TOTAL QUALITY MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN MANUFACTURING COMPANIES: A CASE OF MT. ELGON MILLERS LTD

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DECLARATION

I NYADOI JENNIFER REG NO.ES20/MUC/BBA/241 hereby declare that this research report is my original work and has never been submitted for any academic award in any other institution.

Signed …… Date……

APPROVAL

This is to certify that this research report titled "TOTAL QUALITY MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN MANUFACTURING COMPANIES.A CASE OF MT. ELGON MILLERS LTD" has been under my supervision and is now ready for submission to the department of business.

MR. Omache Henry (Supervisor).

Date……..…

Signature……..

DEDICATION

I dedicate this research report to Agura Sam, my dear brother, Mukamba Abraham, my cherished brother, Alukudo Florence, my beloved mother, Iboser Steven, my respected father, and Omache Henry, my dedicated supervisor. Your unwavering support, guidance, and encouragement have been the cornerstone of my academic journey. Agura Sam and Mukamba Abraham, your wisdom and companionship have been invaluable, while Alukudo Florence, your love and sacrifices have been my source of strength. Iboser Steven, your belief in my potential has inspired me, and Omache Henry, your mentorship and guidance have been instrumental in shaping this research. I am deeply grateful for your enduring support and guidance, and I dedicate this achievement to each of you with heartfelt appreciation and gratitude.

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I extend my profound gratitude to all those whose unwavering support and invaluable contributions have made the completion of this report possible. My sincerest appreciation goes to the staff of Mount Elgon Millers Ltd for their supportive and expert guidance during the data collection process. Their mentorship has been instrumental in shaping the outcome of this research, and I pray for the blessings of the Almighty upon them. I am deeply grateful to Mr. Omache Henry, the esteemed supervisor and advisor, whose unparalleled understanding and guidance have been paramount in the development of this report. His unwavering support, encouragement, and invaluable insights have been indispensable throughout my journey. I extend my heartfelt thanks to Uganda Christian University, Mbale University College for providing an environment conducive to learning and research. May the divine reward these individuals abundantly for their immense contributions.

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ABSTRACT

The study aimed to investigate the relationship between total quality management (TQM) practices and organizational performance at Mt. Elgon Millers Ltd. Adopting a case study design, the research employed both quantitative and qualitative approaches, involving a sample size of 60 participants. Specific objectives focused on examining storage management practices, materials handling practices, and lead time management practices in relation to organizational performance. The findings revealed significant correlations between TQM practices and organizational performance indicators. Specifically, effective storage management, efficient materials handling, and streamlined lead time management were found to positively influence organizational performance. In conclusion, the study recommends that Mt. Elgon Millers Ltd. prioritize the implementation of robust TQM practices to enhance overall organizational performance and competitiveness in the industry.

LIST OF ACRONYMS

IV	**:**	INDEPENDENT VARIABLE
DV	**:**	DEPENDENT VARIABLE
TQM	**:**	TOTAL QUALITY MANAGEMENT

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This study assesses the impact of total quality management on organizational performance of Mt. Elgon Millers Ltd. It considered organizational performance as the dependent variable (DV) and total quality management as the independent variable (IV). This chapter presents the backgroundof the study, problem statement, and purpose of the study, specific objectives, research questions, hypothesis, and scope of the study, conceptual framework as well as the operationaldefinitions.

1.1 Background of the study

The background of this study was presented as a historical background, theoretical background conceptual background and the contextual background for total quality management and organizational performance of Mt. Elgon Millers Ltd.

1.1.1 Historical background

Since the mid-1980s the strategic benefits of total quality management and production planning and scheduling have become obvious. The business press has highlighted the success of Japanese, European, North American firms in achieving unparalleled effectiveness and efficiency in manufacturing and distribution. In recent years, many of the firms have ‘raised the bar’, yet again by coordinating with other firms in their supply chains. For instance, instead of responding to unknown and variable demand, they share information so that the variability of the demand they observe is significantly lower (Silver et al 1998).

