THE IMPACT OF SUPPLIER- RELATIONSHIPS ON THE PERFORMANCE OF MANUFACTURING BUSINESSES IN UGANDA, A CASE STUDY OF ROOFINGS LIMITED

BY

SUSAN GWEEN SCOPAS

REG NO: M22B12/034

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENTS OF THE AWARD OF BACHELORS OF PROCUREMENT AND LOGISTICS MANAGEMENT AT UGANDA CHRISTIAN UNIVERSITY

JULY, 2025

DECLARATION

I, **Susan Gween Scopas**, declare that this research dissertation “The impact of supplier relationships on the performance of manufacturing businesses in Uganda" was my original work and had not been presented for the award of a degree or any other academic qualification in any institution of higher learning. All sources of information used had been acknowledged accordingly.

Signed: ____________________

Name: **Susan Gween Scopas**

Date: 24/04/2025.

APPROVAL

This research dissertation "The impact of supplier relationships on performance of manufacturing businesses in Uganda" had been submitted with my approval as the university supervisor.

Name of Supervisor: Mr. Duncan Tumuhamye

Signature: ____________________

Date: 24/04/2025

UGANDA CHRISTIAN UNIVERSITY
P. O. BOX 4, MUKONO
24 APR 2025
HEAD OF DEPARTMENT
UNDERGRADUATE STUDIES
SCHOOL OF BUSINESS

ABSTRACT

This study explored the impact of supplier relations on the performance of manufacturing organizations in Uganda by identifying how efficient supplier management was used to optimize business operations and increase cost reduction and improved quality of products. Given that some of the challenges experienced by manufacturers include unreliable suppliers, logistics problems, and price fluctuations, this research was aimed at exploring the impact of supplier relationship management practices in addressing the above challenges faced by manufacturing firms.

The study examined the importance of some SRM practices like having long-term relationships with suppliers, clear communication, developing trust, and having supplier development plans to evaluate how they influence stability in the supply chain and organizational performance. Other issues like a lack of supplier diversity and poor infrastructure have also been found to be a problem in manufacturing firms and are barriers to growth and effectiveness. It is shown, through both qualitative and quantitative analysis, that manufacturers who foster healthy relationships with their suppliers enjoy stability in their supply chains, reduced operating costs, and better-quality products. In conclusion, the research recommends policies and approaches by policy makers and business managers on how to improve procurement processes, invest in infrastructure, and develop suppliers to promote diversity. Improved supplier relations and SRM strategies were important in growing Uganda's manufacturing industry.

Table of Contents

CHAPTER ONE

1.0 Introduction

The chapter provided an extensive presentation of the research problem through a description of the background of the study, historical background of manufacturing companies, statement of the problem, research objectives, research questions, scope of the study, and significance of the study. Furthermore, it provided the conceptual framework upon which this research is based.

1.1 Background of the study.

Suppliers were the key component in ensuring the success of manufacturing organizations. The management of suppliers was very vital in ensuring the timely availability of quality inputs in addition to efficiency and effectiveness (Handfield et al., 2020). Moreover, supplier relationship management had evolved from being based on transactions to establishing strategic partnerships that would foster innovations and competition (Paul raj et al., 2021).

Manufacturing organizations in Uganda have understood the importance of building relationships with suppliers since they need to survive and thrive in a changing business environment (Mugabe & Wanyama, 2020). Supplier relationship management involves developing trust, engaging in effective communication, sharing risk, and pursuing mutual goals. In light of growing global connections and the complexity of the supply chain network, manufacturers are advised to build robust relationships with their suppliers in order to achieve high levels of productivity (Kannan & Tan, 2022).

1.2 Statement of the problem

The relationship between suppliers and manufacturing companies is a vital factor in determining the efficiency of those manufacturing companies since it affects cost efficiency, quality of products produced, and stability of the supply chain. Nevertheless, there are numerous difficulties associated with suppliers in Ugandan manufacturing companies that include an unstable supply chain, poor communication, and lack of trust (Nakabugo & Katongole, 2019).

Such factors contribute to inefficiencies in operations, higher production costs, and limited innovation and growth opportunities (Msimangira & Tesha, 2020).

Previously, when considering supplier management in manufacturing, the focus was mainly on cost and time rather than long-term relationships and cooperation. According to research, companies that engage in effective relationships with suppliers can benefit from a more robust supply chain, favorable negotiations, and innovations (Cousins et al., 2020). Despite all advantages, Ugandan manufacturing companies have not implemented any strategies that would help build such relationships (Amumpaire et al., 2021).

However, the gap between the best practices and application is still there. Businesses continue to neglect efforts aimed at developing their relationships, resulting in vulnerable supply chains, low-performing suppliers, and restricted growth for these firms. Also, although supplier relationship management had received considerable attention from researchers in developed countries, it lacked empirical literature regarding the effects in the manufacturing industry in Uganda (Linton et al., 2020). Therefore, the purpose of this research was to fill this gap by examining the role of supplier relationships in the performance of manufacturing businesses in Uganda.

1.3 Purpose of the study.

The purpose of this study was to examine the impact of supplier relationships on the performance of manufacturing businesses in Uganda, with a focus on selected manufacturing firms.

1.4 Objectives of the study

a) To identify key supplier relationship management practices in manufacturing businesses in Uganda.

b) To examine the role of supplier relationship strategies in cost reduction and operational efficiency.

c) To evaluate challenges faced by manufacturing businesses in managing supplier relationships and propose solutions to improve supplier engagement and business performance.

1.5 Research questions

1. What were the key supplier relationship management practices in manufacturing businesses in Uganda?

2. What was the role of supplier relationship strategies in cost reduction and operational efficiency?

3. What challenges did manufacturing businesses face in supplier relationship management, and how can they be addressed?

1.6 Scope of the study

This would entail carrying out research in companies involved in manufacturing in Uganda especially those located in major industrial cities like Kampala, Jinja, and Namanve especially Roofing Limited.

1.6.1 Geographical Scope;

1.6.2 Conceptual scope;

The research would examine supplier relationship management as a factor that influences the performance of manufacturing businesses by looking at factors such as trust, collaboration, development of suppliers, and strategic relationships. Logistics and inventory management would be other factors to be considered, but not primarily.

1.6.3 Time Scope;

Time frame for the research will be three months to ensure that the current status on supplier relationship management is determined.

1.7 Justification of the study /significance

Reasons for choosing my research topic (Supplier relationships and performance of manufacturing businesses in Uganda with case study as Roofings Limited) are as follows:

Advantages for the researcher

1. Increased knowledge and skill set in supplier relationship management and firm performance.

2. Improved research and analytical abilities due to conducting in-depth research on the topic.

Advantages for practitioners

- Helps firms involved in manufacturing understand how to optimize supplier relationship management in order to increase efficiency and minimize costs.

