

**EFFECT OF SUPPLIER DEVELOPMENT MANAGEMENT PRACTISES ON
ORGANISATIONAL PERFORMANCE IN: A case of Hema Beverage Limited
Uganda**

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DECLARATION

As per the university values of integrity and diligence, I have not received any unauthorized assistance while working on this paper. I declare that the work is authentically mine and to the best of my knowledge, it contains no traces of plagiarism or any other unethical practices. The only work used that has already been published by other persons has been purely for reference purposes.


Signature... Luke Date... 21st/sept/2023.....

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APPROVAL

This paper has been submitted for examination with my approval as the University supervisor. And it's now ready for presentation for the award of a Bachelor's Degree in Procurement and logistics Management of Uganda Christian University.

Signature.......... Date..21/09/2023.....

Supervisor: Mr. Tumuhanye Duncan.

DEDICATION

First of all, I thank God who has enabled me to reach this far in life. I am so grateful to whoever contributed towards the preparation of this research, especially through motivation and advice. I therefore, dedicate this research to my family for their utmost help emotionally, financially and mentally for always standing there with me.

More so I dedicate this research to my supervisor Mr. Tumuhanye Duncan who rendered the necessary help academically and his continuous guidance in the journey of my research.

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CHAPTER ONE

1.0 INTRODUCTION

In the intense business competitive environment, companies are relying more on their supplier development as a source of competitive advantage. Purchasing and supply management has achieved a higher level of importance however there is a greater dependence on suppliers. This Topic focused on the background of the study, statement of the problem, objectives, and the scope the study, significance, methodology, conceptual frame work of the study and the research findings. The study was looking at the effect of supplier development on the organisational performance of a manufacturing firm a case of Uganda Hema Beverages company.

1.1 Background of the Study

In today's dynamic global business environment, firms are facing a cut-throat competition because focus has steadily increased on delivering value to the customers. Globalization, technical change and demanding customers make the market place more fiercely competitive than ever before. Customers now impose increasing demands on manufacturers for variety, quick order fulfillment and fast delivery. Supplier development has been identified as a purchasing strategy that influences organisation performance. to support this assertion Wachiuri, Waiganjo and Oballah (2015) confirm that manufacturing firms have realized the importance of supplier performance in establishing and maintaining their competitive advantage. Supplier development has evolved as an important strategic instrument to improve buyer supplier relationships (Rajendra, Mahajan & Joshi, 2012).

According to Watts and Hahn (1993), supplier development is a long-term cooperative effort between a buying firm and its suppliers to upgrade the supplier's technical, quality, delivery and cost capabilities and to foster ongoing improvements. Chartered Institute of Purchasing and Supply (CIPS) (2013) defines supplier development as the process of working with certain suppliers on a one-to-one basis to improve their performance (and capabilities) for the benefit of the buying organisation. Supplier development activities are defined as the most important effort that firms undertake not only to gain competitive advantage but to develop suppliers for long term partnership and relationship enhancement (Job, 2015; Rajendra et al., 2012). Wenli, Paul,

Andy and Yeung. Cheng (2012) see supplier development as a kind of cooperation between a buyer and a supplier to seek continuous improvement in supplier performance and, at the same time, strengthen the buyer's competitive advantage

Previous studies on supplier development have convergent opinions that supplier development like skills training; support through giving quality raw materials are an alternative paradigm to organization performance in term of cost reduction, customer satisfaction, quick order fulfilment and fast delivery (Khuram, Ilkka, Elina & Shpend, 2016; Wagner, 2011). Firms are more eager in supplier development programs not only to continue long term relationship with their suppliers but also to develop strategically global competitive advantage (Loppacher, Cagliano, & Spina, 2011). Krause (1999) and Yeung, (2008) note that manufacturing firms have realized that supplier performance is crucial to their establishing and maintaining competitive advantage, supplier development has been a subject of considerable research in supply chain management (SCM). Equally, Rajendra et al., (2012) reiterate that cooperation with suppliers can make buyer more efficient and thus enable goods to be purchased at lower prices and also makes buyer to look for his core competency to remain more competitive.

According to Jabour (2009), Suppliers play a critical role in the organization and are significantly engaged in creating a competitive advantage with their actions having a positive impact on the organizations' performance. In order for firms to compete effectively and survive in the global market, they need to develop operational strategy to ensure they maintain and build relationships with a capable and competent network of suppliers and extract maximum value from these relationships. To create and maintain such a network and to improve capabilities that are necessary for the buying organisation to meet its increasing competitive challenges, the buying firm may need to engage in supplier development (Kivite 2015). A number of scholars including Krause, (2007) and Humphreys (2003) have dealt with supplier development but specifically focused on how it impacts on buyer- supplier performance thus little have been researched on its impact to organization performance. Erasmus (2006), explains that manufacturers today are facing up to the challenge of stiffer competition and having to supply the global markets and so have quickly learned the importance of improving productivity and quality. And to achieve this, they get to recognize that suppliers play a very vital role in the production value chain because they indirectly determine the quality of the final product hence a

need for the manufacturing firms to put in place measures to develop and equip suppliers with prerequisite skills, quality of raw materials in order to ensure quality supplies and this is done through supplier development. It's in this reference above that the researcher investigated the role of supplier development on organizational performance in manufacturing firms in Uganda with our main study focusing on Hema Beverges Uganda Limited.

1.2. Problem statement

Some researches like that of Ogunda (2013) submit that manufacturers face a major challenge in their production processes because of the increasing cost of raw materials. The constant spike in the commodity prices of their major raw materials then slows improvement in its profit margins but continues to explain that but with supplier development in place, most of these manufacturers can be able to negotiate for favorable prices that can enhance their profit margins after obtained revenue at the right market value. However, this does not fully explain that at the end of the day the cost of developing these supplies might not exceed the costs resulting from the high prices of raw materials which could also plunge company into financial losses (Mwesigwa & Nondi 2018). According to the (IMF, 2017) Global Financial Stability Report, Multi-national firms are facing a slight decline in operational performance at an alarming rate resulting in a decrease in global GDP to up to 4.7%. According to (Kadi, Tamil, & Ali 2011), there is an increased pressure on multinational organizations specially manufacturing organizations to get new innovative ways to create and deliver value to their customers by improving their operational performance and focus should be on quantity and quality and hence a need for supplier development. Previous findings have provided useful insights for understanding the nature of supplier development, but have not clearly established a link between supplier development programs and performance outcomes and the few which have to do so, are studies that have been replicated in Western countries but to the researcher's knowledge, limited research has examined the involvement of supplier development in Uganda and hence the rationale of carrying out the study about effect of supplier development on organizational performance in manufacturing firms in Uganda.

1.3. General objectives of the study

The general objective of this study was to examine the influence of supplier development practices on organization performance of manufacturing firms in Uganda

1.4. Specific Objective

- 1) Examining the impact of supplier training on organisational performance within manufacturing companies in Uganda.
- 2) To ascertain the effect financial support on the organization performance in manufacturing firms in Uganda
- 3) To obtain the effect of information exchange on organization performance in Uganda

1.5 Scope of the study

The study was concerned with evaluating the effect of supplier development management on organisational performance in manufacturing firms in Hema beverage limited in Uganda and with target of 313 employees at management level in the various departments namely, human resource, logistic, sales and marketing.

