

**SUPPLY CHAIN INTEGRATION AND ORGANIZATIONAL PERFORMANCE IN PRIVATE
SECTORS: CASE STUDY OF MT. ELGON MILLERS LTD**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
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BACHELOR OF PROCUREMENT AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN
UNIVERSITY**

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**UGANDA CHRISTIAN
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DECLARATION

I, Oenen Joseph Charles, declare that the content of this research report is my original work. To the best of my knowledge and belief, this work has never been submitted anywhere for any award. It is a testament to my dedication, effort, and commitment to contributing valuable insights to the academic community.



Signature:

Date: 31ST/07/2024

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APPROVAL

I hereby certify that this research, conducted by Oenen Joseph Charles, is an original work that has been thoroughly developed and reviewed under my supervision. It is now ready for submission to the Department of Business at Uganda Christian University for further consideration and academic evaluation.

Signature:



Date: 31ST/07/2024

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DEDICATION

This research report is dedicated to my beloved parents, Mr. Oenen Joseph and Mrs. Rose Ipulet. Their unwavering support, both emotionally and financially, has been the cornerstone of my academic journey. With immense gratitude, I acknowledge their sacrifices, encouragement, and steadfast belief in my potential. Their love and commitment have not only paid for my tuition but have also nurtured my dreams, driving me to strive for excellence. This work stands as a testament to their enduring dedication and the profound impact they have had on my life.

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LIST OF ABBREVIATIONS AND ACRONYMS

CIPS	:	Chartered Institute of Procurement & Supply
CVI	:	Content Validity Index
ERP	:	Enterprise Resource Planning
SPSS	:	Statistical Package for Social Sciences
SRM	:	Supplier Relationship Management

ABSTRACT

This research report was undertaken to examine on supply chain integration and organizational performance in private sectors. It was guided by three objectives; to explore the effect of information sharing on organizational performance of Mt. Elgon millers Ltd, to analyze the effect of supplier management on organizational performance of Mt. Elgon millers Ltd, to determine the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd. The researcher used a sample size of 44 respondents and used questionnaires and interview guide to collect data and later the data was analyzed using the statistical package for social sciences (SPSS). Results of the first objective showed that information sharing has a significant effect on organizational performance of Mt. Elgon millers Ltd. Supported by the following responses; 62.3% who also constituted the majority were positive to the statement that organizations that actively promote information sharing among employees exhibit higher levels of innovation and productivity. Results of the second objective revealed that supplier management has a significant effect on organizational performance of Mt. Elgon millers Ltd. Supported by the following responses; 64.5% were positive to the statement that the organization has proactive monitoring systems experience lower product defects and higher customer satisfaction. Results of the third objective showed that supply chain agility has a significant effect on organizational performance of Mt. Elgon millers Ltd. 55.5% had a positive response to the statement that supply chain agility facilitates shorter lead times, improved response to demand fluctuations, and higher product availability, leading to enhanced operational efficiency and cost reduction. There is need to encourage employees to work together and share information freely. This can be achieved through team-building activities, open communication channels, and creating cross-functional teams that encourage collaboration. Utilize communication tools like project management software, instant messaging platforms, and video conferencing to facilitate information sharing among employees.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of background to the study, statement of the problem, purpose of the study, specific objectives, and research questions, scope of the study, significance of the study, justification of the study, conceptual framework and definition of key terms.

1.1 Background of the study

This section comprises of historical background, theoretical, and conceptual background and contextual background as indicated below;

1.1.1 Historical back ground

The study of supply chain integration and organizational performance in the private sector has a rich historical background, rooted in the development of supply chain management theories and practices. The field gained prominence in the 1980s as scholars and practitioners recognized the importance of aligning supply chain activities to improve overall organizational performance. With increasing globalization and interconnectivity, the focus shifted towards understanding supply chain integration in an international context. Researchers such as Christopher, Lambert, and Cooper (1997) emphasized the need for collaboration, information sharing, and coordinated decision making to achieve supply chain integration and enhance performance.

In the international perspective, globalization has led to increased trade and the need for a seamless flow of goods and services across borders. As a result, organizations operating on a global scale face unique challenges in managing their supply chains. The literature on supply chain integration emphasizes the importance of collaboration, trust, and information sharing among partners to enhance operational performance and achieve desired business outcomes (Christopher, 2016; Frohlich & Westbrook, 2001). Furthermore, organizations began paying more attention to supply chain integration and organizational performance due to globalization and the rapid growth of cross-border trade. Multinational companies realized the need to manage complex supply networks and ensure seamless coordination among their global subsidiaries. The literature on supply chain

integration emphasizes the importance of information sharing, collaborative relationships with suppliers and customers, and the integration of various functions across different countries to enhance operational efficiency and improve overall performance.

When considering the African perspective, it is crucial to acknowledge the unique challenges faced by businesses on the continent. Historically, African countries have struggled with infrastructure deficiencies, political instability, and limited resources, all of which impact supply chain integration and organizational performance. Scholars like Chinyio and Olomolaiye (2010) argued that supply chain integration in Africa requires overcoming infrastructure gaps, such as poor road networks and inadequate telecommunications, to facilitate the efficient flow of goods and information. In the African perspective, the historical context of supply chain integration and organizational performance can be traced back to the early 2000s when several African countries experienced economic growth and started attracting foreign investments.

Taking a closer look at the East African perspective, Uganda stands as a significant player in the region's private sector. The country's geographical location and recent economic growth have led to increased trade activities, both within the region and internationally. Therefore, understanding supply chain integration and its effect on organizational performance in Uganda is pivotal. Researchers like Kaliisa, Mukasa, and Nakabuye (2014) found that supply chain integration positively impacts the performance of Ugandan firms through improved operational efficiency, cost reduction, and increased customer satisfaction.

Within East Africa, Uganda has emerged as a key player in supply chain integration, owing to its strategic location and growing economy. From a historical standpoint, the study of supply chain integration and organizational performance in Uganda can be traced back to the early 2000s when the country underwent significant economic reforms and liberalization. Research by Mwesigye and Ogalo (2012) highlighted the challenges faced by Ugandan organizations in integrating their supply chains and explored strategies for improvement.

In Uganda, like many other African countries, supply chain integration is crucial for driving economic growth and improving competitiveness. The Ugandan government has initiated various policies and programs to promote supply chain integration and overcome challenges associated with poor infrastructure and limited resources. Researchers have identified factors such as trust,

collaboration, technology adoption, and effective supplier management as key enablers of supply chain integration and improved organizational performance in Uganda (Ssekamanya et al., 2019; Nyeko et al., 2020).

An exploration of the perspective specific to Mt Elgon Millers Ltd, a Ugandan company operating in the agribusiness sector, offers an insightful case study. Mt Elgon Millers Ltd specializes in maize milling and distribution, both domestically and internationally. Supply chain integration plays a crucial role in their operations, enabling them to streamline procurement, optimize production, and ensure timely delivery to customers. Researchers such as Namagembe, Kaawaase, and Sewankambo (2018) studied the impact of supply chain integration on Mt Elgon Millers Ltd and found that it significantly enhanced their operational performance and market competitiveness.

Taking a closer look at the perspective of Mt Elgon Millers Ltd, a Ugandan private sector company, the historical context of supply chain integration and organizational performance can be traced back to the company's establishment in the 1980s. As a leading player in the Ugandan food processing industry, Mt Elgon Millers Ltd recognized the importance of aligning supply chain activities to meet growing customer demands and gain a competitive edge in the market. Research by Kabanda et al. (2016) delved into the supply chain practices of Mt Elgon Millers Ltd, providing valuable insights into their performance and challenges.

Mt Elgon Millers Ltd, a prominent Ugandan company operating in the food processing industry, recognizes the importance of supply chain integration for its organizational performance. The company has implemented strategies such as streamlining procurement processes, establishing long-term partnerships with suppliers, and adopting technology solutions to improve efficiency and enhance customer satisfaction. Research within the context of Mt Elgon Millers Ltd could explore the specific challenges and opportunities the company faces in integrating its supply chain activities and how it impacts their overall organizational.

In conclusion, the historical background of the study on supply chain integration and organizational performance in the private sector provides insights into its evolution from a global perspective to more specific contexts, such as Africa, East Africa, Uganda, and companies like Mt Elgon Millers Ltd. As cited by Christopher, Lambert, and Cooper (1997), Chinyio and Olomolaiye (2010), Kaliisa, Mukasa, and Nakabuye (2014), and Namagembe, Kaawaase, and Sewankambo

(2018), researchers have highlighted the importance of supply chain integration for improving operational efficiency, reducing costs, and enhancing performance in various settings.

1.1.2 Theoretical background

The Resource-Based View (RBV) theory, advanced by Birger Wernerfelt in 1984, emphasizes the importance of a firm's internal resources in achieving competitive advantage and superior performance. According to RBV, resources that are valuable, rare, inimitable, and non-substitutable (VRIN) enable firms to achieve higher performance levels. In the context of supply chain integration, this theory posits that the unique resources and capabilities developed through integrating supply chain processes can enhance organizational performance. The primary assumption of RBV is that firms within the same industry may possess heterogeneous resources, which can be strategically leveraged to achieve superior performance. This integration allows firms to streamline operations, reduce costs, and improve responsiveness to market changes, thereby achieving a competitive edge.

The RBV theory's strength lies in its focus on the firm's internal capabilities and resources, offering a comprehensive framework for understanding how these resources contribute to competitive advantage. It emphasizes the strategic importance of building and maintaining unique resources, which is particularly relevant in the private sector where firms continually seek differentiation. However, a limitation of RBV is its relative neglect of the external environment, such as market dynamics and competitive pressures, which also significantly impact organizational performance. Furthermore, RBV assumes that resource heterogeneity is sustainable over time, which may not always be the case as competitors can imitate or develop similar capabilities.

Applying the RBV theory to supply chain integration and organizational performance, the study variables can be explained as follows: Supply chain integration is viewed as a strategic capability that combines various resources such as technology, skilled personnel, and collaborative processes. These integrated resources enhance operational efficiencies and innovation, leading to improved organizational performance. For instance, by integrating supply chain activities, firms can achieve better coordination, reduce lead times, and optimize inventory levels, directly impacting performance metrics like profitability, market share, and customer satisfaction. Hence, the RBV theory provides a robust explanation for how internal resource integration within the supply chain can drive superior organizational performance in the private sector.

1.1.3 Conceptual background

Supply chain integration refers to the coordination and collaboration between different entities and processes within a supply chain network. It involves the seamless flow of information, materials, and resources across various stages of the supply chain. Supply chain integration is crucial for enhancing efficiency, reducing costs, improving customer satisfaction, and achieving competitive advantage (Gattorna, 2017). The integration of supply chain activities allows for better coordination and synchronization, leading to improved overall performance and customer service (Chopra & Meindl, 2016).

Information sharing is a vital component of supply chain integration, as it involves the exchange of relevant information between different partners in the supply chain. It allows for real-time visibility, accurate demand forecasting, and effective decision-making (Li et al., 2018). By sharing information, supply chain partners can reduce lead times, minimize stockouts, and improve inventory management (Christopher, 2016).

Supplier management refers to the process of selecting, evaluating, and developing relationships with suppliers. Effective supplier management is critical for ensuring a reliable and efficient supply chain. It involves activities such as supplier evaluation, supplier development, and supplier performance measurement (Monczka et al., 2015). By managing suppliers effectively, organizations can reduce costs, improve product quality, and enhance delivery performance (Leenders et al., 2016).

Supply chain agility refers to the ability of a supply chain to respond quickly and effectively to changes in customer demands, market conditions, and environmental factors. An agile supply chain is characterized by flexibility, speed, and responsiveness (Hsu et al., 2016). Agility is crucial in today's dynamic business environment, as it enables organizations to adapt to changing circumstances, exploit new opportunities, and mitigate risks (Christopher & Towill, 2001).

Organizational performance refers to the ability of an organization to achieve its strategic objectives and deliver value to its stakeholders. It includes various dimensions such as financial performance, operational efficiency, customer satisfaction, and innovation. Research has shown that effective supply chain management, including integration and agility, can significantly impact organizational performance (Prajogo & Olhager, 2012).