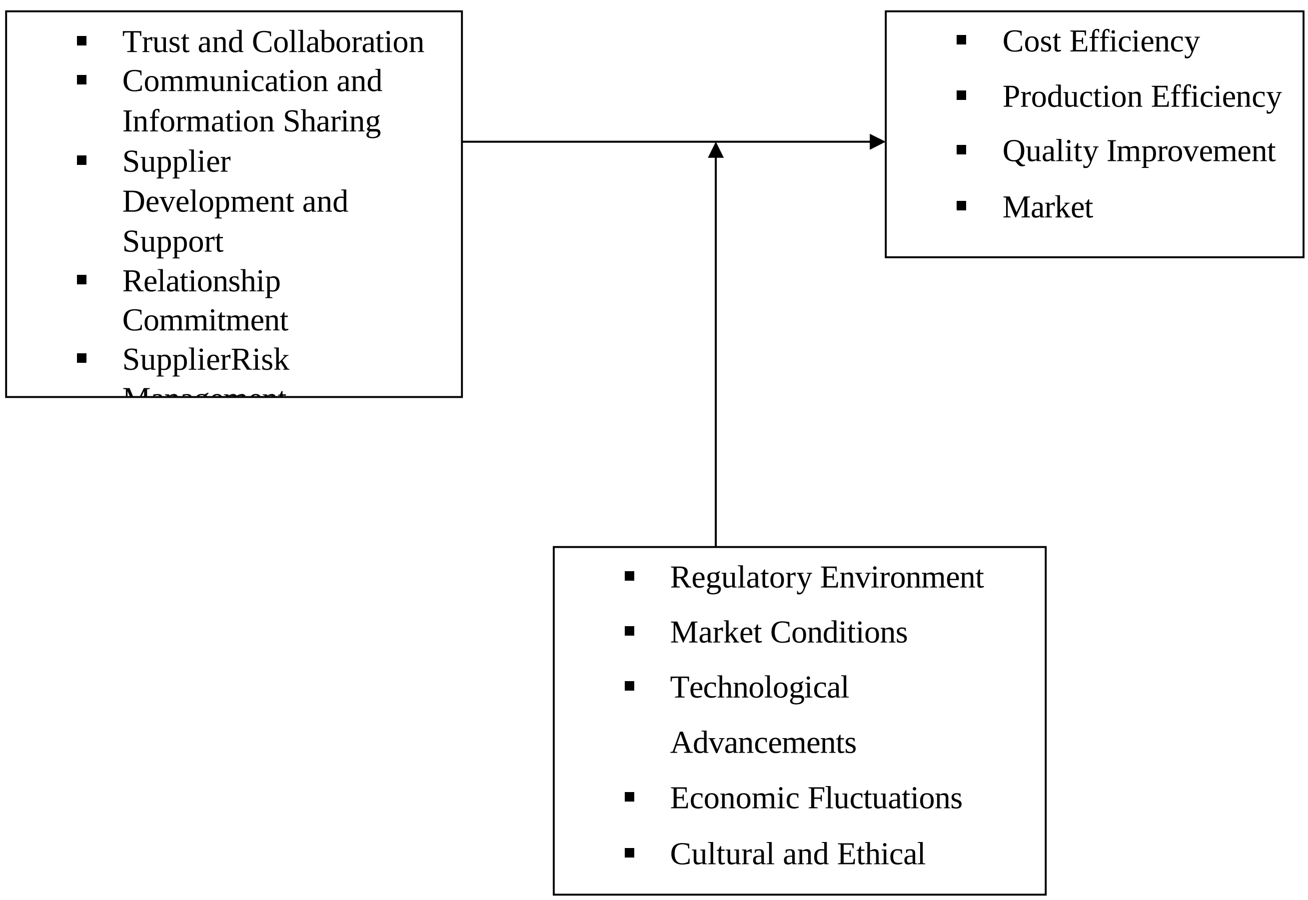
- Fosters collaboration and innovation between the firm and its suppliers.

- Aided firms in improving stability within the supply chain and among suppliers.

Benefits for policy makers

- The policy will guide them in drafting good policies that would facilitate effective management of supplier relationships within the manufacturing industry.
- Best practices regarding supplier relationship management within the industry will be promoted.
- They will be able to draft policies that boost the competitiveness of local suppliers.

1.8 Conceptual framework



The aforementioned framework will be used to analyze the effect of supplier relationship management on organizational performance.

Supplier relations lead to increased levels of trust, collaboration, and information exchange, which guarantee improved efficiency, stability, and quality of products.

Moderators of the relationship result from environmental influences such as regulations, market forces, and technology advancements (Gopal & Thakkar, 2021).

Investigating the relation between the two is expected to provide useful information on how Ugandan manufacturing companies improved their supplier relationship management for improved performance.

CHAPTER TWO

Literature Review

2.0 Introduction

This chapter focuses on the literature review related to the research objectives of the study. This entails the section that elaborates on the major concepts and literature review related to the objectives of the study which is the following: key supplier relationship management practices in manufacturing firms, roles of supplier relationship strategies in achieving savings and efficiencies in manufacturing firms, issues that arise from supplier relationships in manufacturing firms, and the potential solutions.

2.1 Overview of Main concepts

2.1.1 Supplier Relationships

Good supplier relationships play an important role in ensuring that there is continuous supply of products and services needed for the organization's operations. SRM involves establishing trust, communication, and collaboration, hence leading to lower costs and higher efficiency along the supply chain (Monczka et al., 2016). An organization that enjoys good relationships with its suppliers experiences efficient procurement, no interruption in the supply chain, and high efficiency. Some of the components of supplier relationships include supplier selection, contractual relationships, and supplier performance, all of which aid in achieving supply chain stability.

Open communication and collaboration among manufacturers and suppliers lead to improved problem-solving capabilities and innovation within production processes. Additionally, organizations should be concerned with managing risks in the supply chain such as supplier insolvency, delays in transport, and geopolitical risks (Handfield et al., 2020). Contingency planning and diversified suppliers increased the resilience of the organization and maintained continuity of operations. Good relationships with suppliers help to lower costs as well as develop products together.

2.1.2 Performance of Manufacturing Businesses

The performance of manufacturing organizations was affected by production efficiency, quality management, cost management, and supply chain resilience. Performance metrics, including productivity rates, profit margin, and consumer satisfaction, were the main KPIs that helped evaluate manufacturing performance (Stevenson, 2021). The production efficiency is vital for minimizing the number of wastes, optimizing resource use, and increasing output to achieve sustainable growth. Moreover, having efficient quality control measures allows organizations to guarantee that their raw materials and finished products meet the requirements of the regulatory bodies, avoiding any rework costs.

The cost management is another important aspect of manufacturing operations because the effective management of procurement, manufacturing, and operational expenses positively affects the bottom line (Heizer et al., 2020). Good relations with suppliers may ensure the implementation of various cost-cutting initiatives that would help to achieve financial sustainability. It is also essential for companies to create resilience within their supply chains since they will be able to mitigate different kinds of risks related to raw materials shortage and shipping problems (Christopher, 2016).

2.1.3 The Link between Supplier Relationships and Manufacturing Performance

Good relations between the suppliers and manufacturers improve productivity and reduce costs. This is because good suppliers are able to supply quality raw materials consistently without disruptions, hence enhancing efficient manufacturing processes (Lysons & Farrington, 2020). Companies that establish good relations with their suppliers receive more favorable prices, have lower procurement risks, and enjoy quality services. Good relations between the two parties also help in implementing the JIT concept in inventory management.

In addition to this, supplier collaborations play a key role in innovations that enable organizations to come up with new product ideas and optimize their production process (Kotabe & Murray, 2019). Collaboration through research and development with suppliers ensures that there is adoption of new technologies and sustainable production methods. Supplier collaboration also ensures good risk management through ensuring that organizations have alternatives in case of any problems with their suppliers. Effective supplier collaboration can result in effective manufacturing processes and cost reduction.

2.2 Empirical review

2.2.1 To identify the key supplier relationship management practices in manufacturing businesses.

Supplier Relationship Management (SRM) was one of the most important processes in manufacturing companies aimed at increasing efficiency of the supply chain and enhancing performance as well as competitiveness. The primary goal of SRM was the optimization of interactions with suppliers to obtain the best results from this relationship while minimizing the associated risks. There were several aspects of SRM that previous studies had recognized as very important and capable of bringing significant benefits to organizations. One of these processes was selecting and evaluating suppliers. As explained by Atyi et al. (2019), selecting a supplier includes analyzing various characteristics of a company, including such parameters as quality, cost-effectiveness, reliability, timeliness of delivery, and compliance with industry standards. In order to ensure the proper functioning of a manufacturing process, the assessment of these characteristics is crucial. In addition,

Wu et al. (2016); state that the most common method of evaluating supplier performance included using different types of performance indicators.

The other two components that were very important for the construction of effective relationships with suppliers included collaboration and communication. As mentioned in the research by Lee & Cavusgil (2015), collaboration leads to efficiency in coordination, innovation, and solving problems more quickly. Continuous communication and its effectiveness become the foundation for building trust and solving different issues efficiently. For example, according to the research carried out by Simatupang & Sridharan (2016), joint planning and information exchange become very valuable tools for managing supply chains, as it speeds up processes and decreases the time needed to do certain things.