Brooks and Wilson (2015) notes that manufacturing is becoming more and more competitive every day. Gaither and Frazier (2013) stated that "a country's borders no longer provide protection from foreign imports. Competition has become intense and is increasing". For years, large and small manufacturing companies have been searching for ways to stay ahead of their competitors. Organizations can improve their competitiveness through gaining an understanding of their inventory levels and implementing processes to reduce these levels (Brooks and Wilson, 2015). Companies must strive to reduce inventory levels. By reducing inventory levels, businesses will experience benefits that show up directly on the bottom line. In many manufacturing firms, fewer inventories equate to less money tied up and can enable funds to be allocated to other improvement like customer satisfaction. It is expected that a company that implements good total quality management and cycle counting practices will

report significant increases in inventory accuracy, which in tum lead to reduced inventory levels andimproved on-time delivery to customers.

Globally, traditional supply chains consist of manufacturers, who process, assemble and sell products to customers. Once the product has been sold, the ownership of the product is transferred on to the customer to satisfy the customer needs (Greene, 2010). Typically after a possible warranty period, the repair, maintenance and eventual disposal of the product is then the responsibility of the customer. The reverse processing activities of inspection, parts remanufacturing, and materials recycling can substantially reduce the material and energy consumed by producing goods. Although these activities have a beneficial environmental impact, customers fail to participate in the remanufacturing efforts by producers or third parties because they often lack incentives hence this reduces customer satisfaction (Hulburt, 2003). Remanufacturing has received tremendous attention from companies over the last few decades. Although one side of the coin is to extend the life of used products and achieve a sustainable environment, there is an economic aspect to it that is attractive. A lot of companies seem to be making huge profits in the remanufacturing business today (Iglehart, 2013). But, one thing that drew so much attention to remanufacturing in the past few decades is the quality of the final product. Some time back in the 1950s in USA, the manufacturing firms were faced with maintaining good total quality management and so this had an effect on customer satisfaction.

Many companies in Uganda that adopt remanufacturing rely on return of used products from the customers to process them to 'as good as new' condition. Providing product-based services, termed as servicing, is a strategy in which the producers provide the use and maintenance of products while retaining ownership and the prospective customers, or clients, pay the money to receive the services of products (Kabahubya, 2014). This strategy minimizes repeatedly buying and disposing of the products. Providing product-based services requires the producer to extend its responsibility for the product both during and after the use phase.

In Uganda, total quality management has enabled firms to have adequate quantities of high-quality items available to serve customer needs, while also minimize the costs of carrying inventory (Brigham & Ehrhard, 2005). However, managing these inventories in order to achieve their objectives has posed a great challenge to the firms. Many firms have not yet established how much to invest in inventories and the right inventory levels to hold so as satisfy customers. Too much inventory consumes physical space, creates a financial burden, and increases the possibility of damage, spoilage and loss. On the other hand, too little inventory often disrupts manufacturing operations, and increases the likelihood of poor customer service.

In many cases good customers may become irate and take their business elsewhere if the desired product is not immediately available. Effort must be made by management to decide on the optimum investment in inventory since it costs more money to tie down capital in excess inventory (Lysons et al 2006).

In Mt. Elgon Millers Ltd, distribution of products is characterized by elongated or overextendedchains of retailers which, in turn, mean long chains of transactions between chain members and consumers (Mt.Elgon Millers end of year report, 2012). Wilberforce (2007) showed that leading distribution companies in Uganda are faced with problems of wrong forecasting due to lack ofenough total quality management information. This caused erratic deliveries in the company, late deliveries and inflexibility hence affecting organizational performance. Unavailability of integrated total quality management has affected productivity at distribution companies leading to reduced profits. To sustain growth and increase the contribution of these companies to GDP, companies should boost their level of productivity to help the sector regain its competitiveness by managing the flow of stock.