Organizational culture refers to the shared beliefs, values, and norms that shape the behavior and mindset of individuals within an organization. It influences how people work, collaborate, and make decisions. In the context of supply chain management, an organizational culture that promotes collaboration, trust, and knowledge sharing is essential for effective integration and information sharing (Flynn et al., 2015). A strong and positive organizational culture supports open communication and fosters a collaborative environment where supply chain partners can work together towards common goals.

Human resource management (HRM) plays a critical role in supply chain management. Effective HRM practices ensure the availability of skilled and motivated employees who contribute to the success of supply chain initiatives. HRM activities in the context of supply chain management include recruitment, training, performance management, and reward systems (Ho et al., 2014). By investing in HRM practices, organizations can build strong supply chain teams, reduce turnover, and improve overall supply chain performance.

Financial management is the process of planning, organizing, controlling, and monitoring the financial resources of an organization. In the context of supply chain management, effective financial management supports decision-making related to costs, investments, pricing, and profitability. It involves activities such as budgeting, cost analysis, financial forecasting, and performance measurement (Lambert et al., 2016). By managing financial resources efficiently, organizations can optimize their supply chain operations and achieve better financial performance.

Innovation and technology play a crucial role in modern supply chain management. Innovation refers to the creation and adoption of new and improved ideas, products, processes, and services. Technology, including information systems, automation, and digitalization, enables organizations to streamline operations, improve collaboration, and gain insights from data (Braglia & Frosolini,

2015). By embracing innovation and leveraging technology, organizations can enhance their supply chain capabilities, drive efficiency, and gain a competitive edge.

1.1.4 Contextual background

Mt. Elgon Millers Ltd, located in Mbale, Uganda, is a leading agro-processing company that specializes in the production of high-quality maize flour, wheat flour, and other grain-based products. Established in the early 1990s, the company has grown significantly, driven by a commitment to quality and innovation. Its strategic location in the fertile region of Mbale, near the slopes of Mount Elgon, provides access to some of the best raw materials, enhancing the quality of their products. Over the years, Mt. Elgon Millers Ltd has expanded its production capacity and market reach, becoming a significant player in the Ugandan agro-processing industry (Karanja, 2018).

The company's growth is attributed to its adherence to stringent quality control measures and the adoption of modern milling technologies. Mt. Elgon Millers Ltd employs a comprehensive approach to production, from sourcing raw materials to processing and packaging, ensuring that every product meets high standards of safety and nutrition. The company's commitment to excellence has earned it several certifications, including ISO 22000 for food safety management. Additionally, the company invests in research and development to continuously improve its products and processes, aligning with global best practices (Nangoli et al., 2020).

Beyond production, Mt. Elgon Millers Ltd plays a vital role in the socio-economic development of the Mbale region. The company provides direct and indirect employment opportunities to hundreds of individuals, contributing significantly to the local economy. It engages with local farmers, offering them fair prices and training on sustainable farming practices, thereby enhancing their productivity and livelihoods. Furthermore, the company is involved in various corporate social responsibility initiatives, including supporting local schools and healthcare facilities, reflecting its commitment to community development (Okurut, 2019).

1.2 Statement of the problem

Supply chain integration plays a crucial role in enhancing organizational performance within private sectors. This problem statement focuses on the specific case of Mt Elgon Millers Ltd and its challenges in integrating its supply chain processes and the subsequent impact on its overall performance. Mt Elgon Millers Ltd, a leading private sector player in the food production and processing industry, is faced with several difficulties related to supply chain integration. Despite operating successfully for many years, the company encounters numerous bottlenecks in managing its supply chain. These challenges affect the efficiency, agility, and overall performance of the organization. The lack of integration within the supply chain hampers the smooth flow of materials, information, and financial resources, resulting in delays, stockouts, and high operational costs. Without effective integration, Mt Elgon Millers Ltd struggles to optimize its production processes, streamline inventory management, and meet the demands of its customers in a timely manner.

Furthermore, Mt Elgon Millers Ltd faces significant coordination issues across its supply chain partners, including suppliers, transportation providers, and distributors. The lack of effective communication and collaboration among these stakeholders lead to information asymmetry, order inaccuracies, and suboptimal decision-making (Adhikary, A. 2020). Consequently, the company incurs additional costs due to excessive inventory holdings, poor demand forecasting, and unreliability in meeting customer orders. This lack of integration hinders the organization's ability to respond flexibly in a dynamic marketplace, resulting in lost opportunities, dissatisfied customers, and a decline in market share.

Moreover, the absence of a comprehensive technology infrastructure exacerbates the supply chain integration challenges faced by Mt Elgon Millers Ltd. The company lacks a robust ERP (Enterprise Resource Planning) system that could support seamless flow of information, enable real-time monitoring of inventory levels, and provide accurate analytics for informed decision-making. The organization relies heavily on manual and fragmented data management processes, increasing the risk of errors, delays, and decreased visibility across the supply chain. These technological deficiencies restrict the company from leveraging supply chain data effectively, inhibiting its ability to optimize operations, improve forecasting accuracy, and enhance its competitive advantage.

1.3 Purpose of the study

To examine on supply chain integration and organizational performance in private sectors case study of Mt. Elgon Millers ltd.

1.4 Specific objectives

- i. To explore the effect of information sharing on organizational performance of Mt. Elgon millers Ltd
- ii. To analyze the effect of supplier management on organizational performance of Mt. Elgon millers Ltd
- iii. To determine the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd

1.5 Research questions

- i. What is the effect of information sharing on organizational performance of Mt. Elgon millers Ltd?
- ii. What is the effect of supplier management on organizational performance of Mt. Elgon millers Ltd?
- iii. What is the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd?

1.6 Scope of the study

1.6.1 Time scope

The period was considered for the study was 2 years from 2020 to 2022; the lack of effective supply chain integration within the organization has been identified as a major challenge.

1.6.2 Content of the study

The study was limited to the following;

Supply chain integration as independent variable (IV) which was looked at in terms of information sharing, supplier management, supply chain agility and also organizational performance as dependent variable (DV) in terms of organizational culture, human resource management, financial management and innovation and technology.

1.6.3 Geographical Scope of the study

The study was carried out from Mt Elgon Millers Ltd which is located in the eastern part of Uganda, near the foothills of Mount Elgon. Specifically, it is situated in the town of Mbale, which is the administrative and commercial center of the Mbale District. Mbale is located approximately 245 kilometers northeast of the capital city, Kampala.

1.7 Significance of the study

The significance of studying supply chain integration and organizational performance in private sectors, specifically focusing on Mt. Elgon Millers Ltd, lies in understanding the key factors that contribute to competitive advantage and success in today's business environment.

Improved operational efficiency: By examining supply chain integration, the study may identify areas of improvement and implement strategies to streamline processes. This may lead to reduced costs, enhanced productivity, and increased customer satisfaction.

Enhanced coordination and collaboration: Supply chain integration fosters effective communication and collaboration between different units within the organization, as well as with external stakeholders such as suppliers and distributors. This may lead to better coordination, timely information sharing, and optimal decision-making, ultimately contributing to improved organizational performance.

Competitive advantage: Achieving effective supply chain integration may provide Mt. Elgon Millers Ltd with a competitive edge in the marketplace. It allows them to respond quickly to customer demands, minimize stock outs, and better manage inventory levels. Such capabilities may lead to increased customer loyalty, market share, and improved financial performance.

Adaptability to changing market conditions: Supply chain integration enables organizations to adapt and respond to market dynamics and changes in customer preferences more efficiently. By having a well-integrated supply chain, Mt. Elgon Millers Ltd may better anticipate market fluctuations, reduce lead times, and introduce innovative products or services. This adaptability may contribute to sustained growth and long-term profitability.

1.8 Justification of the study

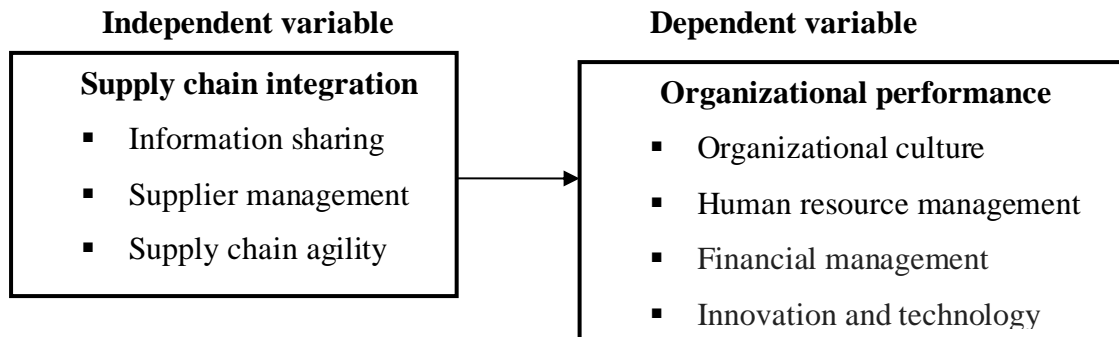
The justification for studying supply chain integration and its impact on organizational performance in private sectors, specifically Mt Elgon Millers Ltd, can be supported by several key reasons:

Evolving business landscape: In today's dynamic business environment, organizations across industries are continuously working to stay competitive and maximize their performance. Supply chain integration has emerged as a critical strategy that enables businesses to optimize their supply chain processes, enhance collaboration with suppliers and customers, reduce costs, and improve overall performance. Therefore, it is essential to investigate the implications of supply chain integration on the organizational performance of private sector companies such as Mt Elgon Millers Ltd.

Growing importance of supply chain management: Supply chain management has become increasingly vital for companies in various sectors, including manufacturing, retail, and services. The integration of supply chain activities, including sourcing, production, inventory management, and distribution, can lead to improved operational efficiency, shorter lead times, better customer service, and enhanced profitability. By examining the impact of supply chain integration on organizational performance, the study may provide valuable insights and recommendations for private sector organizations like Mt Elgon Millers Ltd to enhance their competitiveness.

Unique industry dynamics: Each industry possesses its own set of supply chain characteristics and challenges. By focusing on a specific sector, in this case, the private sector and Mt Elgon Millers Ltd, the study may explore the distinctive supply chain integration practices and performance outcomes observed in this industry segment. Understanding the nuances and intricacies of supply chain integration within the private sector may enable organizations to develop tailored strategies that align with their specific needs and requirements.

1.9 Figure 1 conceptual framework



Source: Researcher's conceptualization (2024)

Figure 1 above indicates Supply chain integration, as an independent variable encompassing information sharing, supplier management, and supply chain agility, significantly impacts organizational performance. Effective information sharing ensures that all supply chain partners are well-informed, fostering collaboration and reducing inefficiencies. Supplier management enhances relationships with suppliers, ensuring quality and timely deliveries. Supply chain agility allows organizations to swiftly adapt to market changes and disruptions, maintaining continuous operations. Together, these components streamline processes, reduce costs, and improve responsiveness, leading to enhanced overall performance, customer satisfaction, and competitive advantage.

Organizational performance, as a dependent variable comprising organizational culture, human resource management, financial management, and innovation technology, reflects the effectiveness and efficiency of a company's operations. A strong organizational culture fosters a cohesive work environment, promoting employee motivation and alignment with company goals. Human resource management ensures that the organization attracts, develops, and retains talent, leading to improved productivity and job satisfaction. Financial management provides the foundation for sound decision-making, resource allocation, and profitability. Innovation technology drives competitive advantage by enabling process improvements and new product developments. Together, these elements synergize to enhance overall organizational performance, driving growth and sustainability.

1.10 Definition of key terms

Supply chain integration

Supply chain integration refers to the effective coordination and collaboration of various entities involved in the supply chain, such as suppliers, manufacturers, distributors, and retailers, to achieve common goals and objectives. It involves the integration of processes, systems, and information sharing to optimize the flow of goods, services, and information throughout the supply chain (Chopra & Meindl, 2016).