One more important point related to supplier relationship management was building strategic relations with suppliers. According to Narasimhan & Kim (2016), building strategic relations is much better than transactions because it provides better cooperation and saves resources. Strategic relations between the parties can also be linked to their cooperation in terms of innovations and product development, which can also bring some additional benefits. The most notable of them is preferential treatment (Huo et al., 2017).

The second SRM technique explained in the existing literature base is the risk management approach. This tool is quite significant when it comes to ensuring minimal disruption to the process of supply chain. In accordance with Tang (2006), the manufacturer should have the capacity to detect various potential threats associated with the operations, which include financial, geopolitical or natural disaster risks. Risk management practices, such as developing contingency plans, even working with diversified suppliers, could be helpful for maintaining business continuity. Effective risk management tools ensured that manufacturers avoided serious issues in the process of supply chain operations, states Choi & Linton (2016).

The third crucial aspect related to SRM involves performance monitoring. This tool involves evaluating the supplier's activities based on KPIs. Zhao et al. (2019) suggest that manufacturers can make sure that their suppliers are capable of meeting expectations in terms of quality, cost and time. As suggested by Blome & Schoenherr (2018), performance measurement, audit and supplier reviews contribute to identifying areas requiring improvement and initiatives aimed at increasing performance in these areas.

Incorporation of modern technologies in SRM operations presented a rising trend which had numerous advantages. According to Goh and Ang (2018), use of ERP systems and Supplier Relationship Management software, for example, enhances ease of communication, ordering process as well as performance of suppliers' tracking. Technologies also allow for exchange of information in real-time, making it possible to react to changes in supply and demand circumstances. Chen et al. (2017) argue that adoption of technological advancements does not only make the operations more efficient, but also enables important information generation which is used in decision-making. Summarizing the above, SRM practices such as supplier selection and evaluation, collaboration, establishment of long-term relationships, risk management, performance measurement as well as incorporation of technologies were crucial in improving supply chain operations as well as company sustainability in manufacturing organizations.

2.2.2 The role of supplier relationship strategies in cost reduction and operational efficiency.

The supplier relationship management strategies have proven effective in decreasing the expenses as well as making operations more efficient for manufacturing firms. As the suppliers and manufacturers develop strong and collaborative working relations with each other, the operations become more efficient, the expenses decrease, and the mutual progress is facilitated. There was evidence showing the significant impact of supplier relationship management on decreasing expenses and improving the operational performance of the company.

The key approach to obtaining lower costs was the creation of long-term relationships with suppliers as opposed to the creation of short-term relationships. According to Narasimhan & Kim (2016), long-term relationships result in transaction cost savings, improved quality of products, and steady prices. As such, these relationships enable manufacturers to negotiate better deals, take advantage of scale economies, and keep procurement costs low. Furthermore, Huo et al. (2017) note that long-term collaboration creates a common pool of knowledge, thus creating room for innovations in the field of cost savings by making design improvements and optimizing business processes.

In addition to this, strategies for managing relationships with suppliers through collaboration can help improve operational effectiveness as well.

Improved coordination is achieved by virtue of effective communication, planning, and information flow between the manufacturer and the supplier. As stated by Simatupang and Sridharan (2016), the exchange of critical information such as inventory level and production schedule information helps both sides coordinate their activities effectively.

Another critical area in which the supplier relationship strategy aided in realizing operational efficiency included risk management. According to Tang (2006), proper supplier relationships enable risk management. For example, manufacturers can work with suppliers to ensure that supply chains are diversified to avoid risks associated with using a single supplier. The advantages of diversifying supply chains include higher levels of flexibility in the supply chain, which helps prevent risks that may result from unforeseen events, such as natural calamities, or any issues that may affect the stability of the supplier. In this regard, firms were able to attain operational efficiency and cost saving as a result of supply chain disruptions. Technology integration into SRM also assisted in achieving cost saving and operational efficiency. As per Goh and Ang (2018), by leveraging technological systems such as ERP and SRM, ordering becomes easier, communication improves, and supplier performance is effectively monitored.

The other crucial component was performance measurement, which played a critical role in improving cost effectiveness and performance for the supplier relationship management strategies. As Blome and Schoenherr (2018) argue, by measuring the performance of their suppliers using performance indicators, companies were able to identify any inefficiencies that could be improved. By conducting regular supplier audits and performance evaluations, organizations ensured that their suppliers met all necessary standards with regard to price and quality, which gave the organizations a competitive edge.

By doing so, companies could manage to deal with any possible problems even before they occurred.

Strategies in relation to suppliers were necessary in helping organizations realize cost savings and efficiency within their operations. The creation of partnerships and collaboration helped lower transaction costs, increase product quality, and help identify areas that could be optimized in processes. Improved communication, information sharing, risk management, and digitalization will ensure efficient operations and minimize operating expenses. Continuous performance evaluations will ensure that the relationships between organizations and suppliers prove successful and mutually beneficial.

2.2.3 To evaluate challenges faced by manufacturing businesses in managing supplier relationships.

There are many difficulties associated with the handling of supplier relations, as they tend to influence the productivity level of any business negatively. The first challenge was related to the supplier performance being inconsistent, for example, when they made mistakes in terms of quality, delayed delivery or failed to keep prices as required. According to Zhao et al. (2019), these issues could only be solved if there was a proper monitoring of the performance of suppliers and communication between them and the business in question. Otherwise, one was at risk of suffering from delays, higher costs of doing business and dissatisfied customers. Thus, a company should create an adequate framework for supplier evaluation and assessment of their performance.

One more difficulty that was experienced was the poor communication and trust levels existing between manufacturers and suppliers. The negative effect of poor communication can be in the form of misunderstandings, inefficiency, and even delays in the operations of the entire supply chain. Lee and Cavusgil (2015) note that manufacturers can create efficient communication channels and maintain strong relationships with suppliers by communicating with them frequently and jointly solving problems. Meetings held regularly, planning activities, and creating common goals by suppliers and manufacturers became the tools for overcoming this problem.

The increasing difficulty of handling the complexities arising from supplier diversity and the global nature of sourcing is another significant issue that manufacturers have to grapple with. When sourcing globally, manufacturers may end up collaborating with suppliers whose methods of manufacturing, time taken to complete tasks and modes of communication differ. According to Narasimhan and Kim (2016), manufacturers should deal with this complexity by classifying suppliers according to their level of importance and the extent of cooperation needed to work with them. This way, manufacturers will be in a position to engage in productive interactions with those suppliers whom they consider strategically important.

Risk management with regards to supplier relationships poses a big challenge to many businesses. Events such as war, financial crises and disasters might seriously disrupt operations of manufacturers and affect their ability to collaborate with suppliers. According to Tang (2006), it is important for businesses to embrace effective risk management policies. Through such measures, suppliers and manufacturers can develop resilient networks that make them able to conduct businesses without disruptions caused by risky events.

One of the ways in which a company could benefit from increased engagement and better business performance would be using digital technology in supplier relationship management (SRM). According to Goh and Ang (2018), the use of SRM technology and ERP systems made businesses more efficient in managing communications, monitoring supplier performance, and making decisions. Technological advancements enable real-time availability of essential information for businesses, increase visibility of the entire supply chain, and ensure optimal management of procurement and inventory practices, thus eliminating the chance of any delay or inefficiency associated with the suppliers. Technology also facilitates future planning and production scheduling.

Investments in supplier development programs could also lead to increased supplier engagement and performance. According to Huo et al. (2017), manufacturer involvement in developing its suppliers' capabilities can greatly contribute to the overall improvement in the level of supply chain performance since it is critical for ensuring high-quality products and timely delivery. Thus, supplier development helps not only ensure the availability of better capabilities in terms of producing quality products and meeting delivery dates but also builds a more strategic and collaborative relationship between manufacturers and suppliers. Focusing on supplier development becomes critical in improving supply chain capabilities that will positively affect manufacturers' performance. There exist several issues related to the management of relationships with suppliers in the context of supply chains, which include performance inconsistency, communication issues, complexity of the supply chain structure, and poor risk management. However, all these challenges could be addressed using such tactics as performance assessment and improvement, promotion of collaboration and communication, supplier segmentation, and efficient risk management programs. At the same time, investment in digital technologies and supplier development programs would contribute to increased supplier engagement and performance levels.