1.6. Significance of the study

This study benefited the management of Hema Beverages Company Limited in improving issues to do with the performance of the organization and it showed them the extent to which suppliers development affects the entire performance of the organization and it showed the organization the opportunities they are missing when supplier development is not being practiced. Therefore, this study improved a bringing more light to the manufacturing industry, why supplier development should be taken as a serious issue and done by all organizations to improve their performance.

1.7. Definition of key words

Supplier development management refers to the strategic and proactive approach of working with suppliers to enhance their capabilities, performance, and overall effectiveness. It involves identifying areas of improvement, providing support, resources, training and collaborating closely with the suppliers to help them meet the requirements and expectations of the buyer organization. supplier development management aims to strengthen the supplier base, foster long term relationships and drive mutual growth and success. Monczka, R.M., Handfield, R.B., Giunipero,L.C.,&Patterson,J.L.(2015). Purchasing and supply chain management.Cengage Learning.

Organisational performance refers to the measurement and evaluation of an organisation effectiveness in achieving its goals and objectives. The assessment of organisational performance helps in identifying strengths, weakness, areas for improvement and opportunities for growth. Gupta, A.K., & Govindarajan, V. (2008). Knowledge flows within multinational corporations. *Strategic Management Journal*, 29(9), 1013-1035.

Manufacturing firms are companies that engage in the production of tangible goods through various industrial processes. These firms typically transform raw materials, components, or parts into finished products, either on a large scale or in limited quantities. Manufacturing firms play a crucial role in the economy by creating value-added products and generating employment opportunities. Porter, M.E. (1990). *The competitive Advantage of Nations*. *Harvard Business Review*, 68(2), 73-93.

CHAPTER TWO

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.1 Introduction

This chapter gives a review of related literature on the subject under study as presented by various researchers, scholars, analysis and Authors. The researcher drew materials from several sources which are closely related to the theme and the objective of the study which includes both theoretical and empirical review.

2.2 Theoretical Review

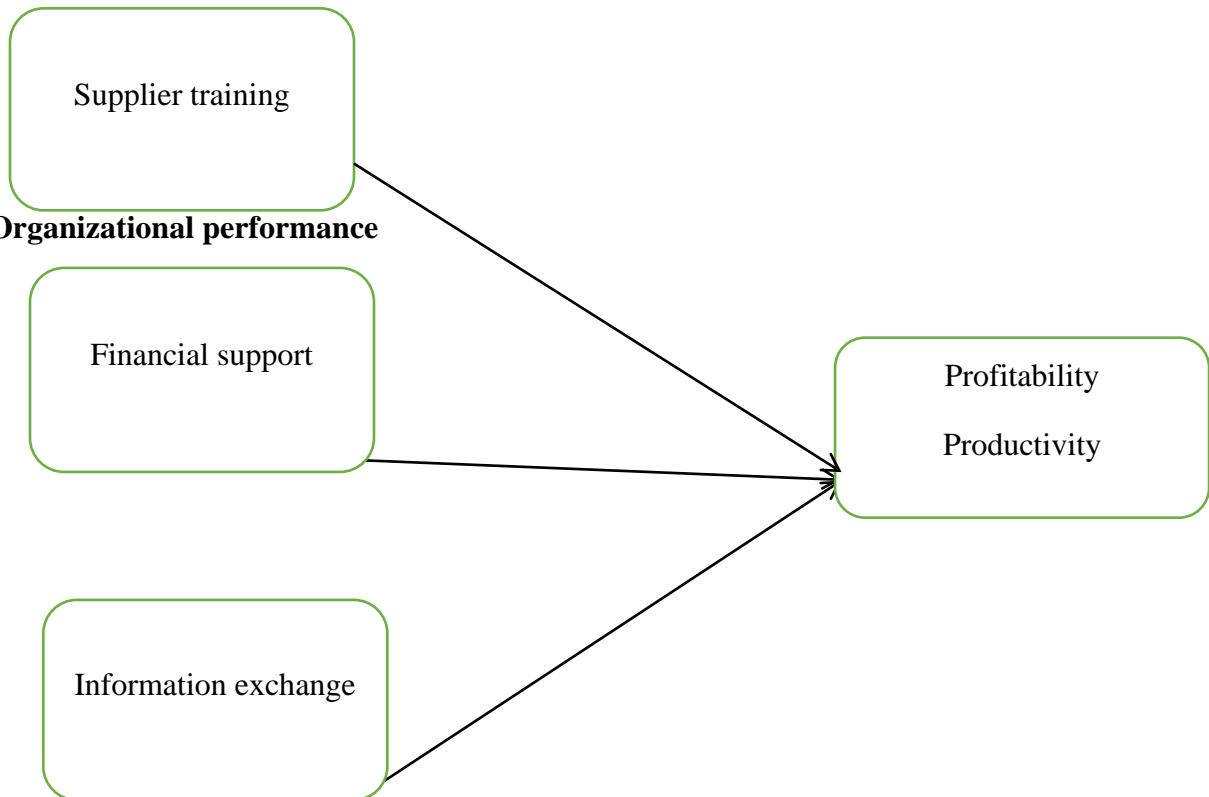
2.2.1. Resource Dependence Theory

The theory is mainly concerned with how firm's daily operational performance is affected by external resources that the firm utilizes (Wachuri, Waiganjo & Oballah, 2015). The theory keeps on maintaining that a firm's capability to collect, transform and exploit its limited resources for example raw materials effectively and efficiently than competitors endure significant strategic implications; i.e due to its influence on the firm's competitiveness. Notably, these resources are often controlled by organizations, for instance Key suppliers not being in control of the firm needing them. This means that strategies, like supplier management practices in the purchasing and supply chain management context, must be cautiously well-thought-out in order to sustain open access to resources (Charlse & Omwenga, 2018; Lubale & Kioko, 2016). Further, elucidate on the relevance of the resources Dependence Theory in supplier development through their recognition of knowledge as a strategically significant resource of the firm and the root of competitive advantage. In their analysis of inter-firm knowledge sharing literature, they argue that scholars have recognized that inter-organizational learning is critical to competitive success and noted that organizations learn by collaborating with other firms as wells as by observing and importing their practices and hence the theory then validates that suppliers management practices such as supplier involvement through development aim at leveraging supplier's specialized competencies for great innovativeness and ability to offer high quality products through greater collaboration between the organization and its key suppliers. Within the resource dependence theory perspective, organizations are viewed as coalitions alerting their structure and patterns of

behaviour to acquire and maintain needed external resources. Acquiring the external resources needed by an organization comes by decreasing the organization's dependence on others and/or by increasing other's dependency on it, that is, modifying an organization's power with other organizations hence the right kind of theory to relate with this kind of study research.

2.3 Conceptual Framework

Supplier development (Independent variable)



2.4 Empirical Review

2.4.1 Research objective 1: examining the impact of supplier training on organisational performance within manufacturing companies in Uganda.