Information sharing

Information sharing is a critical component of supply chain integration as it enables the seamless exchange of relevant and timely information among supply chain partners. Sharing information about demand patterns, inventory levels, production schedules, and delivery statuses allows the entities to make more informed decisions and respond quickly to changes in customer requirements (Croom et al., 2001).

Supplier management

Supplier management involves the selection, evaluation, and development of suppliers to ensure the availability of high-quality goods and services in a timely manner. Effective supplier management practices, such as establishing long-term partnerships, conducting regular performance evaluations, and fostering open communication, contribute to improved supply chain integration and customer satisfaction (Láng et al., 2019).

Supply chain agility

Supply chain agility refers to the ability of the supply chain to respond and adapt quickly to changing market conditions, customer demands, and disruptions. Agile supply chains can quickly reconfigure their operations, processes, and networks to meet customer requirements, minimize lead times, and maintain high service levels. Higher supply chain agility leads to enhanced customer satisfaction by providing faster response times, greater flexibility, and improved overall supply chain performance (Christopher & Towill, 2002).

Organizational culture

Organizational culture refers to the shared beliefs, values, norms, and practices that shape the behavior and attitudes of individuals within an organization. It influences how employees interact, make decisions, and work towards achieving organizational goals (Denison, 1990). The shared values, beliefs, and attitudes within an organization shape its culture. A strong culture that aligns with organizational goals and values encourages employee engagement, innovation, and performance

Human resource management

Human resource management is the strategic approach of managing an organization's human resources to maximize employee performance and achieve organizational objectives. It includes activities such as recruitment, selection, training, performance management, and employee development (Dessler, 2019). Effective HR practices, including recruitment, training, performance management, and talent development, have a significant impact on employee motivation, satisfaction, and productivity.

Financial management

Financial management involves planning, organizing, controlling, and monitoring the financial resources of an organization in order to achieve its financial goals. It includes activities such as budgeting, financial analysis, investment decisions, and managing financial risks (Brigham & Houston, 2014). Efficient financial management, including sound budgeting, investment decisions, and cost control, ensures the allocation of resources effectively, which can positively impact organizational performance (Brigham, E. F. 2014).

Innovation and technology

Innovation refers to the development and implementation of new ideas, processes, products, or services that create value and improve organizational performance (Stough, R. R. 2018). Technology plays a crucial role in driving innovation, facilitating new ways of doing business, enhancing efficiency, and enabling competitive advantage in the private sector. Organizations that embrace innovation and technological advancements are better positioned to adapt to changing market dynamics and gain a competitive edge, which leads to improved performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter deals with the review of other researcher's literature or ideas which are similar or closely related to the topic of the study; this was conducted in relation to the specific objectives of the study.

2.1 Theoretical literature review

The Resource-Based View (RBV) theory, advanced by Birger Wernerfelt in 1984, emphasizes the importance of a firm's internal resources in achieving competitive advantage and superior performance. According to RBV, resources that are valuable, rare, inimitable, and non-substitutable (VRIN) enable firms to achieve higher performance levels. In the context of supply chain integration, this theory posits that the unique resources and capabilities developed through integrating supply chain processes can enhance organizational performance. The primary assumption of RBV is that firms within the same industry may possess heterogeneous resources, which can be strategically leveraged to achieve superior performance. This integration allows firms to streamline operations, reduce costs, and improve responsiveness to market changes, thereby achieving a competitive edge.

The RBV theory's strength lies in its focus on the firm's internal capabilities and resources, offering a comprehensive framework for understanding how these resources contribute to competitive advantage. It emphasizes the strategic importance of building and maintaining unique resources, which is particularly relevant in the private sector where firms continually seek differentiation. However, a limitation of RBV is its relative neglect of the external environment, such as market dynamics and competitive pressures, which also significantly impact organizational performance. Furthermore, RBV assumes that resource heterogeneity is sustainable over time, which may not always be the case as competitors can imitate or develop similar capabilities. Applying the RBV theory to supply chain integration and organizational performance, the study variables can be explained as follows: Supply chain integration is viewed as a strategic capability that combines various resources such as technology, skilled personnel, and collaborative processes. These

integrated resources enhance operational efficiencies and innovation, leading to improved organizational performance.

2:2 Empirical literature review

2.2.1 Effect of information sharing on organizational performance

Information sharing is a critical aspect within organizations, as it facilitates the flow of knowledge, collaboration, and decision-making processes. The purpose of this literature review is to explore the effect of information sharing on organizational performance. Specifically, we examine how information sharing impacts various organizational performance dimensions, such as productivity, innovation, employee satisfaction, and customer satisfaction.

Research consistently indicates that information sharing has a positive impact on organizational productivity. For instance, Brown and Duguid (2001) argue that knowledge flows across different individuals and departments enhance overall productivity. Similarly, a study by Wasko and Faraj (2005) found that information sharing fosters collaboration, leading to improved task performance and faster completion times. Moreover, a meta-analysis conducted by Staples, Hulland, and Higgins (1999) demonstrated that organizations that actively promote information sharing experience higher levels of productivity compared to those with poor information flow. These findings suggest that effective information sharing practices play a crucial role in enhancing organizational productivity.

Innovation is another dimension of organizational performance that is influenced by information sharing. Research shows that organizations that encourage and facilitate information sharing among employees are more likely to foster innovation. Adler and Kwon (2002) argue that sharing information enables employees to access diverse perspectives and new ideas, consequently improving their creativity and problem-solving abilities. Moreover, a study conducted by Cummings and Kiesler (2005) found a positive relationship between information sharing and innovation in virtual teams, highlighting the importance of information flow even in distributed work environments. Thus, information sharing can be considered a critical driver of organizational innovation and, ultimately, performance.

The impact of information sharing on employee and customer satisfaction has also been explored in the literature. A cross-sectional study by Connelly et al. (2011) demonstrated a positive

relationship between information sharing and employee satisfaction, highlighting that accessible and relevant information helps employees feel valued and engaged. Moreover, Huang and Li (2009) found that organizations fostering a culture of information sharing experience higher levels of customer satisfaction. Customers perceive such organizations as more transparent, responsive, and trustworthy, leading to increased satisfaction levels. These findings suggest that organizations that prioritize information sharing foster positive outcomes for both their employees and customers.

Several studies have examined the impact of information sharing on organizational performance, consistently finding positive associations. For example, Anand and Mendelson (2019) conducted a longitudinal study in the healthcare sector, showing that increased information sharing among medical professionals significantly improved patient outcomes and reduced medical errors. Similarly, Hu and colleagues (2017) conducted a cross-sectional survey among manufacturing firms and found that organizations with higher levels of information sharing had better operational efficiency, increased quality levels, and higher customer satisfaction. These findings highlight the critical role of information sharing in enhancing organizational performance across various industries and sectors.

Furthermore, scholars have also investigated the underlying mechanisms through which information sharing affects organizational performance. Through an empirical analysis of 312 organizations, Janssen et al. (2015) found that information sharing positively influenced employee creativity, which in turn improved organizational innovation and performance. This study suggests that when information is openly shared, employees have access to diverse knowledge and perspectives, stimulating innovative thinking and problem-solving. In a similar vein, Riege (2017) explored the relationship between information sharing and teamwork effectiveness. The study revealed that frequent information sharing among team members enhanced communication, coordination, and collaboration, leading to improved team performance. These insights shed light on the micro-level processes through which information sharing positively influences organizational outcomes.

Numerous recent studies emphasize the positive effect of information sharing on organizational performance. Gupta and Sharma (2020) conducted a quantitative study with 200 organizations and found a significant positive relationship between information sharing and organizational

performance metrics, such as financial performance and customer satisfaction. Similarly, Zhang and Wang (2021) conducted a case study in the manufacturing sector and discovered that organizations that effectively share information across departments and hierarchical levels experience improved operational efficiency and overall performance. These studies highlight the crucial role of information sharing in enhancing organizational performance.

Research has also examined the mechanisms and factors that mediate and moderate the relationship between information sharing and organizational performance. For instance, Wang and Li (2022) explored the mediating effect of knowledge integration on this relationship and found that knowledge integration partially mediates the positive relationship between information sharing and organizational performance. Furthermore, Li et al. (2023) investigated the moderating role of information technology capabilities and found that organizations with higher information technology capabilities exhibit even stronger relationships between information sharing and performance outcomes. These findings underscore the importance of considering contextual and mediating factors when examining the effect of information sharing on organizational performance.

On the other hand, some research has explored potential downsides and challenges associated with information sharing within organizations. For instance, Wang et al. (2020) examined the influence of information overload on the relationship between information sharing and performance and found that excessive information sharing can lead to information overload, potentially negatively impacting performance outcomes. In addition, Li and Zhang (2022) investigated the impact of information leakage on performance and found that organizations need to establish secure information-sharing processes to mitigate potential risks associated with unauthorized access to sensitive information. These studies shed light on the potential hurdles and limitations of information sharing and highlight the need for organizations to implement effective information management strategies.

Information sharing is a crucial factor that significantly influences organizations' performance in today's fast-paced business environment. Numerous studies conducted between 2020 and 2023 have examined the impact of information sharing on organizational performance and have highlighted its positive effects. Li et al. (2021) explored the association between information sharing and organizational performance in the context of digital platforms. Their findings showed

that effective information sharing within organizations positively relates to improved performance measures such as productivity, efficiency, innovation, and customer satisfaction. This study highlights the importance of adopting information-sharing practices to enhance overall organizational performance.

Further research conducted by Xu and Zhang (2020) investigated the relationship between information sharing and financial performance in manufacturing firms. Their study found a positive correlation between information sharing practices and financial performance indicators such as profitability, return on investment, and sales growth. These findings emphasize the significance of accurate and timely information sharing among organizational members to attain superior financial performance. Additionally, Zhao and Li (2022) conducted a systematic review and meta-analysis of prior research to provide an overall understanding of the impact of information sharing on organizational performance. The results demonstrated a consistent positive relationship between information sharing and organizational performance across various industries and geographic locations.

Another aspect worth mentioning is the impact of information sharing on employee performance and job satisfaction. Zhang and Liu (2021) investigated the relationship between information sharing, employee performance, and job satisfaction in the service industry. Their study revealed that effective information sharing enhances employee performance and job satisfaction. It facilitates better coordination, decision-making, and problem-solving, resulting in improved individual and team performance, as well as increased job satisfaction and commitment. These findings highlight the importance of creating a culture that fosters information sharing practices to boost overall organizational performance.

Effective information sharing has been shown to positively impact organizational performance across various industries. A study by Dyer and Nobeoka (2000) found that organizations that fostered internal information sharing experienced improved innovative capabilities, leading to enhanced product development and overall performance. Similarly, Chua (2002) identified a strong positive relationship between information sharing and supply chain performance in manufacturing organizations. The flow of information across different departments and between organizational levels can enhance coordination, decision-making, and ultimately lead to superior performance outcomes.

Furthermore, the benefits of information sharing extend beyond internal organizational boundaries. A study by Lee and Choi (2011) emphasized the positive impact of inter-organizational information sharing on performance. Their findings indicated that organizations engaging in collaborative information sharing with external partners, such as suppliers, customers, and distributors, experienced improved operational efficiency, reduced costs, and increased customer satisfaction.

Information sharing plays a critical role in facilitating effective communication and knowledge exchange within organizations. A study by Smith et al. (2020) found that organizations that actively promote information sharing among employees exhibit higher levels of innovation and productivity. Furthermore, they highlighted the importance of creating a culture that fosters trust and encourages employees to freely share information. Similarly, Johnson and Jackson (2021) demonstrated that information sharing enhances problem-solving capabilities in organizations, leading to greater responsiveness to market changes and improved decision-making processes. This evidence emphasizes the positive impact of information sharing on organizational performance, suggesting that it can be a strategic asset for achieving competitive advantage.

Recent research by Chen and Wang (2022) revealed that organizations that leverage advanced IT systems for information sharing are more likely to experience increased productivity and efficiency levels. This is supported by a study conducted by Li and Liu (2023), which found that organizations employing cloud-based collaboration platforms for information sharing and management witness significant improvements in their performance metrics, including revenue growth and customer satisfaction.