CHAPTER THREE

Research Methodology

3.0 Introduction

This chapter discussed the research design, target population, sample size, sampling method, data collection methods, validity and reliability of the research tool, ethical considerations, data analysis methods, and limitations.

3.1 Research Design

A descriptive research design would be used for this study. This design was adopted because there would be thorough information gathering about the factors that the study is exploring. Cooper & Schindler (2003) define a descriptive research design as one that tries to answer what, where and how of the phenomenon. A descriptive research design was selected for the current study because it would allow the generalization of the results to other populations. Both qualitative and quantitative designs would be used to collect primary data.

3.2 Target population

The total number of respondents in the research will consist of 4 members of Senior Management (including CEO, COO, and CFO), 8 members of Procurement Department, 2 members of Finance Department, 10 Logistics Coordinators, 6 Supply Chain Managers, 4 Internal Suppliers, and 8 members of Warehouse and Inventory Managers, making up a total of 42.

3.3 Sources of Data

Both primary and secondary sources provided the information. The examples of secondary sources could be textbooks, journals, dissertations, and articles containing data about this study. Primary sources are represented by questionnaires filled by staff in the department of procurement, low-level managers, and high-level management of Roofings Limited.

3.4 Sample Size and Selection Techniques.

The sample size for the investigation was defined according to the Kjerice, Robert and Morgan table. When the population is equal to 42, the number of respondents that can be selected into a sample equals 40. That means that the sample size for this research would be 40 as illustrated below:

Table 1 shows the sample size for the study

Respondents	**Population**	**Sample**
Senior Management(CEO, COO,CFO)	4	3
Procurement Department	8	7
Finance Department	2	2
Logistics Coordinators	10	10
Supply-Chain Managers	6	6
Internal Suppliers	4	4
Warehouse and Inventory Managers	8	8
Total	42	40

3.5 Sampling techniques

This research will employ the use of simple random sampling and purposive sampling techniques to sample out the respondents for inclusion in the sample framework. Through the use of simple random sampling technique, 4 respondents of Senior Management (CEOs, COOs, CFOs), 8 from the Procurement department, 2 from the Finance department, 10 Logistics coordinators, 6 Supply Chain managers, 4 Internal Suppliers and 8 Warehouse & Inventory managers of Roofing's Limited will be sampled out from among the company's management personnel.

3.6 Data collection methods

Questionnaires

The questionnaire gave the freedom to respondents to give their data in specifics due to the open-endedness of some of the items included in it (John W. Creswell, 2014). Given that a considerable number of individuals in the selected community were semi-literate, questionnaires were used by the researcher. Questionnaires were used by the researcher due to their simplicity, saving time, and increasing focus among other factors. Both close-ended and open-ended questions were developed by the researcher as part of the questionnaire (Likert scale). The questionnaire was divided into three parts with questions on the independent variable, dependent variable, and personal information. Given that questionnaires were the main tool of data collection, they were used. The benefit for the researcher was that it took lesser time to reach a wider population. The most suitable tools for the quantitative research were questionnaires due to anonymity of responses meaning that responses were more honest. The way of handling and responding to the questions was clearly explained to the respondents. In the process, data was collected from the selected medical social workers using the questionnaire.

Interview

Data collection through interviews meant that specific questions were asked of the selected people to generate information relating to the research subject(s). These questions could either be structured or open ended (John W. Creswell, 2014). The data generated through this process entailed the respondents' oral response. This method involved personal interviews and telephone interviews due to the availability of some key informants who were not in the office and would thus only be available for interviews via phone calls. Data collection using interviews resulted in generation of authentic data. Interviews of the selected respondents concerning the three objectives identified above were carried out as part of this process. Personal interaction with the respondents was also vital since it helped the researcher to obtain data from the selected respondents. The data collection method relied on the fact that the respondents provided their responses as opposed to a questionnaire, hence helping in generation of authentic data.

Data Collection Instruments

The data was collected using a self-administered questionnaire that comprised questions related to the study. Section A of the questionnaire comprised background information of the respondents, Section B comprised questions on identifying key supplier relationship management practices in manufacturing businesses in Uganda, Section C comprised questions on the role of supplier relationship strategies in cost reduction and operational efficiency, and Section D comprised questions on the challenges faced by manufacturing businesses in managing supplier relationships and proposed solutions to improve supplier engagement and business performance at Roofings Group.

- **Quality/Error Control**

Validity

As pointed out by Louis Cohen, Lawrence Manion and Keith Morrison (2007), validity was ensured through selection of an appropriate scale, provision of sufficient resources for the research, use of an appropriate methodology to answer the research questions, ensuring a proper time lapse between the pre-test and post test, adopting standardized data/data collection or test administration procedure, and designing the instrument appropriately in accordance with the attention span of the respondent. In essence, validity aimed at determining whether the questions could collect the relevant information or data. In other words, the instruments were supposed to measure what they ought to measure. The researcher ensured validity of the instruments by first conducting a pre-test in which 5 questionnaires were administered to 5 medical social workers. The researcher was also keen on involving himself in the process of data collection and analysis in order to minimize errors during the study.

Reliability

As per Olive Mugenda & Abel Mugenda (2003), reliability is the extent to which a measurement tool consistently generates results or data through several attempts. An instrument can be termed reliable if it consistently measures what it ought to measure regardless of the person administering the tests. The instrument is required to generate similar findings in order to establish reliability. A pilot study was conducted on some individuals who had a link with this area of research before distributing the questionnaires to other individuals.

Anticipated Limitations

One of the limitations in conducting the study was non-response, although the confidentiality of the respondents was guaranteed, and all the information collected would only be used for academic purposes.

Another limitation in conducting the study was lack of adequate finances, although a budgetary plan was developed in order to overcome this challenge as we collected our primary data for the study.

Furthermore, one of the limitations encountered in the conduct of the study was lack of sufficient time, although a work plan was formulated to help us overcome this challenge.

Ethical Considerations

It is important to note that the researcher explained to the respondents that joining in the research was voluntary and that they could either decline to join or stop participating in the research at any stage during the process of conducting the research.

The researcher ensured that the confidentiality of the participants was protected by assuring them that no one outside the scope of the research would have access to their information.

Measurement of Variables

Operationalization of variables refers to the measurement of the variables by making conceptual definitions of the variables. In other words, the questionnaire sought to capture the information provided by the respondents regarding the background information and impact of cost estimation, quality specification, and competence on supplier performance. Such information could be observed to help create an index of the concept. Five point Likert scale was used to measure the dependent and independent variables; they included:

5–Strongly Agree,

4–Agree,

3–Undecided,

2–Disagree, and

1–Strongly Disagree.

3.7 Conclusion

In this chapter, the research methodology was elaborated with regard to collecting data, measuring variables, and analyzing the quality of the questionnaires. Chapter four presented and analyzed the findings from the field survey.

CHAPTER FOUR

Data Analysis

4.1 Introduction

These findings were brought out in this chapter based on information collected in the field. Having collected different types of data regarding the effect of supplier relations on performance of manufacturing business in Uganda at Roofing's Limited, this chapter presents a discussion and analysis of the findings. This is in an effort to establish the effect of supplier relationships on performance of manufacturing business in Uganda at Roofing's Limited. The findings presented here come as a result of the questionnaires used in collecting data from respondents. Different types of respondents were selected in this research.

4.2 Demographic information:

Information or statistics related to the demographic profile is about the characteristics of the population. The demographic profile can consist of the gender, age, level of education, nationalities, occupations, and number of years working of the respondents in the organization of Roofing Limited.