Seminars, workshops and field visits positively influence the organizational overall performance through their improvement of supplier's performance and/or capabilities. The literature in supplier development has extensively discussed the issues concerning the establishment of supplier development program. It provides valuable information for managers and practitioners to understand the reasons for becoming involved in supplier development, the process of establishing a supplier development program and the results that are possible to be gained from supplier development. However, there is still a limitation for the current research in supplier

development. Although the literature provided has extensive research support for the assertion that supplier development is an integrated practice for achieving sustained competitive advantage (Lenders and Biltenhorn, 1988; Hahn et al 1993; Hartley and Choi 1996), these studies are either conceptual or empirically based on isolated and anecdotal experiences. This body literature has not empirically examined the impact of supplier development on the performance of an organization nor tested the linkage between them. Programs for supplier development that receive assistance from the buyer can be regarded as buyer-supported training. The Literature suggests that buyers have various training ways of supporting their suppliers with some buyers giving skills training support than others. Some buyers focus on short term benefits while others look at supplier development as a long term investment and hence suppliers access supplier development programs depending on their buyers. This then implies that the types of training that would most benefit suppliers could be best assessed through studies focusing on the supplier perspective. By identifying the relevant types of training suitable for specific groups of suppliers and thus the right type of training could lead to an increase in performance for suppliers which would in turn yield productive results in their performance as we work with them. In this case the buyer may send his employees or a team to train suppliers or he may invite a group of suppliers facing the same problem for training in his own firm (Lukhoba & Muturi, 2015; Kadi, Tam, & Alil, 2011). A case study in the Malaysian automotive industry on patterns of supplier learning and here they found that supplier development programs support the development of supplier's capabilities usually with the assistance of a buyer. Supplier development also depends on the supplier's interest and how they explore from their buyers but this type of assistance is still not adequate to improve the supplier capabilities. It is claimed that support from buyers for supplier training has been a deficit. Thus there is need to identify the types of training that suppliers themselves prefer. Buyers themselves have significant knowledge of the training that a supplier might need but as technology development happens, sometimes the buyer might not have capacity to render such kind of training to the suppliers. Therefore, it is rather critical that suppliers looking to develop their capabilities have access to the type of training that they require which may or may not be provided by their buyers. According to Nadia et al (2011); Mwesigwa & Nondi (2018), suppliers that have access to buyer-supported training their training needs might often change as they develop their own capabilities.

2.4.2. Research Objective 2: to ascertain the effect of financial support on supplier development

Financial support refers to the buying firm's effort to develop its suppliers by engaging in human and capital resources which include, direct investment in equipment and tools (Lukhoba & Muturi 2015). Buyer organizations are supposed to communicate with the suppliers they want to develop information on their willingness to participate in the proposed supplier development programs. When the supplier gets evaluation feedback from the buying firm for improvements, the firm needs to provide suggestions or personnel to the supplier site (Krause 2002). Such actions of the buying firm motivate direct involvement of potential suppliers including financial resource (Chavhan, Mahajan, & Sarang, 2012). Many manufacturing firms have increase the number of component parts and services they outsource while refocusing on their core capabilities. Outsourcing parts and services to external independent suppliers means that supplier performance is increasing critical to the long-term success of the buying firms (Ikea, 2013). This, therefore forced organizations to use desperate supplier development strategies to improve supplier performance including providing incentives for improved performance.

Supplier financial support is the buyers' effort towards its suppliers to continuously spot financial weaknesses within its supply base and taking the necessary financial support to avoid supply disruptions and increase supplier financial health so as to meet his short-term and long-term financial obligations (Choi 1providedinancial support is a critical success factor in supplier development and supplier performance. According to Heidi and John (1990), proven financial support provides the buying firm with increased supplier competition in the global market and potentially reduces transportation and other logistical costs of suppliers. According to Mwesigwa & Nondi (2018), A supplier who is properly and adequately financially supported increases the buying organisations ability to deliver high-quality and innovative products to its customers and thus reduces buyers operational risks. Supplier's financial support is critical in determining the supplier's ability to remain financially solvent (Wangner, 2006).

In a study by Krause and Scannell (2002), they found that financial assistance to suppliers can lead to improved product quality, on-time deliveries, and overall supplier performance. This highlights the positive effect of financial support on supplier development.

Furthermore, Christopher and Lee (2004) argue that financial support, when strategically deployed, can help suppliers invest in technology, training, and capacity building, ultimately enhancing their capabilities and contributing to the performance of the buying organization.

However, it's important to note that not all financial support initiatives yield positive results. Some studies suggest that supplier development efforts, including financial support, may be more effective when combined with other management practices such as collaborative relationships (Wynstra et al., 2001).

Financial support is one of the key components of supplier development. It involves providing suppliers with the necessary funds and resources to enhance their capabilities and meet the evolving demands of the buyer organization (Krause & Scannell, 2002). Financial support manifests in various forms, including loans, grants, or equity investments. The effectiveness of these interventions in supplier development has been a subject of extensive investigation.

Research suggests that financial support positively influences supplier development. Krause and Scannell (2002) observed that when manufacturing firms extend financial assistance to their suppliers, it fosters a sense of commitment and reciprocity. This, in turn, encourages suppliers to invest in technology, workforce training, and process improvements. These enhancements can result in improved product quality, reduced lead times, and increased capacity, ultimately benefiting the buying organization (Christopher & Lee, 2004).

Innovation is a pivotal aspect of supplier development, as it allows suppliers to adapt to changing market dynamics and meet the evolving demands of the buyer organization. Financial support plays a significant role in facilitating innovation among suppliers. Gu et al. (2018) found that manufacturing firms that provide financial assistance to their suppliers tend to foster an environment conducive to innovation. This may involve financing research and development activities, supporting the adoption of advanced technologies, or facilitating collaboration among suppliers to share innovative ideas.

While financial support can yield positive outcomes, its effectiveness is contingent on strategic alignment. Wynstra et al. (2001) emphasize the importance of integrating financial support initiatives with broader supplier development strategies. They argue that financial support, when used in conjunction with collaborative relationships, supplier training programs, and

performance measurement systems, can yield more substantial benefits. This underscores the need for a holistic approach to supplier development.

It is essential to acknowledge that financial support initiatives are not without challenges and risks. Suppliers may become overly dependent on financial assistance, leading to potential moral hazard issues (Cousins et al., 2011). Moreover, the economic stability of suppliers can fluctuate, affecting their ability to repay loans or meet other financial obligations.

2.4.3. Research objective 3: to obtain the effect of information exchange on organizational performance.

The main premise of Supply Chain Management is that information exchange for goal sharing and process integration between trading partners in a supply chain, can reduce total logistics costs and enhance the value delivered to the customers (Sungbae 2015). Wu, Chuang & Hsu (2014) defined information exchange as relaying of business-related information in a way that enables the recipient to take action.