1.1.2 Theoretical background

Different theories have been employed to help bring clarity to the study of the effects of total quality management on organizational performance of organizations. This study borrows from the theory of constraints and lean theory to build the critical concerns on effects of total quality management on organizational performance.

1.1.2.1 Resource Based View Theory

Resource based view was a theory put forward by Barney's 1991 article "Firm Resources and Sustained Competitive Advantage," which became widely cited as a pivotal work in the emergence of the resource-based view elaborating that the source of an organization's competitive advantage lies mainly in how it exploits its distinctive internal resources and competencies, by setting strategic objectives based on what they enable it to do (David, 2011). The resource-based approach starts with the organization's strengths and seeks an environment that will enable it exploit them by changing environments to suit what it does best rather than changing what it does best to fit the environment (Kuncoro, 2005). One of the key insights of the resource-based view is that not all organizational resources are a potential source of competitive advantage (Hitt, 2011).

However, in order to be competitive, resources must be valuable by being capable of creating customer value through: allowing the firms to implement strategies that will enable it to meet

customer's needs more efficiently and effectively, rare and in high demand, difficult for competitors to imitate and difficult to substitute (Sampurno, 2010)

In strategic total quality management, Sulastri (2006) found that RBV approach is useful by employing various strategies in controlling inventories in the organization through optimal utilization and allocation to be more competitive and improve on organizational performance. RBV also usestechniques such as value analysis to study the function of material, components or systems to identify areas of unnecessary costs as it forms a key component of an inventory control strategy that minimizes costs to the bottom-line (Husnah, 2013). RBV thus ensures product quality is guaranteed which in turn meets customer's needs and specifications through fulfillment of orders (Wadhwa, 2010). In order to achieve this, RBV exploits supplier-led approach throughcreating a challenge for firms down the value chain to learn how to exploit the new machinery, consumables or processes, scale-intensive approach through use of ICT application where advantage is gained from economies of scale and information intensive approach by exploiting information technology which in turn influences organizational performance among manufacturing firms (Denson, 2008)

The resource based view of the firm further suggests that an organization's human capital management practices can contribute significantly to sustaining competitive advantage by creating specific knowledge, skills and culture within the firm that are difficult to imitate (Mata et al., 1995). In other words, by creating resource diversity (increasing knowledge and skills) and/or resource immobility (a culture that people want to work in), sustainable competitive advantage can be created and maintained.

In order to create human capital resource diversity and immobility, an organization must have adequate human capital management practices, organizational processes, knowledge management practices and systems, educational opportunity (both formal and informal) and social interaction (i.e., community building) practices in place thus rendering it an important theory for this study (Schafer, 2004). Thus the resources of the study being human capital, raw materials and distribution chain in Mt. Elgon Millers Ltd.

1.1.3 Conceptual Background

The essence of total quality management is to augment business operations so as to ensure effective flow of goods, products, and services (Chalotra, 2013). In this context, 'inventory' is the aggregate list of items; a quantity of goods in stock or stock of the product which an organization is producing for sale and the components that make the sale. 'Stock' consists of a wide range of goods or materials stationery, office equipment, plant, machinery, consumables,

etc. available for use or sale. The element of ‘management’ or ‘control’ is thought to be pivotal in this context because any ‘control’ is deemed a process by which events are made to conform to a set plan. The term ‘control’ has familiar synonyms such as management, overseeing, administering, conducting, planning, superintending, guiding, organizing, supervising, regulating, supervising, all performed so as to prevent “helplessness”, “neglect”, “weakness”, or “mismanagement” in the system (Yusuf, 2003) Thus, total quality management is the supervision of supply, storage and accessibility of items in order to ensure an adequate supply without excessive oversupply. Stock Management is often associated with understanding the inventory mix of an organization and the different levels of demand on that inventory, depending on diverse external and internal factors that can exert demand for materials in a given period (Adebayo et al, 2012).