4.2.1 Gender of Respondents

The gender of the respondents was sought and the results are presented below:

Table : showing respondent's gender

Sex	Frequency	Percentage(%)
Males	26	65
Females	14	35
Total	40	100

Source: primary data2025

4.2.2 Age of the respondents

Table4.2.2: showing age of the respondents

Age bracket(years)	Number of respondents	Percentage (%)
20-30	9	22%
31-50	24	60%
51andabove	7	18%
Total	40	100

Source: primary data2025

According to the findings obtained from table 2 above, most of the respondents were from the age group of (31-50), which comprised of 60%, followed by respondents from the age group of (20-30), which accounted for 22%, while the age group above 51 was comprised of 18%. This means that all age groups participated in the research.

4.2.3 Education level of respondents

Table4.4: showing Education Level of the Respondents

Education level	**Frequency**	**Percentage(^{0}/0)**
Certificate/diploma	9	23%
Bachelor degree	11	27%
Master’s degree	4	10%
Doctorate	16	40%
Total	**40**	**100**

Source: Primary Data2025

It was found out that the knowledge of the staff was satisfactory enough because having medical ideas require a lot education and experience in the medical world.

4.2.4 Category of respondents:

Respondents	**Percentage**	**Sample**
Senior Management(CEO, COO,CFO)	7%	3
Procurement Department	18%	7
Finance Department	5%	2
Logistics Coordinators	25%	10
Supply Chain Managers	15%	6
Internal Suppliers	10%	4
Warehouse and Inventory Managers	20%	8
Total	**100**	**40**

Source: primary data 2025

In the case of Roofings Limited, there is more or less an equal representation among the respondents for Senior Management (including CEO, COO and CFO), who form 7% of the total number of respondents, and those from the Procurement Department, who make up 18%, and Finance Department, who make up 5%.

4.2.5 Years worked in Roofings Limited

Table4.6: Showing the duration of work in Roofings Limited

Years Worked	**Number of respondents**	Percentage (%)
Less than a year	3	10%
1-3 years	10	25%
4-6 years	9	23%
Above6years	17	42%
Total	40	100

Source: Primary data 2025

The results obtained from the table 4.10 indicate that the greatest percentage of individuals having been engaged in the business for over six years stands at 42%, 25% have been in business for 1-3 years, 23% (4-6 years), and 10% for less than one year.

Research findings on important supplier relationship management strategies employed in manufacturing industries of Uganda

Table 4.7: The key supplier relationship management practices in manufacturing businesses.

SECTION	**THEKEYSUPPLIER RELATIONSHIP MANAGEMENT PRACTICES IN MANUFACTURING BUSINESSES IN UGANDA?**	**AGREE F(%)**		**NOT SUREF (%)**	**DISAGREE F(%)**	
		SA	**A**	**NS**	**DA**	**SDA**
I.	The roofing limited maintains long-term relationships with key suppliers.	12 (30%)	13 (32%)	7 (18%)	2 (5%)	6 (15%)
II.	Roofing Limited, shares information openly with its suppliers	20 (50%)	13 (32%)	5 (13%)	0 (%)	2 (5%)

III.	Regular performance reviews are conducted for suppliers at Roofing Limited.	10 (25%)	22 (55%)	4 (10%)	0 (%)	4 (10%)
IV.	In Roofing limited suppliers are involved in product Development and innovation.	13 (32%)	15 (38)	6 (15)	4 (10)	2 (5%)
V.	Training and support are provided to suppliers to improve performance at Roofing limited	9 (23)	4 (10%)	12 (30)	9 (22)	6 (15)

Source: Primary data 2025

As identified in section (I), where the majority of participants 62%, made up of 12 people (30%) who strongly agreed and another 13 participants (32%) who agreed, have an understanding that there are long-term relationships between Roofing Limited and its key suppliers. It shows that the concept of importance and advantage of long-term relations with suppliers is well understood, since such partnerships create conditions for stable relationships in order to provide quality products on time and effectively. Long-term relationships usually foster better cooperation between sides, increase negotiating powers and mutual understanding. However, there are also participants 18% (7 persons), whose responses are not certain.

Additionally, 20% of those who took the survey had shown disagreement on the matter, with two people having disagreed and six having strongly disagreed. This is an indication that whereas some of the business relationships with the suppliers were long-term, some others may be short-term. Inconsistencies such as these can result from varying standards among different departments within the company or a lack of sufficient documentation.

In section (II), the assertion made about Roofing Limited's willingness to provide information to its suppliers was well accepted, having received a majority agreement from 82% of participants (20 strong agreements and 13 agreements). This indicates the high level of commitment of the organization towards transparency in business operations, since sharing information is critical in developing effective and efficient supply chain operations. Providing suppliers with such critical information as production schedule, quality requirements, and future demand ensures that they can better prepare for any challenges and work efficiently based on the information provided. Moreover, this minimizes the risk of disruption in supplies as well as ensures shorter lead times. Those 13% (5 respondents) who were uncertain could be employees working outside the supply chain and/or new employees that have not yet gotten involved in the supplier information process. On the other hand, those 5% (2 respondents) who strongly disagreed could be situations where information is not shared consistently and selectively.

Furthermore, on the third section (III), there was an affirmation from 80% of the respondents (10 strongly agree and 22 agree) that the company regularly conducts performance reviews on the suppliers, which means that Roofings Limited has put in place measures to monitor and evaluate their supplier's performances. This includes such factors like timeliness of deliveries, product quality, conformity to specifications, and handling of problems. The process of supplier performance reviews when done properly, can lead to the improvement and development of the business processes as well as the supplier's ability. This is also useful in managing risks and providing accountability of suppliers' performances. It provides a platform to reward good performers and make improvements to bad performers. However, there was a portion of the respondents who were not sure about this question (10%), and this could be due to the fact that these suppliers' performance evaluations could have been out of reach to them as they do not belong to the purchasing or procurement departments. There were also those who disagreed with this measure (10%).

From the analysis in section (IV), one can infer that there is considerable support for the proposition that suppliers play an integral role in product development and innovation, with a total of 70% of respondents (13 respondents strongly agreeing and 15 responding positively) supporting this notion. From this observation, one can conclude that Roofings Limited has understood the strategic importance of its suppliers and the fact that these suppliers have the capacity to help the firm through providing it with ideas for innovation, using different materials to reduce costs among other things. Collaboration with suppliers during innovation can facilitate more efficient designs, faster time to market, and increased competitiveness. The inclusion of suppliers during innovation fosters mutual commitment to success. However, from the results, there were 15% of respondents who were unsure while 15% (4 respondents disagreeing and 2 strongly disagreeing) were against the proposition, meaning that the firm might not be collaborating with its suppliers. In this regard, innovation in some cases might not be done externally but internally.

Section (V), concerning whether training and support are available to suppliers to enhance their performance, received mixed reactions. While only 33% (9 strongly agree and 4 agree) indicated that Roofings Limited provides training and support to its suppliers, this implies that some of the suppliers receive help in the form of workshops, process reviews, technical support, or other methods of improving performance. Such activities are vital in order to ensure that the suppliers adhere to standards, aligning processes and developing capabilities. Yet, a total of 37% (9 disagree and 6 strongly disagree) of the participants stated that training and support were not available, and this indicates inconsistency in providing or communicating this kind of training to the suppliers.

Furthermore, 30% (12 participants) indicated that they are unsure whether Roofings Limited engages in such training activities. This is possibly an indication that the company's training activities are poorly communicated within the organization or limited to selected suppliers and departments only. The recommendation for Roofings Limited, therefore, would be to establish supplier development programs with clearly defined objectives and measures of performance, as well as follow-ups.

Table 4.8: showing the role of supplier relationship strategies in cost reduction and operational efficiency at Roofings Limited.