Sharing of information and coordination of strategies among firms in a supply chain can reduce total logistics costs and enhance value delivered to the customer. According to Judith (2017), information sharing as frequent information updating among the chain members for effective supply chain management. In this dynamic and unpredictable world, an organization's capability to access the right information at the right time holds the key to sustenance and longevity. As the suppliers are important and integral part of supply chain management and supplier management an important part of any organization's strategies, having the right information on suppliers and supplier's performance becomes imperative (Kearney, 2013). Effective inter-organizational communication could be characterized as frequent, genuine and involving personal contacts between buying and selling personnel (Wu, Chuang & Hsu, 2014).

Sungbae (2015), discussed the critical nature of information sharing due to the necessity of providing the firm's data to their supply chain partners in order for "operational connectivity" of an activity to occur. Strategic firm partners must provide each other with a landscape of data such as inventory levels, forecasts, sales promotion strategies, production runs, marketing plans and feedback to suppliers from supplier evaluation in order to reduce uncertainty between each other and to properly plan for their own business needs. Information sharing contributes to the

improvements in visibility between firms, production planning, inventory management (Du, Lai Cheung & Cui 2012).

A review study was carried out by Hoyt and Huq (2000), on how buyer-supplier relationships have evolved from transaction processes based on arms-length agreements to collaborative processes based on trust and information sharing. Their findings include the importance of considering factors such as organizational context and management practices on how they affect the buyer-supplier relations.

Communication between buyer and supplier is considered a critical mode of supplier development and hence with strategic information sharing between an organization and its suppliers, innovation is enhanced where suppliers are able to save significant money for an organization and share the cost savings for the benefit of all. One easy way to encourage information sharing by suppliers is to reward them for their behavior (Mwesigwa & Nondi 2018). If a supplier contacts the organization about a problem or the possibility of a delay and the response is to impose supplier penalties, it is likely the supplier will not contact the organization again until an actual failure occurs. Therefore, firms should reward the supplier for sharing valuable information about the possible disruption since it is to the benefit of supply managers that suppliers keep them informed about changes in the supply chain.

CHAPTER THREE METHODOLOGY

3.1 Introduction

This chapter presents the research design, study population, sample size and selection technique, Sampling techniques, data collection methods, data collection instruments, validity and reliability, data collection procedures, data management and analysis, measurement of variables and conclusion.

3.2 Research Design

According to Amin (2005) a research design is a conceptual structure where research is conducted and it constitutes a blue print for collection, measurement and analysis of data. This study used a cross-section study design using both qualitative and quantitative approaches (Amin, 2005). The cross-sectional approach was used because the effects of supplier development management practices on organizational performance in manufacturing firms was determined (Amin, 2005). The study used a quantitative and qualitative approach because qualitative methods provide in-depth explanations to events while quantitative methods provide the data needed to meet required objectives and to test the hypotheses (Mugenda & Mugenda, 1999).

3.3 Study Population

Hema Beverages Limited Uganda consists of a total population of 313 comprising of 47 production workers , 53 sales amd marketing team and 213 ware house and logistics personnel. The study was carried out on an accessible population of 223. This population was considered to establish the effect of the independent variable(supplier development) by using Hema Beverages as the case in study.

3.4 Sample Size and Selection Technique

According to (Sekeran, 2003) a sample is a subset of a population. It comprises some selected members who are referred to as elements. Sampling is the process of selecting a sufficient number of elements from the population so that a study of the sample and an understanding of its characteristics would make it possible to generate such characteristics to the population elements. The study selected up to 136 respondents based on Krejcie and Morgan Sampling Guidelines (see appendix III) as shown in table 1 below.

Table 1: Population Category and Sample Size of the Respondents

| Population category | Total population | Sample size | Sampling Techniques |
|----------------------------|-------------------------|--------------------|----------------------------|
| Director | 1 | 1 | Purposive |
| Deputy director | 1 | 1 | Purposive |
| Full time staff | 10 | 6 | Simple random |
| Part-time staff | 30 | 18 | Simple random |
| Sales and marketing | 181 | 110 | Simple random |
| Total | 223 | 136 | |

Source: Hema Beverages Limited Uganda records as of 2014.

As table 1 indicates, a sample of 136 staff was considered out of a population of 223, based on Krejcie and Morgan's (1980) sampling guidelines (see appendix III). In this study purposive sampling technique was used for those who are at the level of director and deputy director. Simple random sampling was used for the remaining sub categories.

3.5 Sampling Techniques

A sampling technique is the name or other identification of the specific process by which the entities of the sample will be selected. There broadly two sampling approaches thus probability and none probability sampling techniques. The probability sampling approach involves selecting a sample in such a way that all the elements in the population have some chances of being selected (Amin, 2005). This study used simple random sampling which is a sample obtained

from the populations in such as way that samples of the same size have equally chances of being selected (Amin, 2005). As indicated above in table 1 above, the study used simple random sampling for the fulltime and part-time staff. In using simple random sampling, the study used the lottery approach where names in each category was written on tag and one picked at a time until the required number is reached. To arrive at the sample size the study used proportionate sampling ($136/223 \times \text{the No in the population category}$).

In the non-probability approach, the elements in the population had a well-defined chance of being selected (Amin, 2005). This study used purposive sampling which involved the researcher using own judgment or common sense regarding the participants from whom the information was collected. Thus, the selection of the respondents will base in the researcher's experience with the respondents' possession of the required information. This study used purposive sampling for the director and deputy director of the college.

3.6 Data Collection Methods

The study used a survey approach where both qualitative and quantitative data was collected. There was several survey approaches, however for the purpose of this study the questionnaire, interviewing, and observation approaches was used as discussed below.

3.6.1 Questionnaire Survey Method

The questionnaire was issued to all the 136 respondents who are the staff to enable the drawing of inferences from existing differences between secondary sources viewpoints about reverse logistics effect on organizational performance on manufacturing firms in Uganda. The respondents recorded their answers within closely defined alternatives. The study used a questionnaire basing on the fact that the variables could not be observed such as views, opinions, perceptions and feelings of the respondents such as ICT attitude and competencies. The

questionnaire was used because it is less expensive for data collection (Amin, 2005). The questionnaire was used to collect primary data from the selected respondents by personally delivering them to the respondents.

3.6.2 Interview Method

Interviews were conducted with the Director and the Marketing manager as key informants who are knowledgeable about supplier development management practices. In this method the researcher interviews respondents face to face to obtain in depth qualitative information on effect of supplier development management practices on organisational performance in manufacturing firms.

3.6.3 Observation

This involved observing and making observations on Hema Beverages Limited Uganda facility using an observation checklist.

3.7 Data Collection Instruments

3.7.1 Self-Administered Questionnaire

Questionnaires were distributed to the targeted population. The study used a close ended questionnaire divided into sections of background information, supplier information, attitudes, competencies and Usage. A standard Questionnaire on a five point Likert scale was used to get quantifiable primary data from individual respondents on a scale of 5- Strongly Agree; 4- Agree; 3- Not Sure; 2- Disagree; 1- Strongly Disagree.

3.7.2 Interview Guide

Interview schedule was structured along areas of supplier development management practices from which the study intends to extract qualitative data to explain the statuesque.