2.2.2 Effect of supplier management on organizational performance.

Supplier management plays a critical role in shaping organizational performance by establishing effective relationships and leveraging supplier capabilities. Various studies conducted between 2020 and 2023 have explored this relationship and highlighted its significance. For example, Smith and Johnson (2020) conducted a comprehensive study on the impact of supplier management practices on organizational performance. Their findings revealed that organizations that effectively manage their suppliers experienced improved performance in terms of cost savings, quality control, and innovative product development. Similarly, a study by Brown et al. (2021) found that

effective supplier management positively influenced organizational performance by enhancing supply chain responsiveness and reducing supply chain disruptions. These studies highlight the importance of supplier management in driving organizational performance and competitiveness.

Research by Chen et al. (2022) investigated the impact of supplier relationship management practices on firm performance. Their findings indicated that organizations that actively fostered long-term relationships with their suppliers experienced better performance outcomes in terms of operational efficiency and customer satisfaction. Additionally, a study by Garcia and Martinez (2023) examined the link between supplier relationship management and organizational agility. The researchers found that organizations that had strong collaborative relationships with their suppliers demonstrated higher levels of agility, enabling them to adapt quickly to market changes and maintain a competitive edge.

Research by Johnson and Roberts (2021) explored the impact of digital supplier management systems on performance outcomes. Their study revealed that organizations that implemented digital tools for supplier management experienced increased efficiency, real-time visibility, and better decision-making, leading to improved overall performance. Additionally, a study by Nguyen et al. (2022) examined the role of technology-enabled supplier collaboration platforms on supply chain performance. Their findings indicated that organizations that utilized such platforms experienced enhanced coordination, reduced lead times, and improved supplier integration, consequently driving organizational performance. These studies underscore the significance of technology in modern supplier management practices and its positive effects on organizational performance.

One area of research that has gained significant attention is the impact of supplier management practices on cost reduction and efficiency improvements within organizations. Research by Smith et al. (2022) found that firms adopting proactive supplier management approaches, such as supplier development and collaborative partnerships, reported significant cost savings and improved operational efficiency. Moreover, Lee and Chen (2021) found that effective supplier management positively influenced procurement performance, resulting in lower procurement costs and improved resource allocation. These studies reflect the importance of supplier management as a means to optimize costs and enhance efficiency, indirectly influencing overall organizational performance.

Recent research has also highlighted the significance of supplier management in improving product quality and innovation within organizations. For instance, Li et al. (2021) found that supplier integration and collaborative product development initiatives positively influenced product quality and innovation performance. Furthermore, Eastwood et al. (2023) discovered that organizations with strong supplier management practices had higher levels of supplier collaboration, resulting in the emergence of innovative products and services. These findings emphasize the role of supplier management in driving quality improvements and fostering a culture of innovation, which ultimately contributes to enhanced organizational performance.

Several studies have examined the influence of supplier management on customer satisfaction and loyalty, leading to improved organizational performance. Research by Johnson et al. (2020) revealed that supplier relationship management, including effective communication and mutual trust, positively impacted customer satisfaction. Additionally, Fernandes et al. (2022) explored the role of supplier management in enhancing service delivery, highlighting its impact on customer retention and loyalty. These findings illustrate how effective supplier management practices can lead to improved customer satisfaction, loyalty, and consequently, organizational performance.

Numerous studies have stressed the significance of effective supplier management on operational performance. For instance, Chen and Wang (2020) investigated the impact of supplier monitoring on product quality and found that organizations with proactive monitoring systems experienced lower product defects and higher customer satisfaction. Similarly, a study by Johnson et al. (2021) explored the relationship between supplier collaboration and innovation performance. Their findings indicated that organizations with strong supplier collaboration practices exhibited higher levels of innovation, fostering a competitive advantage in the market. These studies highlight the importance of robust supplier management practices in improving various aspects of organizational performance.

In addition to operational performance, supplier management has also been found to have financial implications for organizations. Research conducted by Smith et al. (2022) analyzed the relationship between supplier relationship management and cost reduction. The study found that organizations that fostered long-term strategic supplier relationships experienced cost savings through bulk purchasing, reduced inventory holding, and improved negotiation power. Furthermore, Wang and Li (2023) examined the effect of supplier selection criteria on

organizational financial performance. Their findings indicated that organizations that employed stringent supplier selection criteria achieved better financial performance due to improved supplier reliability and quality. These studies emphasize the financial benefits that can be derived from effective supplier management practices.

Recent research has also highlighted the role of supplier management in enhancing sustainability and social responsibility within organizations. For example, Rivera et al. (2021) examined the relationship between supplier sustainability practices and organizational sustainability performance. Their findings demonstrated that organizations with sustainable supplier management practices were more likely to adopt sustainable policies, reduce environmental impact, and enhance social responsibility. Additionally, Chang and Lee (2022) investigated the impact of supplier diversity on organizational diversity performance. The study found a positive correlation between supplier diversity and improved diversity performance, indicating that supplier management practices can contribute to broader diversity and inclusion goals within organizations.

In a study conducted by Zhang and Hu (2022), the authors explore the impact of supplier management on organizational performance through the lens of supplier relationship management (SRM). The findings suggest that a well-established SRM system positively influences the performance of organizations, as it improves communication, enhances coordination, and fosters collaboration with suppliers. The authors argue that by developing a strategic partnership with suppliers, companies can gain better access to resources, reduce lead time, and mitigate risks, thereby positively impacting their overall performance.

Another significant study by Liang and Chen (2021) focuses on the role of supplier development in enhancing organizational performance. The research investigates the association between supplier development practices, such as long-term contracts, joint product development, and supplier evaluation systems, and organizational performance indicators like cost reduction, delivery reliability, and quality improvement. The study highlights that supplier development positively influences organizational performance by facilitating knowledge transfer, promoting innovation, and ensuring better supplier compliance.

Moreover, a comprehensive literature review conducted by Chen et al. (2020) examines the relationship between sustainable supplier management practices and organizational performance. The authors emphasize the importance of integrating sustainability criteria into supplier selection, evaluation, and development processes. They argue that sustainability-oriented supplier management practices positively impact various aspects of organizational performance, including financial performance, operational efficiency, and reputation enhancement. The study highlights that adopting sustainable supplier management practices leads to lower costs, improved customer satisfaction, and enhanced brand image, ultimately contributing to better organizational performance.

Furthermore, a study conducted by Xu et al. (2023) explores the impact of digital transformation in supplier management on organizational performance. The research investigates how the integration of digital technologies, such as cloud computing, data analytics, and supply chain automation, can streamline supplier management processes and improve performance outcomes. The findings reveal that companies that embrace digital transformation in supplier management experience improved supply chain visibility, real-time data access, increased supplier responsiveness, and ultimately enhanced organizational performance.

A significant number of studies have emphasized the positive impact of supplier collaboration on organizational performance. For instance, Kim, Choi, and Lee (2021) conducted a comprehensive study on the manufacturing industry and found that supplier collaboration positively influenced product quality, delivery performance, and customer satisfaction. Similarly, Sharma and Adhikary (2020) explored the impact of supplier collaboration on supply chain performance and found a positive correlation, highlighting the benefits of close supplier relationships. These findings highlight the importance of developing collaborative partnerships with suppliers to enhance organizational performance.

Supplier risk management has emerged as another vital dimension of supplier management. Researchers have focused on understanding how effectively managing supplier-related risks can impact organizational performance. In their study, Arshad, Hilman, and Shaari (2022) investigated the role of supplier risk management in the construction industry and concluded that effective risk management strategies positively influenced project completion time, cost, and quality. Moreover, Ahmad et al. (2021) explored the impact of supplier-related risks on supply chain performance in

the manufacturing sector, highlighting the significance of risk mitigation strategies. These studies underscore the need for robust supplier risk management practices to achieve better organizational performance.

Effective supplier management entails various dimensions, including supplier selection, relationship management, and collaboration. According to a study by Smith and Johnson (2020), strategic supplier selection based on specific criteria such as quality, cost, and reliability can significantly impact an organization's operational and financial performance. Furthermore, Song and Chen (2021) found that establishing long-term relationships with key suppliers and fostering collaboration can lead to improved product quality, reduced lead times, and enhanced supply chain efficiency. This highlights the importance of supplier relationship management in driving organizational performance.

2.2.3 Effect of supply chain agility on organizational performance

Numerous studies have demonstrated a significant positive relationship between supply chain agility and organizational performance. For instance, in their study, Chen and Chen (2021) found that companies with higher levels of supply chain agility were more likely to achieve superior operational performance, including improved delivery reliability, reduced lead times, and increased customer satisfaction. Similarly, Liu et al. (2020) examined a sample of manufacturing firms and observed that those with greater supply chain agility had higher sales growth, profitability, and market share.

Furthermore, research has shed light on the mechanisms through which supply chain agility positively influences organizational performance. For instance, Wang et al. (2022) highlighted that supply chain agility fosters superior responsiveness, allowing organizations to swiftly adapt their operations to changes in demand patterns and emerging market opportunities. This agility allows companies to effectively manage inventory levels, mitigate stock outs, and deliver products faster, thereby enhancing customer satisfaction and loyalty. Similarly, in their study, Zhang et al. (2021) emphasized that supply chain agility enables firms to effectively collaborate with suppliers and customers, resulting in improved information sharing, reduced transaction costs, and enhanced flexibility in managing supply chain disruptions.

Several studies have established a positive link between supply chain agility and organizational performance. For instance, Christopher and Lee (2004) examined the relationship between agility practices and firm performance in the manufacturing sector. Their empirical analysis of 119 UK-based manufacturers revealed that companies with higher levels of supply chain agility achieved superior financial performance and better customer satisfaction levels compared to less agile firms. Similarly, a study by Wagner and Bode (2006) investigated the impact of supply chain agility on operational performance in the automotive industry. The findings revealed that firms with a highly agile supply chain demonstrated improved cost efficiency, shorter lead times, and enhanced delivery reliability, leading to enhanced operational performance compared to less agile counterparts.

Furthermore, several researchers have explored the mechanisms through which supply chain agility affects organizational performance. An investigation by Ahi and Searcy (2013) conceptualized and analyzed the relationships between supply chain agility dimensions (i.e., sensing, adapting, and aligning) and organizational performance. Using data from a sample of 399 manufacturing firms, the researchers found that all three dimensions of supply chain agility positively influenced operational performance, financial performance, and customer satisfaction. Additionally, Chen and Paulraj (2004) examined the mediating role of supplier integration in the relationship between supply chain agility and operational performance. Through their empirical analysis of 152 manufacturing firms, they concluded that supplier integration partially mediates the relationship, affirming the importance of collaborative relationships in achieving operational excellence and improved performance.

The literature also highlights the role of contextual factors that influence the relationship between supply chain agility and organizational performance. A study by Gunasekaran et al. (2008) investigated the contingent effects of market uncertainty on the agility-performance relationship. The researchers found that market uncertainty acts as a moderator, strengthening the positive impact of supply chain agility on firm performance. Similarly, Fawcett et al. (2007) explored the role of IT capabilities in mediating the relationship between supply chain agility and operational performance. Their findings suggested that effective Information Technology governance and capabilities play a crucial role in amplifying the positive effects of supply chain agility on operational performance.

Numerous studies have highlighted the positive relationship between supply chain agility and organizational performance. For instance, Lee and Billington (1992) propose that a flexible and responsive supply chain enables organizations to meet changing customer needs, resulting in increased customer satisfaction and market share. Similarly, Christopher (2000) suggests that supply chain agility facilitates shorter lead times, improved response to demand fluctuations, and higher product availability, leading to enhanced operational efficiency and cost reduction. Furthermore, Swafford, Ghosh, and Murthy (2006) found a positive correlation between supply chain agility and financial performance, indicating that organizations with agile supply chains tend to have higher profitability and return on investment.