SECTION	WHAT IS THE ROLE OF SUPPLIER RELATIONSHIP STRATEGIES IN COST REDUCTION ANDOPERATIONAL EFFICIENCY ROOFINGS LIMITED?	AGREE F(%)		NOT SUREF (%)	DISAGREE F(%)	
		SA	A	NS	DA	SDA
I.	Good supplier relationships have reduced procurement costs at Roofings limited.	9 (23%)	26 (64%)	1 (3%)	3 (8%)	1 (3%)
II.	In Roofings Limited, Supplier collaboration has led to improved operational efficiency.	12 (31%)	13 (33%)	4 (10%)	0 (0%)	11 (26%)
III.	Trust and commitment with suppliers have	9 (23%)	12 (31%)	3 (8%)	7 (15%)	3 (8%)

	improved delivery timelines at Roofings limited.					
IV.	Effective supplier management has enhanced product quality at Roofings limited.	7 (18%)	8 (21%)	14 (33%)	8 (21%)	3 (8%)
V.	In Roofings limited, supplier relationships have contributed to business competitiveness.	10 (25%)	22 (55%)	4 (10%)	0 (%)	4 (10%)

Source: Primary data 2025

In the findings from section (I), there was a clear agreement on the fact that good relationships between the firm and its suppliers have contributed greatly to a reduction in procurement costs, with 87% of respondents (9 strongly agree and 26 agree) responding positively about this statement. It means that most members of staff appreciate the financial gain that comes from having a good working relationship with suppliers. Some of the gains include negotiated prices for bulk orders, cost reduction due to fewer transaction costs, good payment terms, among others. Good relationships with suppliers can also reduce the frequency with which they are vetted hence saving valuable resources. The low percentage of disagreement (3%) suggests that this is something people have seen to be true.

On the other hand, the 11% (3 disagree and 1 strongly disagree) that did not agree could be aware of some problems within the procurement process, including failure by the suppliers to deliver or contractual issues and unpredictable pricing changes. It implies that there is a need for a review of the methods used for evaluating the performance of suppliers throughout the organization to ensure uniformity in savings.

In regards to section (II), 64% of participants (12 strongly agree and 13 agree) stated that supplier collaboration had resulted in the improvement of operations at Roofings Limited. This was based on the positive attitude towards the application of collaboration strategies like forecasting, meetings, and synchronization of supply schedules which would save time and avoid the duplication of efforts. When there is cooperation between the suppliers and the company, the operations will become streamlined because the parties will be aligned in their processes. However, 26% of the participants (11 persons) disagreed strongly to this statement which indicates serious concerns among these participants. Some of the reasons that could account for the strong disagreement include poor communication with the suppliers, delayed approvals, and lack of harmony in the process of doing things. It is possible that some areas in the organization do not collaborate with their respective suppliers to an extent that makes it impossible to reap any benefits from the process. The 10% (4 persons) who were uncertain about the impact of supplier collaboration probably do not have direct interaction with the supplier.

Moreover, at (III), 54% of the respondents (9 strongly agree and 12 agree) noted an improvement in the delivery timeline as a result of trust and commitment with the suppliers. Prompt delivery of materials and supplies is key especially in manufacturing and construction industries where any delays in supply will lead to disruption of work and increased cost. Trustful relations promote effective communication, proactively solving problems and accountability, thus making it unlikely for there to be any issues with deliveries. Suppliers will prioritize their commitments with the company when they feel valued and appreciated.

Nonetheless, a significant number of people, 23%, (7 disagree and 3 strongly disagree) had other opinions about the issue. Their negative responses could emanate from some of the problems that they encountered regarding the suppliers such as non-delivery of the goods by the required deadline, scarcity of stock, among others. On the other hand, the 8% that were not sure might not be familiar with the delivery process, thus, they cannot make a determination on how prompt deliveries are.

From the responses collected in section (IV), there is a mixed viewpoint on the role that effective supplier management has played in improving product quality. As few as 39% of participants (7 strongly agree and 8 agree) were convinced that such a contribution had been made. This shows that little consensus exists on the relationship between quality assurance and effective supplier management. In practice, managing the quality of suppliers includes setting quality standards, auditing suppliers' quality systems regularly, taking corrective action when needed, and providing technical assistance for the suppliers. In doing so, one would ensure high quality of material inputs, no problems in manufacturing, and satisfied customers. On the other hand, many respondents (33%, or 14 participants) had an unsure viewpoint concerning this question, which demonstrates either a lack of information about or poor communication within Roofings Limited about the quality assurance process linked with supplier evaluation. In addition, 29% of participants (8 disagreed and 3 strongly disagreed) expressed their discontent, indicating either poor supplier performance or recurring quality problems as a result of inefficient supplier supervision.

For section (V), the vast majority of participants (80%) either strongly agreed (10 people) or agreed (22 people) that supplier relations play a vital role in contributing to the competitiveness of Roofings Limited. This suggests that there is an excellent awareness of the critical importance played by suppliers in maintaining business competitiveness. Through delivering the products reliably, reducing costs, supplying quality materials, and contributing to innovation, suppliers enable Roofings Limited to establish its unique advantage in the market. Having a proactive supplier base allows a faster product launch in response to customer demands and effective service delivery. On the other hand, the 10% of participants (4 individuals) who had doubts about this issue might not be aware of how their suppliers affect their business strategically since they do not take part in strategy formulation. The 10% (4 people) who strongly disagreed probably considered the lack of innovation contributed by their suppliers and the failure of the suppliers to adapt to the changes in the market environment.

Table 4.9: What challenges do manufacturing businesses face in supplier relationship management, and how can they be addressed at Roofings Limited

SECTION	WHAT ARE THE CHALLENGESFACEDIN IMPLEMENTING BEST TRANSPORTATION PRACTICES AND THEIR SOLUTIONS	AGREE F (%)		NOT SUREF (%)	DISAGREE F(%)	
		SA	A	NS	DA	SDA
I.	In Roofing limited communication barriers exist between the company and suppliers.	3 (8%)	3 (8%)	7 (18%)	13 (32%)	14 (34%)
II.	Supplier compliance with company standards is a major challenge at Roofing limited.	9 (23)	4 (10%)	12 (30)	9 (22)	6 (15)
III.	At Roofing limited, lack of trust between suppliers and the Company affects performance.	12 (30%)	6 (15)	9 (23)	10 (25%)	3 (7%)
IV.	Roofing Limited supplier capacity affects delivery schedules.	10 (25)	24 (60%)	2 (5)	2 (5)	2 (5)
V.	Financial constraints affect supplier relationship development at Roofing limited.	12 (30%)	13 (32%)	7 (18%)	2 (5%)	6 (15%)

Source: Primary data 2025

According to section (I), the findings show that a large number of respondents 66% (13 disagree and 14 strongly disagree) do not view the presence of communication barriers in the relationship between Roofings Limited and its suppliers. It implies that the organization must have effectively developed communication channels like meetings, supplier portals, and documentation process, among others, to facilitate the seamless flow of information between the involved parties. Good communication ensures the elimination of mistakes in orders and delivery times, as well as the understanding of product specifications. However, 18% (7 people) were unsure about this situation, which means that they might be less involved with the suppliers or lack knowledge about the other communication processes within the company. On the other hand, 16% (3 strongly agree and 3 agree) think that there are communication barriers in the relationship between the business and its suppliers, which might result from problems in some departments or with particular suppliers.

However, concerning (II) opinion was rather divided among the participants regarding the issue of supplier compliance with the standards set by the company. Thirty-three percent of the participants (9 strongly agree and 4 agree) believed that this can pose a challenge, meaning that some suppliers might find it difficult to satisfy all the requirements put in place by Roofings Limited in terms of issues like quality, timely delivery, or regulation adherence. Another thirty-seven percent (9 disagree and 6 strongly disagree) believed that supplier compliance does not represent an important issue. Such an answer might reveal satisfaction with reliable suppliers or the use of strict mechanisms to control supplier compliance. It also seems that thirty percent (12 people) were unsure whether or not there were challenges concerning supplier compliance since their answers show that they might not be aware of what standards suppliers should adhere to.