3.8 Validity and Reliability

3.8.1 Validity

The validity of the instrument was tested using the Content Validity Index. This involves judges scoring the relevance of the questions in the instruments in relation to the study variables and a consensus judgment given on each variable taking only variables scoring above 0.70. The Content Validity Index (CVI) will be arrived at using the following formula.

$$\text{CVI} = \frac{\text{Total number of items declare valid}}{\text{Total number of items}}$$

And the CVI results are presented below.

Table 2: Content Validity Results

| Variable | Total No of items | Number of valid items | CVI |
|---------------------------------|-------------------|-----------------------|------|
| Supplier training | 11 | 08 | 0.72 |
| Supplier collaboration | 11 | 09 | 0.82 |
| Quality improvement initiatives | 10 | 08 | 0.80 |
| ICT | 09 | 07 | 0.78 |

Source: Expert Judgment

Table 2 shows that supplier training yield CVI of 0.72, supplier collaboration yield a CVI of 0.82, quality improvement initiatives yield CVI of 0.80, while ICT yield a CVI of 0.78. Since all variables yielded a CVI above 0.70 accepted for supplier development management practices, it was inferred that the instrument was relevant in measuring what it would measure and therefore declare valid.

3.8.2 Reliability

The study instruments was pretested for its reliability on a sample of 10 respondents from Hema Beverages Limited Uganda to examine individual questions as well as the whole questionnaire very carefully (Amin, 2005). Reliability measures the consistence of the instrument in measuring

what it is supposed to measure (Amin, 2005). In this study a Cronbach's alpha coefficient was computed to show how reliable the data is using Statistics in ensuring supplier development management practices taking only variables scoring above 0.70 as suggested by Nunally (1978) and the findings are presented below.

Table 3: Reliability Results

| Variable | Total No of items | Cronbach's alpha |
|---------------------------------|--------------------------|-------------------------|
| Supplier training | 11 | 0.72 |
| Supplier collaboration | 11 | 0.89 |
| Quality improvement initiatives | 10 | 0.88 |
| ICT | 09 | 0.70 |

Source: Primary data

Table 3 above shows that on the supplier training yield Cronbach's alpha value of 72, supplier collaboration yield an alpha value of 0.89, quality improvement initiatives yield alpha value of 0.88 and ICT yield alpha value of 0.70. Since all variables yield an alpha value higher than 0.70 accepted for supplier development management practices, it will conclude that the instrument will be consistent and therefore reliable.

3.9 Data Collection Procedure

After successful defense of the proposal, an introductory letter from the university. Anonymity and confidentiality of the respondents were observed by not asking the respondents to put their names on the questionnaires. The questionnaires were then distributed to directors and staff for one week and collected in the following week.

3.10 Data Management and Analysis

3.10.1 Quantitative Analysis

Quantitative data was presented in form of descriptive statistics of frequency and percentages, mean and standard deviations for each of the variables used in the study. Strongly agree and

agree was combined to indicate agree while strongly disagreed and disagree were combined to indicate disagree. Pearson's correlation statistics was used to test the relationships at 99 and 95 confidence limits. A positive correlation indicates a direct positive relationship between the variables while a negative correlation indicates an inverse, negative relationship between the two variables. A regression analysis using ANOVA statistics of adjusted R^2 values, beta, t values and significance values were used to determine the magnitude of the influence of the independent variables on the dependent variable (Amin, 2005).

3.10.2 Qualitative Analysis

The useful qualitative data was analyzed using content analysis where information gain through the interviews were arranged in major themes of supplier training, collaboration, quality improvement initiatives and ICT. These will be then presented using the narratives as presented by the interviewee. Implications, conclusions and inferences of qualitative information on the effects of supplier development management practices on organizational performance in manufacturing firms. Effort was directed to cross-examine the qualitative data with the quantitative findings on their level of agreement or disagreement.

3.11 Measurement of Variables

The variables were measured by operationally defining concepts. For instance the questionnaire was designed to ask responses about supplier training based on the Laundon and Laundon (2009) guidelines, PU and PEOU based on the Davis (1989) guidelines and ICT based on Kang et al., (2008). These were channeled into observable and measureable elements to enable the development of an index of the concept. A five- Likert scale namely: 5-Strongly agree; 4-Agree; 3- Not sure; 2- Disagree; 1- Strongly disagrees was used to measure both the independent and dependent variables.

3.12 Conclusion

This chapter provides the methodology that were used to gain data, measure variables and test the quality of the questionnaire. The next chapter presents and analyses the field study findings.

CHAPTER FOUR.

PRESENTATIONS, ANALYSIS AND INTERPRETATION OF FINDINGS.

This chapter presents the analysis and interpretation of the research findings; the findings were based on the primary data collected from the field with the aid of the self-administered questionnaires. It also presents the demographic characteristics of respondents who participated in the study. The data was interpreted with the aid of computer software known as statistical package for social sciences (SPSS) and summarized in the frequency tables where the pie charts and bar graphs were used to illustrate the level of responses.

4.1 Findings on the Bio data of the respondents.

The background information of the respondents solicited data on the samples and this has been presented below categorized into; gender, years of experience in the organization.

| GENDER | | | | |
|--------|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | MALE | 19 | 52.8 | 52.8 |
| | FEMALE | 17 | 47.2 | 100.0 |
| | Total | 36 | 100.0 | 100.0 |

Source; primary data.