Inventories normally appear on a company's balance sheet as an asset. Inventory turnover, which indicates the rate at which goods are converted into cash, is a key factor in appraising a firm's financial condition. Fluctuation in the ratio of inventory to sales is known as inventory investment or disinvestment. The monetary value of the inventory also appears on the income statement in determining the cost of the goods sold. The cost of goods sold is determined by adding the inventory on hand at the beginning of the period to the cost of purchasing and producing goods/services during the period and subtracting from this total the inventory on hand at the end of the period. In many organizations’ financial statements, inventories are usually priced at cost or at market value, whichever is lower. The purchase costs of the materials usually fluctuate during the year which makes it necessary to determine which cost-flow assumption is to be used for total quality management purposes.

Grönroos (2001) emphasized the importance of lead time in the experience of total quality management, similar to the idea proposed by Lehtinen and Lehtinen (2002). Customers bring their earlier experiences and overall perceptions of a service firm to each encounter because customers often have continuous contacts with the same service firm (Grönroos, 2001). Therefore, the lead time issue was introduced as yet another important component in the perceived quality total quality management model, so that the dynamic aspect of the service perception process was considered as well. A favorable and well-known time strategy is an asset for any firm because it has an impact on customer perceptions of the communication and operations of the firm in many respects. If a service provider has a strong total quality management in the minds of customers, minor mistakes was forgiven. If mistakes often occur, however, the image was damaged. If a provider's image is negative, the impact of any mistake

will often be magnified in the consumer's mind. In a word, lead-time can be viewed as a filter in terms of a consumer's perception of quality Parasuraman et al. (2005). Lead-time has to live up to service promises, especially if the service provider is “claiming” the quality service position in the firming industry.

Organizational performance has been defined as an organization’s ability to earn revenues in excess of expenses over a period. Pandey (2007) noted that, a company should earn profits to survive and grow over a long period. Firms must earn profits to maximize their shareholders wealth, togenerate income for expansion and to finance their daily operations (Pandey, 2008).

Organizational performance entails profitability which can be defined as a company’s ability, to generate revenue in excess of the cost in producing those revenues or is a measure of business success through comparing profits made with amount sold or invested (Hanson 2002). Poor profitability of small-scale enterprises can be attributed to inventory problems, which is causedby inadequate or poor management. Poor organizational performance has also been attributed to general lackof inventory ethics (Michael 2008).

Organizations which do not have organizational performance means in their processes, procedures, and plans experience lower organizational performance and higher customer dissatisfaction and employee turnover (Andersen and Christensen, 2005). Measuring the organizational performance of the purchasing function yields benefits to organizations such as cost reduction, enhanced profitability, assumed supplies, quality improvements and competitive advantage as noted by (Basheka & Bisangabasaija, 2010).

Although the need for organizational performance in firms has long been recognized, for a variety of reasons, many organizations fail to measure it adequately (Cagliano et al, 2003). A general weakness of “traditional” measures is that they recognize and reward mainly short-term gains, rather than long-term ones. Donovan et al (2003) argued that measuring long-term impact is notoriously difficult. In another study, Zineldin (1995) described and empirically analyzed the major factors influencing the relationship between firms and their corporate customers in Sweden. Zineldin’s study was based on 179 responses from small, medium, and large firms. Significantfindings include the following. First, small and medium-sized firms have more stable relationships and contact with their firms than do larger firms. They also have relationships with fewer firms. Second, small firms are less satisfied with their relationship with their firms due to a lack of confidence and cooperation. In addition, small firms feel their Companies areless knowledgeable of their business. Third, the most important factors in the selection of a lead firm are confidence and trust, competitiveness on loans, and

adaptations and speed of decisions. Personal contact with the firm and the level of firm technology, while important, arenot sufficient reasons for choosing a firming partner.