In part (III), the survey results show that many people 45% (12 people agree strongly while six agree) believe that a lack of trust between Roofings Limited and the suppliers of goods hinders performance. In this case, the issue of trust can impact the behavior of the suppliers and their willingness to collaborate. In general, trust acts as the foundation for any supplier relationship because it promotes communication and facilitates quick action. Suppliers lacking trust could hold back important information and fail to perform as expected for fear of punishment or bad relationships. Some participants 25% (10 people) disagree with the above view, indicating that not all supplier relationships are affected by lack of trust and that there are other suppliers whose relationship works very well. Those 23% (nine people) who remain unconvinced about trust between supplier and company relationships probably lack knowledge about the same.

Based on section (IV), the data reveals a high degree of agreement 85% of respondents (10 strongly agree and 24 agree) that the ability of suppliers is greatly influenced by their ability to deliver on time in Roofings Limited. The high degree of agreement shows that some of the suppliers may lack sufficient capability or capacity to meet the needs of the company at the right time. Lack of ability of suppliers to deliver on time may be attributed to lack of manpower, old machinery, poor storage facilities, and inefficient logistic system among other reasons. A low number of respondents (10%) disagree with this perspective while only 5% had no idea about it. There is a need for Roofings Limited to check whether there is an ability of the suppliers to deliver on time during procurement.

For section (V), it was identified that 62% of the respondents (12 respondents strongly agreed and 13 respondents agreed) perceived financial limitation as a factor that affects the development of solid relationships with suppliers. This means that limited financial availability might limit Roofings Limited's efforts to invest in the development of good supplier relations through incentive packages and joint innovation ventures.

Without financial freedom, relationship with the suppliers will probably be restricted to the transaction aspect and no collaborative approach will be made. Conversely, 20% of the respondents (2 respondents disagreed and 6 respondents strongly disagreed) did not consider financial constraint as an obstacle, which could indicate that these departments have found means of fostering a good supplier relationship without spending any money. The remaining 18% (7 respondents) were neutral on the subject matter because they do not play a role in financial transactions and discussions on supplier issues.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

Findings, conclusion and recommendations of the study are discussed in this chapter based on the findings made from the study.

5.1 Discussion of findings

5.1.1 The relevance of supplier relationship strategy for cost reduction and efficiency

It is evident from the findings of the study that effective supplier relationship strategies play a critical role in cost reduction and efficiency at Roofings Limited. Long term relationships and collaborations with suppliers ensure effective procurement, reduced disruptions and cost savings through bulk purchasing and bargaining (Monczka et al., 2016). Monitoring of suppliers' performance, communication and collaborative planning contributed to inventory management and minimization of stock outs; hence improving healthcare services efficiency. Such findings concur with research works showing that strategic supplier collaboration enhances supply chain efficiency and reduces administrative costs (Cousins et al., 2008). It is clear from the findings that there are challenges such as bureaucracy and shortage of suppliers; hence the need for reforms and capacity development to improve supplier relationship and enhance project efficiency.

Challenges facing manufacturing companies in SRM and possible ways of overcoming them Manufacturing companies in Uganda face numerous challenges when managing their relationships with suppliers such as unreliable suppliers, inconsistency in quality, fluctuating prices, and logistics.

Such challenges result in delays in production processes and high operational costs. The above challenges may be countered by increasing the number of suppliers to avoid overdependence and increase reliability. Utilizing technology to improve visibility of the supply chain process, as well as facilitate communication, is an option that may solve most of the above challenges. Another method to ensure suppliers are at a specific standard of quality would be through training programs in addition to supplier development programs. Lastly, establishing agreements between the company and the supplier will help improve the stability of the supply chain process (Mugisha & Ochieng, 2017; Kato & Ssempebwa, 2020).

5.2 Conclusions arising from the results in Chapter Four and hypothesis testing include:

The report notes the significant influence that can result when suppliers' relations strategies are put into practice in minimizing cost and improving efficiency in Roofings Limited. Good relations, communication, and performance evaluation will go a long way to improve the procurement process and make inventory management simple. Nonetheless, problems like inefficiency due to the cumbersome procurement procedure and inadequate suppliers continue to haunt the process, necessitating revision of policies and capacity building. Improved supplier relations are essential in ensuring efficiency in healthcare delivery.

In the manufacture industry of Uganda, the SRM processes will ensure that there is creation of trust, increase in communication levels as well as supplier skills development to ensure quality products and punctual deliveries. Businesses in the industry face problems like variations in quality of product and unreliable suppliers. The problem may be solved through development of infrastructure, diversification of suppliers and using technology for better supply chain management.

There exist certain problems associated with supplier relationships management in Ugandan manufacturing firms. These problems include unreliable suppliers, unstable prices and logistics problems. They could be addressed through diversifying suppliers, adoption of technology for increased visibility in the supply chain and training of the suppliers. Another approach to solving the problem is through making agreements with suppliers on penalties.

5.3 Recommendations

5.3.1 Recommendations to the policy makers.

Based on the results and conclusions drawn from the test hypotheses, the following recommendations would be made as follows:

The policy makers should be cognizant of the simplification of procurement processes with an aim of reducing bureaucratic processes within an organization and ensuring efficient operations. Electronic systems can be used for simplification of processes.

Policies which ensure manufacture signing of long-term contracts with their suppliers should be put into place by the policy makers so that there is a reliable supply chain and prices.

Evaluation of the performance of the suppliers should be made regularly to check whether they meet the quality standards and delivery deadline.

5.3.2 Recommendations for future research

The use of new technology like block chain and artificial intelligence to enhance SRM in the Ugandan manufacturing industry can be considered for future research.

Moreover, studying SRM from the perspectives of other sectors such as agriculture, health care, and construction can provide a broader view of SRM and its effects on various industries.

Furthermore, it would be interesting to study the impact of organization and culture on SRM as well as carry out a longitudinal study to determine the long-term effects of SRM. Conducting comparative analysis in Uganda compared to other developing countries will show what distinguishes them, and studying the impact of changing policy on SRM can help understand the effects of regulation on supply chains.

REFERENCES

Ada, N. (2020). Sustainable supplier selection in agri-food supply chain management. *International Journal of Mathematical, Engineering and Management Sciences, 7*(1), 115.

Al-Foraih, R., & Al-Fahad, F. (2012). Social and economic challenges of implementing sustainable materials on buildings in Kuwait.

Ali, R., Lim, C. L., Zainun, N. Y., Sunar, N. M., Hamidon, N., Harun, H., & Muhamad, M. S. (2021). Towards zero-waste campus: Perception of the community in UTHM Pagoh Campus on solid waste management system. In *IOP Conference Series: Materials Science and Engineering*.

Basnayake, B. F. A., Ariyawansha, R. T., Karunarathna, A. K., Werahera, S. M., & Mannapperuma, N. (2020). Sustainable waste management challenges in Sri Lanka. In *Sustainable Waste Management Challenges in Developing Countries* (pp. 352–381). IGI Global.

Blome, C., & Schoenherr, T. (2018). Supply chain performance: Developing key performance indicators for manufacturing. *International Journal of Production Economics, 207*, 15–28.

Burkett, P. (1999). Fusing red and green. *Monthly Review, 50*(9), 47.

Christopher, M. (2016). *Logistics and supply chain management*. Pearson Education.

Cousins, P. D., Lamming, R. C., Lawson, B., & Squire, B. (2019). *Strategic supply management: Principles, theories and practice*. Pearson.

De, S. K., Kawdia, P., Gupta, D., & Pragya, N. (2023). Packaging plastic waste management in the cosmetic industry. *Management of Environmental Quality: An International Journal, 34*(83), 820–842.

Handfield, R. B., Monczka, R. M., Giunipero, L. C., & Patterson, J. L. (2020). *Sourcing and supply chain management*. Cengage Learning.

Heizer, J., Render, B., & Munson, C. (2020). *Operations management: Sustainability and supply chain management*. Pearson.

Huo, B., et al. (2017). Long-term supplier relationships and their impact on supply chain performance. *Journal of Purchasing and Supply Management, 23*(4), 287–297.