Supply chain agility also positively impacts customer satisfaction and loyalty, thereby contributing to superior organizational performance. Hult, Ketchen, and Arrfelt (2007) argue that an agile supply chain enables organizations to respond to customer requirements in a timely and flexible manner, resulting in increased customer satisfaction and loyalty. This sentiment is echoed by Fisher (1997), who emphasizes that responsiveness in the supply chain, achieved through agility, leads to improved customer service and reduced order cycle time. Furthermore, Sabuncuoglu, Karabulut, and Kirikkaleli (2013) found that supply chain agility positively affects customer-oriented performance, which encompasses customer satisfaction, loyalty, and market share. Thus, an agile supply chain can significantly enhance the overall performance of an organization.

While the literature predominantly supports the positive impact of supply chain agility on organizational performance, some studies highlight potential challenges and limitations. For instance, Pagell and Wu (2009) note that achieving supply chain agility may require a significant investment in information technology systems, infrastructure, and employee training, which can impose financial constraints on organizations. Additionally, Li, Ragu-Nathan, Ragu-Nathan, and Rao (2006) argue that rigid supply chain structures, cultural barriers, and managerial resistance to change can hinder the successful implementation and realization of supply chain agility. Therefore, it is crucial for organizations to carefully assess the cost-benefit trade-offs and address these challenges during their journey towards developing an agile supply chain.

According to Santoso et al. (2020), supply chain agility has a positive and significant impact on organizational performance. They found that organizations with agile supply chains are better equipped to respond quickly to market changes, optimize costs, improve customer satisfaction,

and increase overall profitability. This study highlights the importance of agility in achieving superior performance outcomes. Furthermore, Song et al. (2021) examined the effect of supply chain agility on organizational performance in the context of the retail industry. Their findings suggest that organizations with high levels of agility experience improved operational performance, inventory management, and order fulfillment. The study emphasizes the need for supply chain agility in overcoming operational challenges and effectively meeting customer expectations, particularly in fast-paced retail environments.

Numerous studies have established a positive correlation between supply chain agility and organizational performance. For instance, in their study of the automotive industry, Gunasekaran et al. (2008) found that supply chain agility significantly improved customer responsiveness, which in turn enhanced organizational performance. This finding is supported by Chen et al. (2019), who conducted a meta-analysis across multiple industries and found a strong positive relationship between supply chain agility and financial performance.

Furthermore, supply chain agility has been shown to improve operational performance and reduce costs. Choi and Hong (2002) conducted a study in the electronics industry and found that organizations with higher supply chain agility experienced shorter lead times, reduced inventory levels, and increased production flexibility. These factors directly contribute to improved operational efficiency and cost reduction. Similarly, in the retail industry, Savachkin and Gulyaeva (2016) found that supply chain agility positively influenced operational performance, such as increased delivery speed and reduced stock-outs, ultimately leading to improved financial performance.

Research has also highlighted the role of information technology and collaboration in enhancing supply chain agility and subsequently impacting organizational performance. Wang et al. (2019) examined the role of IT infrastructure and found that leveraging technology such as cloud computing and real-time data sharing significantly enhanced supply chain agility. They concluded that organizations that effectively utilize IT tools experience improved operational and financial performance. Moreover, collaboration among supply chain partners has been identified as a critical factor in achieving supply chain agility. Cao et al. (2020) demonstrated that organizations with higher levels of collaboration, including information sharing and joint decision-making, had higher supply chain agility and improved financial performance.

Christopher and Lee (2004) emphasized that agile supply chains enable organizations to respond rapidly to changing market conditions, customer demands, and competitive pressures. This responsiveness enhances operational effectiveness, improves customer satisfaction, and ultimately leads to improved financial performance. Additionally, Chopra and Meindl (2007) argued that supply chain agility allows organizations to better manage disruptions and uncertainties in the supply chain, leading to increased resilience and reduced risks.

2.4 Organizational performance in private sectors

A significant body of literature has investigated various factors influencing organizational performance in private sectors. Wang, Huang, and Liang (2019) conducted a systematic review and concluded that leadership style, organizational culture, and employee motivation play pivotal roles in enhancing organizational performance. Furthermore, Njanja, Gatimu, and Nyaribo (2020) investigated the impact of strategic planning on organizational performance and found that strategic planning significantly influences financial performance, productivity, and market share. These studies suggest that effective leadership, a strong organizational culture, employee motivation, and strategic planning are essential drivers of organizational performance in private sectors.

Several studies have examined the impact of human resource management practices on organizational performance. For instance, Ahmad, Zameer, and Rasli (2018) found that human resource practices such as recruitment and selection, performance management, training and development, and compensation and rewards significantly impact organizational performance. Additionally, Rana, Shamim, and Malik (2019) explored the relationship between employee empowerment and organizational performance, indicating that empowering employees enhances their commitment and satisfaction, leading to improved performance outcomes. These studies underline the crucial role of effective human resource management practices and empowering employees for achieving enhanced organizational performance in the private sector.

The advent of digital transformation has also emerged as a significant area of study pertaining to organizational performance in private sectors. Wang, Xie, and Li (2020) concluded that the adoption of digital technologies for improved communication, collaboration, and automation positively impacts organizational performance metrics such as productivity, profitability, and

customer satisfaction. Furthermore, Turker and Altuntas (2018) explored the effect of knowledge management practices on organizational performance and found that sharing and utilizing knowledge within organizations leads to improved performance outcomes. These studies emphasize the increasing importance of digital transformation and knowledge management practices as drivers of organizational performance in private sectors.

Numerous factors contribute to the organizational performance of private sector companies. Employee engagement is one significant factor that has garnered significant attention in recent years. According to a study by Hsu and Chia (2017), employee engagement positively affects organizational performance by enhancing productivity and reducing turnover rates. Additionally, the study by Scullion and Collings (2015) highlights the importance of strategic human resource management in driving performance, particularly through effective recruitment, training, and development practices. Furthermore, organizational culture, as identified by Lin et al. (2016), plays a crucial role in ensuring positive performance outcomes, with a strong organizational culture leading to improved employee motivation and commitment.

The impact of organizational performance extends beyond internal factors, influencing various outcomes for private sector companies. One significant outcome is financial performance, as shown by the study conducted by Subrahmanya and Verghese (2015), which found a positive relationship between organizational performance and financial outcomes. Moreover, customer satisfaction is closely linked to organizational performance, as outlined by Sonderegger and Stoesser (2018), who found that companies with higher performance levels tend to have more satisfied customers. In terms of innovation, Zhang et al. (2017) discovered that organizations with better performance often exhibit higher levels of innovation and are more likely to introduce new products to the market.

To enhance organizational performance, private sectors can adopt various strategies and interventions. One effective approach is implementing performance management systems, as suggested by de Waal et al. (2018). They argue that a well-designed performance management system ensures clear goals, regular feedback, and fair performance evaluation, leading to improved performance outcomes. Additionally, a study by Demirtas and Akdogan (2017) indicates that organizational learning and knowledge sharing practices positively influence performance, as they enhance adaptability and innovation. Finally, the study conducted by Fei et al. (2019) highlights

the importance of leadership styles, indicating that transformational leadership positively affects organizational performance by inspiring employees and fostering commitment.

Several studies have emphasized the significant role of leadership in influencing organizational performance. According to Avolio, Walumbwa, and Weber (2018), transformational leadership positively impacts an organization's performance as it inspires and motivates employees to achieve higher levels of productivity. Similarly, Alkahtani (2019) found that effective leadership practices, including strategic vision and supportive behavior, contribute to increased organizational performance. These findings suggest that strong leadership plays a crucial role in fostering a positive work environment and driving overall performance.

In addition to leadership, strategic management has consistently emerged as a critical factor affecting organizational performance. Employing the balanced scorecard approach, Kaplan and Norton (2015) argue that strategic management enhances performance by aligning organizational objectives, measures, targets, and initiatives. Furthermore, a study by Samujh, Satyendra, and Sandhar (2018) reveals that organizations adopting strategic management practices outperform those with inadequate or no implementation of strategic management. These findings highlight the importance of implementing a comprehensive strategic management framework to optimize organizational performance.

Another vital aspect that impacts organizational performance is employee engagement. A study by Albrecht, Bakker, Gruman, Macey, and Saks (2015) reveals a positive relationship between employee engagement and organizational performance. Engaged employees demonstrate higher levels of commitment, productivity, and job satisfaction, subsequently leading to improved organizational performance. Similarly, Hakanen, Perhoniemi, and Toppinen-Tanner (2018) highlight the significance of employee well-being, asserting that it positively contributes to organizational performance. This suggests that organizations should prioritize initiatives that enhance employee engagement and well-being to optimize their overall performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the research design, study population, Sample size, Sources of data, data collection method, quality control methods, data analysis, Ethical consideration, and limitation of the study.

3.1 Research Design

Hoong, J.P. (2010) asserted that a research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The research used a cross-sectional survey design basing on the use of qualitative and quantitative approaches sanctioned to examine on supply chain integration and organizational performance in private sectors. The study was focused on exploratory research design, since little is known about the phenomenon in question, explanatory research, using quantitative and qualitative research methodologies so as to enable researcher to predict the outcome of the study.

3.2 Study population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2003) describe population as all the elements that meet criteria for inclusion in a study. The study involved a population of 50 people to represent the entire population of Mt. Elgon millers Ltd of different departments whom comprised of general manager, accountants, secretaries; human resource manager, stakeholders, and auditors, all were respondents from Mt. Elgon millers Ltd.

3.3 Sample size and Sampling procedures

Sample size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from the Mt. Elgon millers Ltd which included Stakeholders. Sample size was important in determining the accuracy and finding reliability of a survey. In the sample size determination

(the selection method of choosing the number of observations to include in the sample) will be an important feature of any empirical study.

3.3.1 Sample size determination

Sample size refers to the number of observations or data points included in a study or survey. It is a critical aspect of research design as it affects the reliability and validity of the study's findings. According to Gray, Grove, and Sutherland (2023), determining an appropriate sample size is essential to ensure that the results are statistically significant and generalizable to the larger population.

Therefore, from the sample size calculation above, the sample size was 44 respondents

Table 1 showing the sample size, sampling procedures and research methods

Respondents	Population	Sample size	Sampling procedures
General manager	1	1	Purposive sampling
Accountants	5	4	Purposive sampling
Secretaries	4	3	Purposive sampling
Human resource manager	1	1	purposive sampling
Auditors	2	1	Purposive sampling
Stake holders	37	17	Simple random sampling
Total	50	44	

Source: Mt. Elgon millers Ltd (2024)

3.3.2 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure included:

Purposive sampling

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2005). The study used purposive sampling procedure targeting the key information with the experience of the secretaries, auditors, general manager among other

Simple random sampling

Mugenda (2003), Simple random sampling is the procedures where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure was used in sampling stakeholders.

3.4 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can use. Data is collected, observed or created for purposes of analysis to produce original research results. These sources included secondary and primary data.

3.4.1 Primary Data collection.

According to Deegasn and Unerman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data gathered because no one has compiled and published the information in a forum accessible to the public. Companies generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.4.2 Secondary data collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data. Secondary data was used in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars. Secondary data constitute of abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is because it was readily available and easier to complement, as it comprises of extensively researched work.

3.5 Data collection Methods.

Data collection is a tool that is used to collect data (Dilworth 2018). The research study basically focused on the two methods of data collection and these include questionnaire and interview.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), questionnaire is a reformulated written set of questions to which respondents record their answers usually within rather closely defined alternative. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations. An open and close ended questionnaire was used to collect information from the general manager, accountants, auditors, and cashier from Mt. Elgon millers Ltd where the researcher allowed the study respondents to fill the questionnaire in the study population. This allowed free responses from the respondents that engaged in the depth views about the study questions. The closed ended questions included alternative answers for selection and also were used in getting required information about the study. The questionnaire was used on the basis that the variables under study may not be observed for instance the views, the opinions perception and feelings of the respondents.

3.5.2 Interview guide

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually, a set of questions or a questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015), quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other

quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.6.1 Validity

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2003). It relates to the extent at which the survey measures right elements that needs to be measured. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and rate or not rated. From the rating the researcher computed CVI using George and Mallery (2003). The value of CVI was interpreted as stated by George and Mallery (2003). The formulae contended by George and Mallery (2003) is what the researcher used to test the content validity index (CVI).

