University. Mr. Mutijima is currently in the advanced stage of his academic journey and is conducting a dissertation on "The Effects of Inventory Management on Organizational Performance."

I assure you that Mr. Mutijima will adhere to all ethical guidelines and treat any data collected with the utmost confidentiality. He is a responsible student dedicated to conducting a thorough and rigorous study.

We kindly request your support in granting Mr. Mutijima access to relevant data and personnel within the procurement department and as well as any personnel with objective knowledge regarding his topic. Your valuable insights will significantly contribute to the success and quality of his research.

Thank you for considering his request. Should you require any additional information, please do not hesitate to contact me on the address provided here below.

Sincerely,


.....
Mukisa Simon Peter
Lecturer and undergraduate
Research coordinator UCU School of Business
Email smukisa@ucu.ac.ug Mob. 0752938600



A Centre of Excellence in the Heart of Africa



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