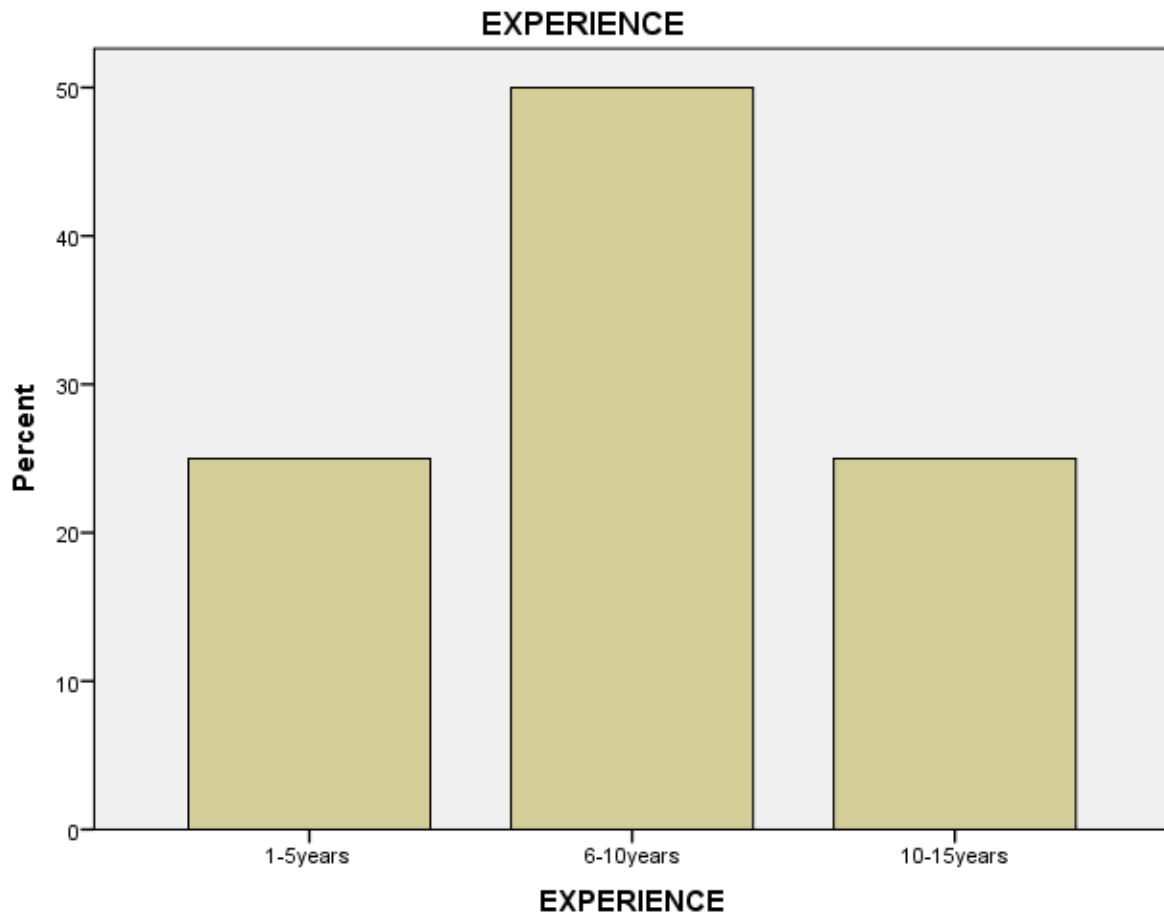
From the above table, it shows that the highest number of respondents at Hema Beverages was Males having 19 (52.8%) which is half the number of total respondents in the sample size. The organization employs men in large numbers considering the demand of the job which is mostly manual labor, use of machines and lifts during production. It was necessary to acquire opinions from both genders so as to have balanced results.

4.2 Findings on the years of experience of respondents in sample size.

| EXPERIENCE | | | | |
|------------|------------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 1-5years | 9 | 25.0 | 25.0 |
| | 6-10years | 18 | 50.0 | 75.0 |
| | 10-15years | 9 | 25.0 | 100.0 |
| | Total | 36 | 100.0 | 100.0 |

Source; Primary data.

From the above table, it shows that most of the respondents were people who have been in the organization for 6-10years having a percentage of 50%, followed thus it is safe to assume that these are people who are more knowledgeable and well versed with the decisions made by the organization in regards to their suppliers . The respondents who have been in the organization for 1-5years having a percentage of 25% and the last is 10-15 with 25% . there was a category of respondents who couldn't be accessed to the sensitivity of their work. The years of experience is depicted by the bar chart presented below;



4.3 inferential findings.

The study was mainly guided by the following research objectives;

1. To assess the role of supplier training on organizational performance.
2. To assess the effect of financial support on supplier development.
3. To assess the effect of information on organizational performance.

The objectives 1,2,3 were achieved by calculating the descriptive statistics mainly standard deviation, mean and median.

4.3.1 To assess the role of supplier training on organizational performance

| SUPPLIER TRAINING | | | | |
|-------------------|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | A | 18 | 50.0 | 50.0 |
| | SA | 12 | 33.3 | 83.3 |
| | D | 6 | 16.7 | 100.0 |
| | Total | 36 | 100.0 | 100.0 |

Source; Primary data.

From the above table, it shows that the highest number of respondents answered Agree having 18(50%) which is half the total number of respondents in sample size. Majority were in agreement to the question “Does the organization carry out supplier training?”. The second class of respondents answered Strongly Agree having 12 (33.3%) finally the last of respondents answered Disagree having 6 (16.7%)

| SUPPLIER TRAININGQ2 | | | | |
|---------------------|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | A | 15 | 41.7 | 41.7 |
| | SA | 18 | 50.0 | 91.7 |
| | D | 3 | 8.3 | 100.0 |
| | Total | 36 | 100.0 | 100.0 |

Source; Primary data.

From the above table, it shows that the highest number of respondents answered Strongly Agree having 18 (50%) to the question “ Is the training effective enough to support the needs of the

organization?”. The second class of respondents answered Agree having 15 (41.7%) and finally the last class of respondents answered Disagree having 3 (8.3%).

SUPPLIER TRAINING Q3

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| A | 10 | 27.8 | 27.8 | 27.8 |
| SA | 15 | 41.7 | 41.7 | 69.4 |
| Valid D | 10 | 27.8 | 27.8 | 97.2 |
| SD | 1 | 2.8 | 2.8 | 100.0 |
| Total | 36 | 100.0 | 100.0 | |

Source; Primary data.

From the above table, it shows that the highest number of respondents answered Strongly Agree to the question “ Has it increased the performance of the suppliers in the organization?”. The second class of respondents answered both Agree and Disagree having 10 (27.8%) and finally the last class of respondents answered Strongly Disagree having 1 (2.8%).

SUPPLIER TRAINING Q4

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| A | 8 | 22.2 | 22.2 | 22.2 |
| SA | 6 | 16.7 | 16.7 | 38.9 |
| Valid D | 20 | 55.6 | 55.6 | 94.4 |
| SD | 2 | 5.6 | 5.6 | 100.0 |
| Total | 36 | 100.0 | 100.0 | |

Source; Primary data.

From the above table, it shows that the highest number of respondents answered Disagree having 20 (55.6%) to the question “How easy is it for the suppliers to access the training facilities?”.

The second class of respondents answered Agree having 8 (22.2%) followed by the respondents who answered Strongly Agree to the question having 6 (16.7%) finally the last class of respondents answered Strongly Disagree having 2 (5.6%).

Statistics

| | | SUPPLIER TRAINING | SUPPLIER TRAINING Q2 | SUPPLIER TRAINING Q3 | SUPPLIER TRAINING Q4 |
|----------------|---------|-------------------|----------------------|----------------------|----------------------|
| N | Valid | 36 | 36 | 36 | 36 |
| | Missing | 0 | 0 | 0 | 0 |
| Mean | | 1.67 | 1.67 | 2.06 | 2.44 |
| Median | | 1.50 | 2.00 | 2.00 | 3.00 |
| Std. Deviation | | .756 | .632 | .826 | .909 |

Source; Primary data.

From the above table, it shows that the respondents agree that Supplier training agree that has increased the performance of the suppliers in the organization (mean=2.06, standard deviation=0.826). the table also reveals that most of the respondents disagreed that suppliers have easy access to training facilities (mean=2.44, standard deviation= 0.909)

4.3.2 To assess the effect of financial support on supplier development

FINANCIAL SUPPORT Q1

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | A | 1 | 2.8 | 2.8 | 2.8 |
| | SA | 11 | 30.6 | 30.6 | 33.3 |
| | D | 20 | 55.6 | 55.6 | 88.9 |
| | SD | 4 | 11.1 | 11.1 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

Source; Primary data.