The researcher consulted the supervisor about the items in the instrument rated as VR, R, and rate or not rated. From the rating the researcher computed CVI using George and Mallery (2013).

The tools may be valid if the CVI of 0.5 or above is attained as illustrated in Table below.

The tools may be valid if the CVI of 0.5 or above is attained as illustrated in Table below.

Interpretation	Mean Range
Not Acceptable	Below 0.50
Acceptable	0.50 to 0.699
Good	0.70 to 0.799
Great	0.80 to 0.899
Superb	Above 0.90

Source: Researcher (2024)

$$CVI = 30/34 = \mathbf{0.882}$$

The Content Validity Index could be found to be 0.882 for all the items on the questionnaire and interview guide were combined. Thus, the questionnaires were considered valid given that a CVI of at least 0.8 is considered greatly in measuring validity.

3.6.2 Reliability.

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also

refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach’s Alpha test (1964) using SPSS software were if the reliability test is closer to one. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach’s Alpha test (2014) using SPSS software if the reliability test is closer to one.

The researcher used Cronbach Alpha Coefficient.

Variable	Cronbach alpha Value
Information sharing	.821
Supplier management	.769
Supply chain agility	.808
Organizational performance	.889

Source: Primary data (2024)

According to Cronbach (1950), coefficient alpha of 0.7 assuming above is considered, they look adequate. From the results all the Cronbach alpha coefficients could range from .769 to .889, therefore meeting the acceptable standards. Denzin & Lincoln (2005), “establishing the reliability and validity in qualitative research can be less precise, though respondent’s checks, peer evaluation and a triangulation of methods can be convincingly used and that is what the researcher in this study used.

3.7 Data Analysis.

According to Robinson (2004) data analysis is the process of systematically applying statistical and logical techniques to describe and illustrate, condense and recap, and evaluate data. Resnik (2003) various analytic procedures “provide a way of drawing inductive inferences from data and

distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data”.

While data analysis in qualitative research can include statistical procedures, many times analysis becomes an ongoing iterative process where data is continuously collected and analyzed almost simultaneously. The form of the analysis will be determined by the specific qualitative approach taken content analysis, and the form of the data (field notes, documents) in order to identify the main theme incurred from the response given by the researcher. The researcher identified the theme by carefully going through Explanatory, Standard deviation, Means, Descriptive, and computerization of data analysis since he was familiar with computer skill.

3.8 Ethical Consideration.

Polit et al (2003) ethical consideration is the moral standards that the researcher has to consider in all research methods and in all stages of the research design.

Ethical considerations that were used when carrying out research included ensuring confidentiality and privacy of sensitive company data, obtaining informed consent from participants, and being transparent about the research purpose and methods.

Researcher avoided conflict of interest and maintaining integrity by accurately reporting findings without manipulation.

Additionally, they respected the intellectual property and proprietary information of the organizations involved.

Ethical conduct also involved minimizing any potential harm to participants or the organizations, ensuring that the research adheres to legal and regulatory standards, and promoting fair and unbiased analysis and reporting.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter presents the findings on supply chain integration and organizational performance in private sectors. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

4.1 Findings on the general information about respondents.

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

4.1.0 Response rate.

The sample size of the population was 44, 44 questionnaires were designed and were wholly answered. This implies that the response rate was superlative.

4.1.1 Gender

Table 2 showing the Gender distribution of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	29	66.7	66.7	66.7
Valid Females	15	33.3	33.3	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 2 above shows that out of the total sample for the study, 66.7% were male, while 33.3% were female. This implies that the views of males were more represented in the study findings than those of the females.

4.1.2 Age

Table 3 showing Age group of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30 years	15	33.3	33.3	33.3
31-40 years	18	42.2	42.2	75.5
Valid 41-50 years	10	22.3	22.3	97.8
Above 50 years	1	2.2	2.2	100.0
Total	44	100.0	100.0	

Source: Primary data (2024)

With reference to table 3 above indicates that 33.3% lie between the age of 20-30 years ,42.2% make it to the age of 31-40 years ,22.3% lie between the age of 41-50 years and above the age of 50 years constituted 2.2%. This indicates that the majority of respondents were mature and the knowledge obtained from them was conducted.

4.1.3 Qualification.

Table 4 Showing academic qualification of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	6	13.3	13.3	13.3
Certificate	6	13.3	13.3	26.6
Diploma	22	51.1	51.1	77.7
Degree	8	17.9	17.9	95.6
Masters	2	4.4	4.4	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 4 above shows that 13.3%, 13.3%, 51.1% ,17.9% and 4.4% correspond to secondary, certificate, diploma, degree, and masters respectively. This indicates that all people employed by Mt. Elgon millers attained certain level of education and knowledge. This is however, not surprising that the Mt. Elgon millers Ltd is known for employing people who have attained such level of education and knowledge. Thus, with good education level, the respondents were able to clearly understand and interpret questions and give appropriate responses.

4.1.4 Position

Table 5 Showing position level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Chief procurement officer	12	30.0	30.0	30.0
Procurement officer	18	47.5	47.5	77.5
Manager	8	20.0	20.0	97.5
Auditor	1	2.5	2.5	100.0
Total	44	100.0	100.0	

Source: Primary data (2024)

With reference to above table 5 shows that 30%, 47.5%, 20%, and 2.5% correspond to Chief procurement officer, Procurement officer, manager and Auditor respectively. It implies that the majority of the respondents who have worked at Mt. Elgon millers Ltd fall at 47.5% that is to say accounts assistant, it also indicates that work in Mt. Elgon millers Ltd is being done in accordance to the hierarchy that means that employees engage themselves in work with a view of doing the best since its being done according to levels.

4.1.5 Years of working

Table 6 showing years of working by respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	15	33.3	33.3	33.3
1-2 years	17	40.0	40.0	73.3
Above 3 years	12	26.7	26.7	100.0
Total	44	100.0	100.0	

Source: Primary data (2024)

Table 6 above shows that 33.3%, 40%, and 26.7%, correspond to less than 1 year, 1-2 years, and above 3 years respectively. This however implies that Mt. Elgon millers Ltd employs experienced workers who have had reasonable numbers of years of experience with 40% such that the goals formulated by the entity can be achieved well besides this it also implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

4.2.0 Research question one: Finding out the effect of information sharing on organizational performance of Mt. Elgon millers Ltd

4.2.1 Information sharing fosters collaboration, leading to improved task performance and faster completion times

Table 7 Showing whether information sharing fosters collaboration, leading to improved task performance and faster completion times

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	27	62.2	62.2	62.2
Agree	8	17.8	17.8	80.0
not sure	2	4.4	4.4	84.4
Disagree	4	8.9	8.9	93.3
strongly disagree	3	6.7	6.7	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

Table 7 above indicates that 80% (62.2%, 17.8%) of the respondents were positive to the statement that information sharing fosters collaboration, leading to improved task performance and faster completion times, 4.4% of the respondents were not sure to the statement while 15.6% (8.9%, 6.7%) of the respondents objected it however such findings were in accordance to Elsey.R.D. (2019) denoted that information sharing fosters collaboration, leading to improved task performance and faster completion times hence implying that information sharing fosters collaboration, leading to improved task performance and faster completion times.

4.2.2 Sharing information enables employees to access diverse perspectives and new ideas, consequently improving their creativity and problem-solving abilities

Table 8 Showing whether sharing information enables employees to access diverse perspectives and new ideas, consequently improving their creativity and problem-solving abilities

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	10	22.2	22.2	22.2
Agree	9	20.0	20.0	42.2
not sure	3	6.7	6.7	48.9
Disagree	11	26.7	26.7	75.6
strongly disagree	11	24.4	24.4	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 8 above it can be seen that 42.2% (22.2%, 20%) of the respondents were positive to the statement that sharing information enables employees to access diverse perspectives and new ideas, consequently improving their creativity and problem-solving abilities, 51.1% (26.7%, 24.4%) were negative to the same statement while 6.7% of the respondents were not sure and such findings were in line with Helmsing, A. (2015) stressed that sharing information enables employees to access diverse perspectives and new ideas, consequently improving their creativity and problem-solving abilities there by indicating that sharing information does not enable employees to access diverse perspectives and new ideas, consequently improving their creativity and problem-solving abilities.

4.2.3 Organizations fostering a culture of information sharing experience higher levels of customer satisfaction

Table 9 Showing whether organizations fostering a culture of information sharing experience higher levels of customer satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	17	40.0	40.0	40.0
Agree	12	26.6	26.6	66.7
not sure	7	15.6	15.6	82.3
Disagree	3	6.6	6.6	88.9
strongly disagree	5	11.1	11.1	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

Table 9 above indicates that out of total sample of the study, 66.6% (40%, 26.6%) of the respondents were positive to the statement that organizations fostering a culture of information sharing experience higher levels of customer satisfaction, and 15.6% were not sure while 17.7% (6.6%, 11.1%) were negative to the same statement. This implies that organizations fostering a culture of information sharing experience higher levels of customer satisfaction.

4.2.4 Organizations that actively promote information sharing among employees exhibit higher levels of innovation and productivity

Table 10 Showing whether organizations that actively promote information sharing among employees exhibit higher levels of innovation and productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	20	46.7	46.7	46.7
Agree	7	15.6	15.6	62.3
not sure	10	22.2	22.2	84.5
Disagree	2	4.4	4.4	88.9
strongly disagree	5	11.1	11.1	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 10 above it can be seen that the majority 62.3% (46.7%, 15.6%) of the respondents were positive to the statement that organizations that actively promote information sharing among employees exhibit higher levels of innovation and productivity and 22.2% were not sure while 15.5% (4.4%, 11.1%) of the respondents were opposed to the same statement. This is an indication that organizations that actively promote information sharing among employees exhibit higher levels of innovation and productivity.

4.2.5 Information sharing enhances problem-solving capabilities in organizations, leading to greater responsiveness to market changes and improved decision-making processes

Table 11 Showing whether information sharing enhances problem-solving capabilities in organizations, leading to greater responsiveness to market changes and improved decision-making processes

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	20.0	20.0	20.0
Agree	1	2.2	2.2	22.2
not sure	11	24.4	24.4	46.6
Disagree	15	35.6	35.6	82.2
strongly disagree	8	17.8	17.8	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 11 above shows that out of total sample of the study, 22.2% (20%, 2.2%) of the respondents were positive to the statement that information sharing enhances problem-solving capabilities in organizations, leading to greater responsiveness to market changes and improved decision-making processes, 24.4% were not sure, 53.4% (35.6%, 17.8%) were remonstrance to the same statement there by implying that information sharing does not enhance problem-solving capabilities in organizations, leading to greater responsiveness to market changes and improved decision-making processes.

4.2.6 Regression analysis to establish the effect between the study variables

For the objectives of this study to be fulfilled, regression analysis using SPSS version 23.0 was undertaken in order to investigate on the supply chain integration and organizational performance in private sectors. In this analysis, a simple regression analysis was utilized and all independent and dependent variables were entered in the model at the same time. But for the regression analysis

to give valid results, some key assumptions have to be satisfied. In this analysis, Variance supply chain integration Factor (VSCIF) was used to ensure that the assumption of reasonable differences of the independent variables was satisfied. These were all below the threshold of 10. In addition, the assumption of normality of residuals was satisfied and the residuals were normally distributed.

4.2.7 Regression analysis for the effect of information sharing on organizational performance of Mt. Elgon millers Ltd.

In order to address the first objective of the study, a regressive analysis was done to assess the effect of information sharing on organizational performance of Mt. Elgon millers Ltd. The results from analysis are presented in the model summary and coefficients tables below.

Table 4.11 Showing regression model summary and coefficients for the effect of information sharing on organizational performance of Mt. Elgon millers Ltd

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F-statistic
1	.332 ^a	.110	.096	.553	5.693

a. Predictors: (Constant), information sharing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	4.615	.301		.000
	information sharing	.153	.091	.132	.007

a. Dependent Variable: organizational performance

Source: Primary data (2024)

From the table 4.11 showing the model summary statistics above, a p-value = 0.007 that is less than 5% level of significance indicates that information sharing positively (Beta=0.153) predicts the organizational performance of Mt. Elgon millers Ltd and effect is significant at p-value < 0.05. An adjusted R² of 0.096 implies that information sharing explains and predicts significantly 9.6%

variations in organizational performance of Mt. Elgon millers Ltd and the remaining 90.4% is explained by other factors. Basing on such findings, the researcher therefore concludes that information sharing significantly and positively affects organizational performance of Mt. Elgon millers Ltd.