Hussain, F., Shah, S. Z., Ahmad, H., Abubshait, S. A., Abubshait, H. A., Laref, A., & Iqbal, M. (2021). Microalgae: An ecofriendly and sustainable wastewater treatment option.

Kotabe, M., & Murray, J. Y. (2019). *Global sourcing strategy: R&D, manufacturing, and marketing interfaces*. Routledge.

Lee, K., & Cavusgil, S. T. (2015). The impact of supplier collaboration on manufacturing performance. *International Journal of Production Economics, 161*, 171–185.

Lysons, K., & Farrington, B. (2020). *Purchasing and supply chain management*. Pearson Education.

Manning, S., Boons, F., Von Hagen, O., & Reinecke, J. (2007). National contexts matter: The co-evolution of sustainability standards in global value chains. *Ecological Economics, 83*, 197–209.

Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2016). *Purchasing and supply chain management*. Cengage Learning.

Narasimhan, R., & Kim, S. W. (2016). Long-term supplier partnerships in manufacturing. *International Journal of Operations & Production Management, 36*(6), 740–759.

Nithya, N. (2012). Factors influencing supplier selection towards enhancing organisational performance: An empirical study.

Ogunbiyi, O., Goulding, J. S., & Oladapo, A. (2014). An empirical study of the impact of lean construction techniques on sustainable construction in the UK. *Construction Innovation*.

Schramm, V. B., Cabral, L. P. B., & Schramm, F. (2020). Approaches for supporting sustainable supplier selection: A literature review. *Journal of Cleaner Production, 273*.

Simatupang, T. M., & Sridharan, R. (2016). The role of information sharing in supplier relationships. *International Journal of Logistics Management, 27*(3), 550–563.

Slack, N., Brandon-Jones, A., & Johnston, R. (2019). *Operations management*. Pearson.

Stevenson, W. J. (2021). *Operations management*. McGraw-Hill Education.

Tang, C. S. (2006). Robust strategies for mitigating supply chain disruptions. *International Journal of Logistics Management, 17*(2), 247–267.

U.S. Census Bureau, Bureau of Economic Analysis, & National Science Foundation. (2005). *Research and development data link project: Final report*.

Van Weele, A. J. (2018). *Purchasing and supply chain management: Analysis, strategy, planning and practice*. Cengage Learning.

Vijayakumaran, S. A., Abdul Rahim, S., Ahmi, A., Abdul Rahman, N. A., & Mazlan, A. U. (2020). Factors influencing sustainable supplier selection: Evidence from palm oil refining and oleochemical manufacturing industry. *International Journal of Supply Chain Management*.

Vinti, G., & Vaccari, M. (2022). Solid waste management in rural communities of developing countries: An overview of challenges and opportunities. *Clean Technologies, 4*(4), 1138–1151.

Zaman, A. (2022). Waste management 4.0: An application of a machine learning model to identify and measure household waste contamination. *Sustainability, 14*(5), 3061.

UGANDA CHRISTIAN UNIVERSITY
A Centre of Excellence in the Heart of Africa

Tuseday April 22, 2025

Roofings limited ,Lubowa
Plot 126 Lubowa Estate, Entebbe Road

Dear Sir, Madam

RE: **Introduction of SUSAN GWEEN SCOPAS - M22B12/034 for Data Collection Permission**

I am writing to introduce Ms. Susan Gween Scopas, Bachelor of Procurement and Logistics Management student at Uganda Christian University. Ms. Susan is currently in the advanced stage of her academic journey and is conducting a dissertation on **"The Impact of Supplier Relationship on Performance of Manufacturing Businesses in Uganda"**

As part of her research, Ms. Susan is seeking permission from your office to collect relevant data and information. Her study aims to investigate supplier relationship for enhanced service delivery.

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

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

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

Sincerely,

....

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

UGANDA CHRISTIAN UNIVERSITY
P. O. BOX 4, MUKONO
22 APR 2025
FACULTY OF
BUSINESS AND ADMINISTRATION

A Centre of Excellence in the Heart of Africa

P.O. Box 4, Mukono, Uganda (East Africa), Plot 67-173 Bishop Tucker Road, Mukono Hill, Tel: +256 (0) 31 235 0800, www.ucu.ac.ug
Ugandachristianuniversity @UCUniversity, Founded by the Pronvice of Church of Uganda, Chartered by the Government of Uganda.

APPENDIX II

RESEARCH QUESTIONNAIRE

Title: *The impact of supplier- relationships on the performance of manufacturing businesses in Uganda. A case study of Roofings*

Limited

Researcher: *Suzan Gween Scopas*

Supervisor: Mr. *Duncan Tumuhamye*

Dear Respondent,

My name is SUZAN GWEEN SCOPAS, a student at Uganda Christian University, currently undertaking an academic research study on Supplier Relationship Management and the Performance of Manufacturing Businesses in Uganda, with a specific focus on Roofings Limited. This questionnaire has been designed to collect data that will be used strictly for academic purposes in fulfilling the requirements of my study. The information you provide will help in understanding how supplier relationships influence organizational performance, particularly in manufacturing firms.

You are kindly requested to respond to the questions as honestly and accurately as possible. Please be assured that all responses will be treated with the highest level of confidentiality and will only be used for academic analysis. Your identity will not be disclosed in any part of this study.

Instructions: Please tick (✔) the most appropriate response in each section.

Where applicable, fill in the blank spaces provided. For rating questions, use the scale below: 5 = Strongly Agree (SA) 4 = Agree (A) 3 = Neutral (N) 2 = Disagree (D) 1= strongly disagree

SECTION A: BACKGROUND INFORMATION

Please tick the appropriate option.

1. Gender

Male ☐

Female ☐

2. Age Group

20–30 years ☐

31–50 years ☐

51 years and above ☐

3. Educational Level

Certificate ☐

Diploma ☐

Bachelor’s Degree ☐

Master’s Degree ☐

PhD ☐

Other (please specify): ___________

4. Department

Procurement ☐

Finance

Logistics

Supply Chain Management

Senior Management

Warehouse & Inventory

Other (please specify): ___________

5. Years of Experience at Roofings Limited

1–3 years

4–6 years

More than 6 years

SECTION B: SUPPLIER RELATIONSHIP MANAGEMENT PRACTICES

For these following sections use the scale below: 5 = Strongly Agree (SA) 4 = Agree (A) 3 = Neutral (N) 2 = Disagree (D) 1= strongly disagree

Statement					
1 Roofings Limited maintains long-term relationships with key suppliers.					
2 Roofings Limited shares information openly with its suppliers.					
3 Regular performance reviews are conducted for suppliers at Roofings Limited.					

4 Suppliers are involved in product development and innovation at Roofings Limited.					
5 Training and support are provided to suppliers to improve performance at Roofings Limited.					
Additional Comments (Optional)					

SECTION C: ROLE OF SUPPLIER RELATIONSHIP STRATEGIES IN COST REDUCTION AND OPERATIONAL EFFICIENCY

Statement					
1 Good supplier relationships have reduced procurement costs at Roofings Limited.					
2 Supplier collaboration has improved operational efficiency at Roofings Limited.					
3 Trust and commitment with suppliers have improved delivery timelines at Roofings Limited.					
4 Effective supplier management has enhanced product quality at Roofings Limited.					
5 Supplier relationships have contributed to the competitiveness of Roofings Limited.					
Additional Comments (Optional)					

SECTION D: CHALLENGES AND SOLUTIONS IN MANAGING SUPPLIER RELATIONSHIPS

A. Challenges Faced

Statement					
1 Communication barriers exist between Roofings Limited and its suppliers.					
2 Supplier capacity affects delivery schedules at Roofings Limited.					
3 Financial constraints affect supplier relationship development at Roofings Limited.					

Additional Challenges

....

....

....

....

B. Suggested Solutions

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

1. What suggestions do you have to improve supplier relationships at Roofings Limited?

....

....

....

2. In your opinion, how can supplier engagement be strengthened to enhance business performance?

....

....

....

Thank You

We sincerely appreciate your time and cooperation in completing this questionnaire. Your contribution is highly valuable to the success of this research.