From the above, it shows that the highest number of respondents answered Disagree having 20 (55.6%) to the question “Does the organization invest in development of its suppliers?”. The second class of respondents answered Strongly Agree having 11 (30.6%) followed by respondents who answered Strongly Disagree having 4 (11.1%) and finally respondents who answered Agree having 1 (2.8%).

FINANCIAL SUPPORT Q2

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| A | 3 | 8.3 | 8.3 | 8.3 |
| SA | 5 | 13.9 | 13.9 | 22.2 |
| Valid D | 12 | 33.3 | 33.3 | 55.6 |
| SD | 16 | 44.4 | 44.4 | 100.0 |
| Total | 36 | 100.0 | 100.0 | |

Source; Primary data.

From the above table, it shows that the highest number of respondents answered Strongly Disagree having 16 (44.4%) to the question “ How effective is the communication between suppliers and the organization?”. The second class of respondents answered Disagree having 12 (33.3%) followed by the respondents who answered Strongly Agree having 5 (13.9%) and the last class of respondents that answered Agree having 3 (8.3%).

FINANCIAL SUPPORT Q3

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|-----------|---------|---------------|--------------------|
| SA | 7 | 19.4 | 19.4 | 19.4 |
| D | 21 | 58.3 | 58.3 | 77.8 |
| Valid SD | 7 | 19.4 | 19.4 | 97.2 |
| N | 1 | 2.8 | 2.8 | 100.0 |
| Total | 36 | 100.0 | 100.0 | |

Source; Primary data.

From the table above, it shows that the highest respondents answered Disagree having 21 (58.3%) to the question “ Is the company able to provide incentives for the suppliers to improve performance?”. The second class of respondents answered both Strongly Agree and Strongly Disagree having 7 (19.4%) finally the last class of respondent answered Neutral having 1 (2.8%).

FINANCIAL SUPPORT Q4

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|-----------|---------|---------------|--------------------|
| A | 2 | 5.6 | 5.6 | 5.6 |
| Valid SA | 19 | 52.8 | 52.8 | 58.3 |
| D | 8 | 22.2 | 22.2 | 80.6 |

| | | | | |
|-------|----|-------|-------|-------|
| SD | 7 | 19.4 | 19.4 | 100.0 |
| Total | 36 | 100.0 | 100.0 | |

Source; Primary data.

From the above table, it shows that the highest number of respondents answered Strongly Agree having 19 (52.8%) to the question “ Does financial support to suppliers improve on product quality?”. The second class of respondents answered Disagree having 8 (22.2%) followed by the class of respondents who answered 7 (19.4%) finally the last class of respondents answered Agree having 2 (5.6%).

| | | FINANCIAL SUPPORT Q1 | FINANCIAL SUPPORT Q2 | FINANCIAL SUPPORT Q3 | FINANCIAL SUPPORT Q4 |
|----------------|---------|-------------------------|-------------------------|-------------------------|-------------------------|
| N | Valid | 36 | 36 | 36 | 36 |
| | Missing | 0 | 0 | 0 | 0 |
| Mean | | 2.75 | 3.14 | 3.06 | 2.56 |
| Median | | 3.00 | 3.00 | 3.00 | 2.00 |
| Std. Deviation | | .692 | .961 | .715 | .877 |

Source; Primary data.

From the table above, it shows that communication isn't effective between the suppliers and the organization (mean=3.14, standard deviation=0.961). the table also reveals that Hema Beverages isn't able to provide incentives for the suppliers in order to improve performance.

4.3.3 To assess the effect of information on organizational performance

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|-----------------------|
| Valid | A | 13 | 36.1 | 36.1 | 36.1 |
| | SA | 16 | 44.4 | 44.4 | 80.6 |
| | D | 6 | 16.7 | 16.7 | 97.2 |
| | SD | 1 | 2.8 | 2.8 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

Source; Primary data

From the table above, it shows the highest number of respondents answered Strongly Agree having 16 (44.4%) to the question “ How effective is information exchange between suppliers and organization?”. The second class of respondents answered Agree having 13 (36.1%) followed by respondents who answered Disagree having 6 (16.7%) and finally 1 (2.8) for those who answered Strongly Disagree.

INFORMATION EXCHANGEQ2

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|-----------|---------|---------------|--------------------|
| A | 20 | 55.6 | 55.6 | 55.6 |
| Valid SA | 12 | 33.3 | 33.3 | 88.9 |
| D | 4 | 11.1 | 11.1 | 100.0 |
| Total | 36 | 100.0 | 100.0 | |

Source; Primary data.

From the table above, it shows the highest number of respondents answered Agree having 20 (55.6%) to the question “Has information exchange improved visibility between suppliers, production planning and inventory management?”. The second class of respondents answered Strongly Agree having 12 (33.3%) finally the last class of respondents answered Disagree having 4 (11.1%).

INFORMATION EXCHANGEQ3

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|-----------|---------|---------------|--------------------|
| A | 8 | 22.2 | 22.2 | 22.2 |
| Valid SA | 10 | 27.8 | 27.8 | 50.0 |
| D | 17 | 47.2 | 47.2 | 97.2 |
| SD | 1 | 2.8 | 2.8 | 100.0 |
| Total | 36 | 100.0 | 100.0 | |

Source; Primary data.

From the table above, it shows that the highest number of respondents answered Disagree having 17 (47.2%) to the question “Does the organization involve its suppliers in production planning process?”. The second class of respondents answered Strongly Agree having 10 (27.8%),

followed by Agree having 8 (22.2%) and the last respondent answered Strongly Disagree having 1 (2.8%).

INFORMATION EXCHANGEQ4

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| A | 7 | 19.4 | 19.4 | 19.4 |
| SA | 16 | 44.4 | 44.4 | 63.9 |
| D | 13 | 36.1 | 36.1 | 100.0 |
| Total | 36 | 100.0 | 100.0 | |

Source; Primary data.

From the above table, it shows that the highest number of respondents answered Strongly Agree having 16 (44.4%) to the question “ Does the organization have a benefit plan such as rewards for its long term suppliers?”. The second class of respondents answered Disagree having 13 (36.1%) and finally the last class of respondents answered Agree having 7 (19.4%).

CHAPTER FIVE.

5.1 KEY FINDINGS, CONCLUSION AND RECOMMENDATION

5.1.1 Findings on the effect of supplier training on performance at Hema beverages limited.

The researcher found out that procurement performance does not depend solely on the single organizations performance but on suppliers performance as well (wong,2006), hence Hema considers the different suppliers development practices. HEMA has designed training programs focusing on enhancing and improving supplier technical capability, production process and acquiring new skills to enhance its productivity. For suppliers that have access to buyer supported training their training need might often change as they develop their own capabilities(Nadia et al 2011) thus at Hema beverages it was found out that suppliers looking to develop their capability don't have much access to the training facilities however there is a plan to streamline and make training facilities much more accessible.