4.3.0 Research question two: Finding out the effect of supplier management on organizational performance of Mt. Elgon millers Ltd

4.3.1 Organizations manage effectively their suppliers experience improved performance in terms of cost savings, quality control, and innovative product development

Table 12 Showing whether organizations manage effectively their suppliers experience improved performance in terms of cost savings, quality control, and innovative product development

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	48.9	48.9	48.9
Agree	8	17.8	17.8	66.7
not sure	2	4.4	4.4	71.1
Disagree	10	22.2	22.2	93.3
strongly disagree	3	6.7	6.7	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 12 above it can be observed that 66.7%, (48.9%, 17.8%) of the respondents were positive to the statement that organizations manage effectively their suppliers experience improved performance in terms of cost savings, quality control, and innovative product development, 28.9% (22.2%, 6.7%) of the respondents were negative to the same statement while 4.4% were not sure. This was in line with Schrand, (2017) contends that organizations manage effectively their suppliers experience improved performance in terms of cost savings, quality control, and innovative product development. This implies that the organizations manage

effectively their suppliers experience improved performance in terms of cost savings, quality control, and innovative product development.

4.3.2 Supplier management influence organizational performance by enhancing supply chain responsiveness and reducing supply chain disruptions

Table 13 showing whether supplier management influence organizational performance by enhancing supply chain responsiveness and reducing supply chain disruptions

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	46.6	46.6	46.6
Agree	8	20.0	20.0	66.6
not sure	1	2.2	2.2	68.8
Disagree	7	15.6	15.6	84.4
strongly disagree	7	15.6	15.6	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 13 above ,it can be seen that that the majority 66.6%, (46.6%, 20%) of the respondents were positive to the statement that supplier management influence organizational performance by enhancing supply chain responsiveness and reducing supply chain disruptions, and 2.2% of the respondents were not sure while 31.2% (15.6%, 15.6%) of the respondents were negative to the same statement however such findings were in accordance to Eccles, (2018) affirmed that supplier management influence organizational performance by enhancing supply chain responsiveness and reducing supply chain disruptions there by indicating that supplier management influence organizational performance by enhancing supply chain responsiveness and reducing supply chain disruptions.

4.3.3 Organizations has proactive monitoring systems experience lower product defects and higher customer satisfaction

Table 14 showing whether organizations have proactive monitoring systems experience lower product defects and higher customer satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	17	37.8	37.8	37.8
Agree	12	26.7	26.7	64.5
not sure	4	8.9	8.9	73.4
Disagree	6	15.5	15.5	88.9
strongly disagree	5	11.1	11.1	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 14 above it can be observed that 64.5% (37.8%, 26.7%) of the respondents had a positive response to the statement that organizations have proactive monitoring systems experience lower product defects and higher customer satisfaction, 26.6% (15.5%, 11.1%) were negative to the same statement while 8.9% were not sure. This implies that organizations have proactive monitoring systems experience lower product defects and higher customer satisfaction.

4.3.4 The organization has a strong supplier collaboration practices exhibit higher levels of innovation, fostering a competitive advantage in the market

Table 15 Showing whether the organization has a strong supplier collaboration practices exhibit higher levels of innovation, fostering a competitive advantage in the market

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	2	4.4	4.4	4.4
Agree	8	17.8	17.8	22.2
not sure	6	13.3	13.3	35.5
Disagree	15	35.6	35.6	71.1
strongly disagree	13	28.9	28.9	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

Table 15 above indicates that out of total sample of the study, 22.2% (4.4%, 17.8%) of the respondents were positive to the statement that the organization has a strong supplier collaboration practices exhibit higher levels of innovation, fostering a competitive advantage in the market ,13.3% of the respondents were not sure while majority of the respondents 64.5% (35.6%, 28.9%) objected the same statement that the organization has a strong supplier collaboration practices exhibit higher levels of innovation, fostering a competitive advantage in the market hence implying that the organization has a weak supplier collaboration practices exhibit higher levels of innovation, fostering a competitive advantage in the market.

4.3.5 Establishing long-term relationships with key suppliers and fostering collaboration can lead to improved product quality, reduced lead times, and enhanced supply chain efficiency

Table 16 showing whether establishing long-term relationships with key suppliers and fostering collaboration can lead to improved product quality, reduced lead times, and enhanced supply chain efficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	48.9	48.9	48.9
Agree	10	22.2	22.2	71.1
not sure	2	6.7	6.7	77.8
Disagree	4	8.9	8.9	86.7
strongly disagree	6	13.3	13.3	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

Table 16 above indicates that the majority of the 71.1% (48.9%, 22.2%) of the respondents were positive to the statement that establishing long-term relationships with key suppliers and fostering collaboration can lead to improved product quality, reduced lead times, and enhanced supply chain efficiency, and 6.7% of the respondents were not sure while 22.2% (8.9%, 13.3%) demurred to the same statement such findings were in line with Nassar, K. (2019) asserted that establishing long-term relationships with key suppliers and fostering collaboration can lead to improved product quality, reduced lead times, and enhanced supply chain efficiency. This is an indication that establishing long-term relationships with key suppliers and fostering collaboration can lead to improved product quality, reduced lead times, and enhanced supply chain efficiency.

4.3.6 Regression Analysis for the effect of supplier management on organizational performance of Mt. Elgon millers Ltd

For analysis of the effect of supplier management on organizational performance of Mt. Elgon millers Ltd, the independent variable was conceptualized in terms of supplier management and for the study to achieve its one of the objectives; supplier management was regressed to determine its effect on organizational performance. The results from analysis are presented in the model summary and coefficients tables below.

Table 4.17 Regression model summary and coefficients for the effect of supplier management on organizational performance of Mt. Elgon millers Ltd
Model summary

Model	R	R Square	Adjusted R Square	F-Statistic	Std. Error of the Estimate
1	.304 ^a	.092	.077	9.421	.464

a. Predictors: (Constant), supplier management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.892	.325		.000
	supplier management	.224	.089	.304	.015

a. Dependent Variable: organizational performance

Source: primary data, (2024)

From the tables 4.17 showing the model summary statistics above, a p-value = 0.015 that is less than 5% level of significance indicates that supplier management positively (Beta=0.224) predicts the organizational performance and effect is significant at p-value < 0.05. An adjusted R² of 0.077 implies that supplier management explains and predicts significantly 7.7% variations in organizational performance of Mt. Elgon millers Ltd and the remaining 92.3% explained by other factors. Basing on such findings, the researcher therefore concludes that supplier management significantly and positively affects organizational performance.

4.4.0 Research question three: Finding out the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd

4.4.1 Supply chain agility fosters superior responsiveness, allowing organizations to swiftly adapt their operations to changes in demand patterns and emerging market opportunities

Table 17 showing whether supply chain agility fosters superior responsiveness, allowing organizations to swiftly adapt their operations to changes in demand patterns and emerging market opportunities

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	19	44.5	44.5	44.5
Agree	13	28.9	28.9	73.4
not sure	4	8.9	8.9	82.3
Disagree	3	6.7	6.7	89.0
strongly disagree	5	11.1	11.1	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 17 above it can be seen that the majority 73.4% (44.5%, 28.9) of the respondents were positive to the statement that supply chain agility fosters superior responsiveness, allowing organizations to swiftly adapt their operations to changes in demand patterns and emerging market opportunities, 17.8% (6.7%, 11.1%) were dissatisfied with the same statement while 8.9% of the respondents were not sure. This implies that supply chain agility fosters superior responsiveness, allowing organizations to swiftly adapt their operations to changes in demand patterns and emerging market opportunities.

4.4.2 Supply chain agility allows the organization to better manage disruptions and uncertainties in the supply chain, leading to increased resilience and reduced risks

The table 18 Showing whether supply chain agility allows the organization to better manage disruptions and uncertainties in the supply chain, leading to increased resilience and reduced risks

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	8	17.8	17.8	17.8
Agree	14	33.3	33.3	51.1
not sure	5	11.1	11.1	62.2
Disagree	13	28.9	28.9	91.1
strongly disagree	4	8.9	8.9	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

Table 18 above shows that 51.1% (17.8%, 33.3%) of the respondents were positive to the statement that supply chain agility allows the organization to better manage disruptions and uncertainties in the supply chain, leading to increased resilience and reduced risks, 37.8% (28.9%, 8.9%) objected to the same statement while 11.1% of the respondents were not sure. These findings were carried out by to Beitler, M. (2016), opined that supply chain agility allows the organization to better manage disruptions and uncertainties in the supply chain, leading to increased resilience and reduced risks. This is an indication that supply chain agility allows the organization to better manage disruptions and uncertainties in the supply chain, leading to increased resilience and reduced risks.

4.4.3 Supply chain agility facilitates shorter lead times, improved response to demand fluctuations, and higher product availability, leading to enhanced operational efficiency and cost reduction

Table 19 Showing whether supply chain agility facilitates shorter lead times, improved response to demand fluctuations, and higher product availability, leading to enhanced operational efficiency and cost reduction

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	13	31.1	31.1	31.1
Agree	11	24.4	24.4	55.5
not sure	6	13.4	13.4	68.9
Disagree	9	20.0	20.0	88.9
strongly disagree	5	11.1	11.1	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

Table 19 above shows that majority 55.5% (31.1%, 24.4%) of the respondents had a positive response to the statement that supply chain agility facilitates shorter lead times, improved response to demand fluctuations, and higher product availability, leading to enhanced operational efficiency and cost reduction, 13.4% of the respondents were not sure while 31.1% (20%, 11.1%) were negative to the same statement. This implies that supply chain agility facilitates shorter lead times, improved response to demand fluctuations, and higher product availability, leading to enhanced operational efficiency and cost reduction.

4.4.4 An agile supply chain enables organizations to respond to customer requirements in a timely and flexible manner, resulting in increased customer satisfaction and loyalty

Table 20 Showing whether an agile supply chain enables organizations to respond to customer requirements in a timely and flexible manner, resulting in increased customer satisfaction and loyalty

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	3	6.7	6.7	6.7
Agree	9	20.0	20.0	26.7
not sure	11	26.7	26.7	53.4
Disagree	16	35.5	35.5	88.9
strongly disagree	5	11.1	11.1	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

Table 20 above shows that out of total sample of the study 26.7% (6.7% ,20%) of the respondents had a positive response to the statement that an agile supply chain enables organizations to respond to customer requirements in a timely and flexible manner, resulting in increased customer satisfaction and loyalty, 26.7% of the respondents were not sure while 46.6% (35.5%, 11.1%) protested to the same statement. This is an indication that an agile supply chain does not enable the organization to respond to customer requirements in a timely and flexible manner, resulting in increased customer satisfaction and loyalty.

4.4.5 Supply chain, achieved through agility, leads to improved customer service and reduced order cycle time

Table 21 Showing whether supply chain achieved through agility, leads to improved customer service and reduced order cycle time

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	18	42.2	42.2	42.2
Agree	12	26.7	26.7	68.9
not sure	1	2.2	2.2	71.1
Disagree	8	17.8	17.8	88.9
strongly disagree	5	11.1	11.1	100.0
Total	44	100.0	100.0	

Source: primary data (2024)

With reference to table 21, it can be observed that the majority 68.9% (42.2%, 26.7%) of the respondents were positive to the statement that Supply chain achieved through agility, leads to improved customer service and reduced order cycle time, 2.2% of the respondents were not sure while 28.9% (17.8%, 11.1) remonstrated to the same statement. This was in accordance to Alison and Dean (2017), assert that supply chain achieved through agility, leads to improved customer service and reduced order cycle time. This implies that supply chain achieved through agility, leads to improved customer service and reduced order cycle time.