.Hema beverages have used training as a way of supporting their suppliers and this has helped them in cutting down costs, enhanced product quality and improved operation flexibility. Hema has decided to focus on short term benefits and looked at supplier development as a long term investment when coming up with the training programs, thus suppliers have access to different types of supplier development programs depending on the company. The study deduced that indeed the organization has training programs that train suppliers as most workers agreed on that and suppliers do attend those meetings offered by the organization, however the organization may not be able to fund all the trainings due to inadequate finance but they try there level best.

4.1.3 Findings on the effect of supplier financial support on organization performance at Hema beverages limited.

According to choi (1999), supplier financial support is the buyers effort towards its suppliers to continuously spot financial weaknesses within its suppliers base to avoid supply disruptions and According to Heidi and john (1990), proven financial support provides the buying firm with increased supplier competition in the global market and potentially reduces transportation and other logistical costs of supplier, Hema beverages has attributed its achievements to their valuable buyer supplier relationship obtainable through buyers initiative to support suppliers via technical support , financial support in order to achieve superior performance and mutual gain for both parties, such actions of the buying firm motivates the direct involvement of their potential suppliers (Wagner,2006b).

According to the statistics from the data analysis, it shows that Hema Beverages doesn't effectively invest in its suppliers however the study is guided by the notion that a supplier who is financially supported increases the buying organizations ability to deliver high quality and innovative products to its customers and thus reduces buyers operational risks, Suppliers financial support is therefore critical in determining the suppliers ability to remain financially solvent(Wangner,2006). Thus financial support enhances supplier's capability to cope with the buyers requirements by the buyer. The study also revealed that rewards are important element of suppliers development as most respondents agreed that it act as motivational tool to suppliers.

As today organizations like Hema beverages and Coca-Cola company should focus more on core competences, if they are to become more dependent on their suppliers to meet over increasing competition (Krause and ellram,2007)

4.1.4 Effect of information sharing on the performance of Hema beverages limited

Effective information exchange communication is demonstrated throughout the literature as essential to successful supplier development by creating rich knowledge, at Hema beverages information sharing contributes to the improvements in visibility within the company, production planning, inventory management, product quality as well as creating easier transition with engaging new suppliers development projects, encourages commitment and collaboration and helps the company and supplier through the adaptation of the process(Drechsler2016).effective inter organizational communication could be characterized as frequent genuine , and involving personal contacts between buying and selling personnel(Das&Buddres,2017)thus the researcher found out that managers and other employees freely interact with suppliers and communicate about the performance and disruptions in supplies and discuss solutions as early as possible.

4.2 CONCLUSION

The finding of the study established that supplier development was operating under a highly competitive environment. The results established that supplier development was found to be significantly and positively influence the performance in Hema beverages, Supplier development is vital of organizations and organizations need to put more emphasis on it. From the findings at Hema beverages supplier development results to increase profitability, helps to reduce products costs, helps to improve product quality and helps in producing products faster than before. The

results obtained from the study were important in terms of reflecting on the situation on the usage and performance levels of supplier development of organizational performance in Hema beverages limited ,the results further revealed a positive relationship between the individual supplier development and organization performance. however inadequate finance hinders the company from carrying out the activities as planned for example funds to use for training suppliers and they are not able to support suppliers financially due to out of the covid 19 pandemic where the cash inflow of the company has reduced.

4.3 RECOMMENDATION.

The following recommendations were pointed out in response to the effect of supplier development practices on the organizational performance of Hema beverages limited.

- ❖ The management of Hema beverages should include supplier development strategies in the planning process such that from the start of any financial year it is provided for. That is allocating funds to support its smooth practice.
- ❖ The management should also strengthen relationship ties with their suppliers so that implementing supplier development is much easier, for example the company can choose similar development strategies and this can provide the best results in the most economical way.
- ❖ Hema should continuously train suppliers on the need to embrace e procurement that will reduce paper work and human interaction thus creating transparent rendering systems where only the suppliers that are qualified can be awarded contracts to supply
- ❖ Hema should therefore continuously carry out supplier development in order to encourage good governance among the suppliers which will help to reduce operational risks.

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Dear respondent,

LUCKY ABAHO KEITH is a student of Uganda Christian University carrying out an academic research on the topic “The Effect of supplier development management practices on organizational performance in manufacturing organizations ”, as part of the requirement for partial fulfilment for the award of the degree of Bachelor of Procurement and Logistics Management at Uganda Christian University. We therefore humbly request you to spare a few minutes of your time and fill in this questionnaire. Please do note that whatever information you will provide here will be strictly for academic purposes and will be treated with utmost confidentiality.

GENERAL INFORMATION

Gender

male;

female;

job title;

years of experience in manufacturing industry;

1- 5 years.

6- 10 years

10-15 years

1

SECTION B; IMPACT OF SUPPLIER TRAINING ON ORGANIZATIONAL PERFORMANCE

Direction: Under the following sections, please tick according to your level of agreement.

1. Agree
2. Strongly agree
3. Disagree
4. Strongly disagree
5. neutral

Please evaluate the statement by ticking in the box with the number that best suits you.

| No. | Details | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1 | Does the organization carry out supplier training? | | | | | |
| 2 | Is the training effective enough to support the needs of the organization? | | | | | |
| 3 | Has it increased the performance of the suppliers in the organization? | | | | | |
| 4 | How easy is it for the suppliers to access the training facilities? | | | | | |

SECTION C; EFFECT OF FINANCIAL SUPPORT ON SUPPLIERS DEVELOPMENT.

Direction: Under the following sections, please tick according to your level of agreement.

1. Agree
2. Strongly agree
3. Disagree
4. Strongly disagree
5. neutral

Please evaluate the statement by ticking in the box with the number that best suits you.

| No | Details | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 1 | Does the organization invest in development of its suppliers? | | | | | |
| 2 | How effective is the communication between suppliers and the organization? | | | | | |
| 3 | Is the company able to provide incentives for suppliers to improve performance? | | | | | |
| 4 | Does financial support to suppliers improve on product quality? | | | | | |

SECTION D; EFFECT OF INFORMATION EXCHANGE ON ORGANIZATIONAL PERFORMANCE.

Direction: Under the following sections, please tick according to your level of agreement.

1. Agree
2. Strongly agree
3. Disagree
4. Strongly disagree
5. neutral

Please evaluate the statement by ticking in the box with the number that best suits you.

| No | Details | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 1 | How effective is information exchange between suppliers and organization? | | | | | |
| 2 | Has information exchange improved visibility between suppliers, production planning and inventory management? | | | | | |
| 3 | Does the organization involve its suppliers in production planning process | | | | | |
| 4 | Does the organization have a benefit plan such as rewards for its long term suppliers? | | | | | |



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1st Aug 2023

TO WHOM IT MAY CONCERN

Name: **ABAHO LUCKY KETH** Reg. No. **S20B12/200**

A bachelor's student who is seeking permission from your office to collect data for his/her dissertation titled

"EFFECTS OF SUPPLIER DEVELOPMENT MANAGEMENT PRACTICES ON ORGANISATIONAL PERFORMANCE IN MANUFACTURING FIRMS."

We shall be grateful if you could render assistance to him/her in collecting the necessary data for his/her dissertation

The Uganda Christian University School of Business thanks you in advance

Mukisa Simon Peter
Research coordinator