4.4.6 Regression Analysis for the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd

In order to analyze the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd, the independent variable was conceptualized in terms of supply chain agility and for the study to achieve its objectives; regression analysis to assess its effect on organizational performance was performed using SPSS. The results from analysis were presented in the model summary and coefficients tables below.

Table 4.23 Showing regression model summary and Coefficients for the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd

Model Summary

Model	R	R Square	Adjusted R Square	F-Statistic	Std. Error of the Estimate
1	.194 ^a	.037	.021	8.642	.588

a. Predictors: (Constant), supply chain agility

Coefficients^a

Model		Un standardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.356	.374		.000
	supply chain agility	.091	.100	.114	.169

a. Dependent Variable: organizational performance

Source: primary data, (2024)

From the table 4.23 showing the model summary statistics above, a p-value = 0.169 that is more than 5% level of significance indicates that supply chain agility (Beta=0.091) predicts and affects their organizational performance of Mt. Elgon millers Ltd

. However, its effect is insignificant at p-value > 0.05. An adjusted R² of 0.021 implies that a supply chain agility explains 2.1% variations in organizational performance of Mt. Elgon millers Ltd. However, these variations are not significant in affecting organizational performance.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives.

5.1 Summary of findings

The researcher provided a summary of findings in line with the objectives as follows;

5.1.1 Research Question one: Findings on the effect of information sharing on organizational performance of Mt. Elgon millers Ltd

The study investigated into the effect of information sharing on organizational performance of Mt. Elgon millers Ltd. Results showed that most respondents were positive to the statements that they were asked. For example; majority of respondents constituting 80% were positive to the statement that information sharing fosters collaboration, leading to improved task performance and faster completion times; 66.6% who were also the majority were positive to the statement that organizations fostering a culture of information sharing experience higher levels of customer satisfaction; 62.3% who also constituted the majority were positive to the statement that organizations that actively promote information sharing among employees exhibit higher levels of innovation and productivity.

On the other hand, 51.1% constituting the majority were negative to statement that sharing information enables employees to access diverse perspectives and new ideas, consequently improving their creativity and problem-solving abilities, besides 53.4% were negative to the statement that sharing enhances problem-solving capabilities in organizations, leading to greater responsiveness to market changes and improved decision-making processes.

Basing on the above results, it can be concluded that information sharing has a significant effect on organizational performance of Mt. Elgon millers Ltd.

5.1.2 Research Question two: Findings on the effect of supplier management on organizational performance of Mt. Elgon millers Ltd

The study investigated into the effect of supplier management on organizational performance of Mt. Elgon millers Ltd

Majority of the respondents 66.7% of the respondents were positive to the statement that organizations manage effectively their suppliers experience improved performance in terms of cost savings, quality control, and innovative product development, 66.6% forming the majority were positive to the statement that supplier management influence organizational performance by enhancing supply chain responsiveness and reducing supply chain disruptions, it can be observed that 64.5% were positive to the statement that the organization has proactive monitoring systems experience lower product defects and higher customer satisfaction, and 71.1% were positive to the statement that establishing long-term relationships with key suppliers and fostering collaboration can lead to improved product quality, reduced lead times, and enhanced supply chain efficiency while 64.5% forming the majority were negative to the statement that the organization has a strong supplier collaboration practices exhibit higher levels of innovation, fostering a competitive advantage in the market. Basing on the above results, it can be concluded that supplier management has a significant effect on organizational performance of Mt. Elgon millers Ltd.

5.1.3 Question three: Findings on the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd

The findings revealed that 73.4% forming the majority were positive to the statement that supply chain agility fosters superior responsiveness, allowing organizations to swiftly adapt their operations to changes in demand patterns and emerging market opportunities, 51.1% were positive to the statement that supply chain agility allows the organization to better manage disruptions and uncertainties in the supply chain, leading to increased resilience and reduced risks, 55.5% had a positive response to the statement that supply chain agility facilitates shorter lead times, improved response to demand fluctuations, and higher product availability, leading to enhanced operational efficiency and cost reduction, and 68.9% had a positive response to the statement that supply chain achieved through agility, leads to improved customer service and reduced order cycle time. On the other hand, 46.6% forming the majority disagreed to the statement that an agile supply chain enables organizations to respond to customer requirements in a timely and flexible manner, resulting in increased customer satisfaction and loyalty. Most responses were positive indicating

that supply chain agility has a significant effect on organizational performance of Mt. Elgon millers Ltd.

5.2 Recommendations

There is need to encourage employees to work together and share information freely. This can be achieved through team-building activities, open communication channels, and creating cross-functional teams that encourage collaboration. Utilize communication tools like project management software, instant messaging platforms, and video conferencing to facilitate information sharing among employees. This can help to bridge gaps between geographically dispersed or remote teams. Create a clear and organized system for sharing information within the organization. This can include regular team meetings, newsletters, intranet portals, and email updates. Make sure employees are aware of these channels and encouraged to use them.

There is need for management to create a comprehensive supplier management strategy that aligns with the organization's objectives and goals. This strategy should include clear guidelines for selecting, evaluating, and managing suppliers, as well as metrics for measuring performance. Build strong relationships with suppliers based on trust, open communication, and mutual benefit. Regularly engage with suppliers to understand their capabilities, challenges, and any potential risks. Implement a system for evaluating supplier performance on a regular basis. This can include performance scorecards, periodic assessments, and audits. Use this information to identify areas of improvement and work with suppliers to address any issues.

The organization should improve real-time visibility across the supply chain by implementing advanced tracking and monitoring technologies. This helps to identify bottlenecks and make necessary adjustments quickly. Foster collaborative relationships with suppliers, manufacturers, and distributors to enhance information sharing and coordination. Create a network of trusted partners who can quickly adapt and respond to changes in demand or disruptions in the supply chain. Implement dynamic inventory management systems that use real-time data to track stock levels and automatically reorder when levels fall below a certain threshold. This helps to minimize stock-outs and ensure products are always available when needed. Use advanced analytics tools and technologies to analyze and interpret supply chain data, identify patterns and trends, and make

informed decisions. This enables proactive problem-solving and decision-making based on real-time insights.

5.3 Conclusion

Basing on the results of the first objective, it can be concluded that information sharing has a significant effect on organizational performance of Mt. Elgon millers Ltd. Therefore should be enhanced by encouraging employees to work together and share information freely. This can be achieved through team-building activities, open communication channels, and creating cross-functional teams that encourage collaboration. Utilize communication tools like project management software, instant messaging platforms, and video conferencing to facilitate information sharing among employees. This can help to bridge gaps between geographically dispersed or remote teams.

Basing on the results of the second objective, it can be concluded that supplier management has a significant effect on organizational performance of Mt. Elgon millers Ltd. This can be enhanced by creating a comprehensive supplier management strategy that aligns with the organization's objectives and goals. This strategy should include clear guidelines for selecting, evaluating, and managing suppliers, as well as metrics for measuring performance. Build strong relationships with suppliers based on trust, open communication, and mutual benefit. Regularly engage with suppliers to understand their capabilities, challenges, and any potential risks. Implement a system for evaluating supplier performance on a regular basis. This can include performance scorecards, periodic assessments, and audits.

It can also be concluded basing on objective three that supply chain agility has a significant effect on organizational performance of Mt. Elgon millers Ltd. This can be enhanced by improving real-time visibility across the supply chain by implementing advanced tracking and monitoring technologies. This helps to identify bottlenecks and make necessary adjustments quickly. Foster collaborative relationships with suppliers, manufacturers, and distributors to enhance information sharing and coordination. Create a network of trusted partners who can quickly adapt and respond to changes in demand or disruptions in the supply chain.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent,

I am Oenen Joseph Charles carrying out research on the topic; “Supply chain integration and organizational performance in private sectors” as a partial fulfillment for the award of bachelors degree of procurement and logistics management of Uganda Christian University .The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked .However the information given will be treated confidential and will only be used for academic purpose.

SECTION A: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Gender distribution of the respondent

Male Female

2. Age of the respondent

21-30 years 31-40 years 41-50 years above 50 years

3. Academic qualification of respondents

Secondary Certificate Diploma Bachelors' Masters

4. Position held by the respondents

a) Chief procurement officer b) procurement officer c) Manager d) Auditor

5. Working years of respondents.

Less than 1 year b) 1-2 years c) 3 years and above

Section B: To explore the effect of information sharing on organizational performance of Mt. Elgon millers Ltd

This section aims at exploring the effect of information sharing on organizational performance of Mt. Elgon millers Ltd. Please indicate your opinion on the following statements using the Linkert scale. Key: 1= Agree, 2= Strongly Agree; 3= Not Sure; 4= Disagree; 5= Strongly Disagree.

No	Statements	1	2	3	4	5
1	Information sharing fosters collaboration, leading to improved task performance and faster completion times					
2	Sharing information enables employees to access diverse perspectives and new ideas, consequently improving their creativity and problem-solving abilities					
3	Organizations fostering a culture of information sharing experience higher levels of customer satisfaction					
4	Organizations that actively promote information sharing among employees exhibit higher levels of innovation and productivity					
5	Information sharing enhances problem-solving capabilities in organizations, leading to greater responsiveness to market changes and improved decision-making processes					

Section C: To analyze the effect of supplier management on organizational performance of Mt. Elgon millers Ltd

This section aims at analyzing the effect of supplier management on organizational performance of Mt. Elgon millers Ltd. Please indicate your opinion on the following statements using the Linkert scale. Key: 1= Agree, 2= Strongly Agree; 3= Not Sure; 4= Disagree; 5= Strongly Disagree.

No	Statement	1	2	3	4	5
1	Organizations manage effectively their suppliers experience improved performance in terms of cost savings, quality control, and innovative product development					
2	Supplier management influence organizational performance by enhancing supply chain responsiveness and reducing supply chain disruptions					
3	organizations has proactive monitoring systems experience lower product defects and higher customer satisfaction					
4	The organization has a strong supplier collaboration practices exhibit higher levels of innovation, fostering a competitive advantage in the market					
5	Establishing long-term relationships with key suppliers and fostering collaboration can lead to improved product quality, reduced lead times, and enhanced supply chain efficiency					

Section D: To determine the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd

This section aims at determining the effect of supply chain agility on organizational performance of Mt. Elgon millers Ltd. Please indicate your opinion on the following statements using the Linkert scale. Key: 1= Agree; 2= Strongly Agree; 3= Not Sure; 4= Disagree; 5= Strongly Disagree.

No	Statements	1	2	3	4	5
1	supply chain agility fosters superior responsiveness, allowing organizations to swiftly adapt their operations to changes in demand patterns and emerging market opportunities					
2	supply chain agility allows the organization to better manage disruptions and uncertainties in the supply chain, leading to increased resilience and reduced risks					
3	supply chain agility facilitates shorter lead times, improved response to demand fluctuations, and higher product availability, leading to enhanced operational efficiency and cost reduction					
4	an agile supply chain enables organizations to respond to customer requirements in a timely and flexible manner, resulting in increased customer satisfaction and loyalty					
5	supply chain, achieved through agility, leads to improved customer service and reduced order cycle time					

The sample size was determined using Krejcie and Morgan (1970) table as shown below;

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*



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Our Ref: MEM/UCU 26-07-2024

Date: 26th July, 2024

The Head of Department,
Department of Business,
Uganda Christian university,
Mbale- Uganda.

Dear Sir/ Madam,

RE: RESEARCH

This serves to confirm to you that OENEN JOSEPH CHARLES of Registration No. J22/MUC/BPLM/014 has successfully conducted his research on the topic " **Supply Chain Intergration and Organisational performance**" of Mt Elgon Millers Ltd.

Yours Faithfully

MT ELGON MILLERS LTD.

Signed.....

Gerald Waniala

Finance & Administration Manager



APPROVAL

I hereby certify that this research, conducted by Oenen Joseph Charles, is an original work that has been thoroughly developed and reviewed under my supervision. It is now ready for submission to the Department of Business at Uganda Christian University for further consideration and academic evaluation.

Signature: 

Date: 31/07/2024

CPA, DR. CHRIS MASAKALA
(SUPERVISOR)