1.1.4 Contextual background

According to Waters (2008), organizations have dramatically changed their views of stock in the recent years. Historically, they saw stock as a benefit, with high stocks ensuring maximum service and even giving a measure of wealth. This thinking encouraged organizations to maximize their stocks and is still the reason why countries keep reserves of gold and why individuals keep food in the freezer. But with the advent of the twentieth century, it became clear that these stocks had costs that could be surprisingly high. Then organizations began to view stocks not as unreserved benefits but as a resource that needs careful control and thus the need to device ways of minimizing overall costs.

More recently, Mt. Elgon Millers Ltd has gone further in reducing stocks, and they try to work with very low levels. There has been a trend towards operations that move materials quickly and efficiently through supply chains matching supply to demand so that stocks are not accumulated (Nalubwama 2006). When this works, it gives considerable savings, but it is not a realistic option for all operations. Mt. Elgon Millers Ltd cannot work properly without stock and therefore they have to consider its management.

In Uganda, while some companies have adopted the modern quality management techniques, most of the firms are still lagging behind relying on the traditional methods despitethe many benefits that are generated from the use of modern quality management techniques(Mugenda et al 2003).

It is therefore important for companies in Uganda to have sound, effective and well-coordinated total quality management systems because the business environment is rapidly changing, highly competitive and this drastically affects the organizational performance of the organization. With the application of proper quality management techniques, the right materials were available at the right time, with the minimum storage costs and investment.

However, Mt. Elgon Millers Ltd faces a challenge of overextended chains of retailers which, in turn, mean long chains of transactions between chain members and consumers, wrong forecasting due to lack of enough total quality management information which has led to late deliveries and inflexibility hence affecting organizational performance (Mt. Elgon Millers end of year report, 2012).

It is against this background that the researcher sought to critically assess the impact of total

quality management on organizational performance with reference Mt. Elgon Millers Ltd in Uganda.

1.2 Statement of the problem

Globally, inventory constitutes the most significant part of current assets in any organization and because of the relative largeness of inventories managed by most organizations; a considerable sum of an organization's fund is being committed to them. According to Dimitrios, (2008) total quality management with particular interest in storage practices, material handling and lead time management have come to be recognized as a vital problem area needing top priority if an organization needs to meet its organizational performance target.

Total quality management hence deserve paramount consideration since in most organizations, direct materials represent up to 50% of the total product cost, as a result of the money entrusted on inventory, thereby affecting the profitability of the organization.

However, organizations have ignored the potential savings from proper total quality management like Material control system, economic order quantity, packaging, queue control, in process handling to mention but a few, treating inventory as a necessary evil and not as an asset requiring management (Sander et al 2010).

Today distribution companies find themself operating in a turbulent and changing environment thus the need to use new strategies to overcome the new threats in terms of competition on its customer base and assault on its bottom line. In order to fight off the competition the Company strengthens its competitive position by investing in inventory function. It thus becomes absolutely imperative to manage inventories effectively so as to avoid unnecessary cost and ensure stimulation of organizational performance in terms of profitability, sales maximization and customer satisfaction. For Mt. Elgon Millers Ltd Limited to enhance its competitiveness it needs to embracethe changing competitive trends in the market by improving the total quality management. The study was therefore set to investigate the relationship between total quality management and organizational performance of Mt. Elgon Millers Ltd Limited.

1.2 General objective

The objective of the study was to establish the relationship between total quality management and organizational performance of Mt. Elgon Millers Ltd.

1.3.1 Specific objectives

i. To examine the relationship between storage management practices and

organizational performanceof Mt. Elgon Millers Ltd

ii. To establish relationship between materials handling practices and organizational performance ofMt. Elgon Millers Ltd

iii. To examine the relationship between lead time management practices and organizational performanceof Mt. Elgon Millers Ltd

1.4 Research Questions

i. What is the relationship between storage management practices and organizational performance ofMt. Elgon Millers Ltd?

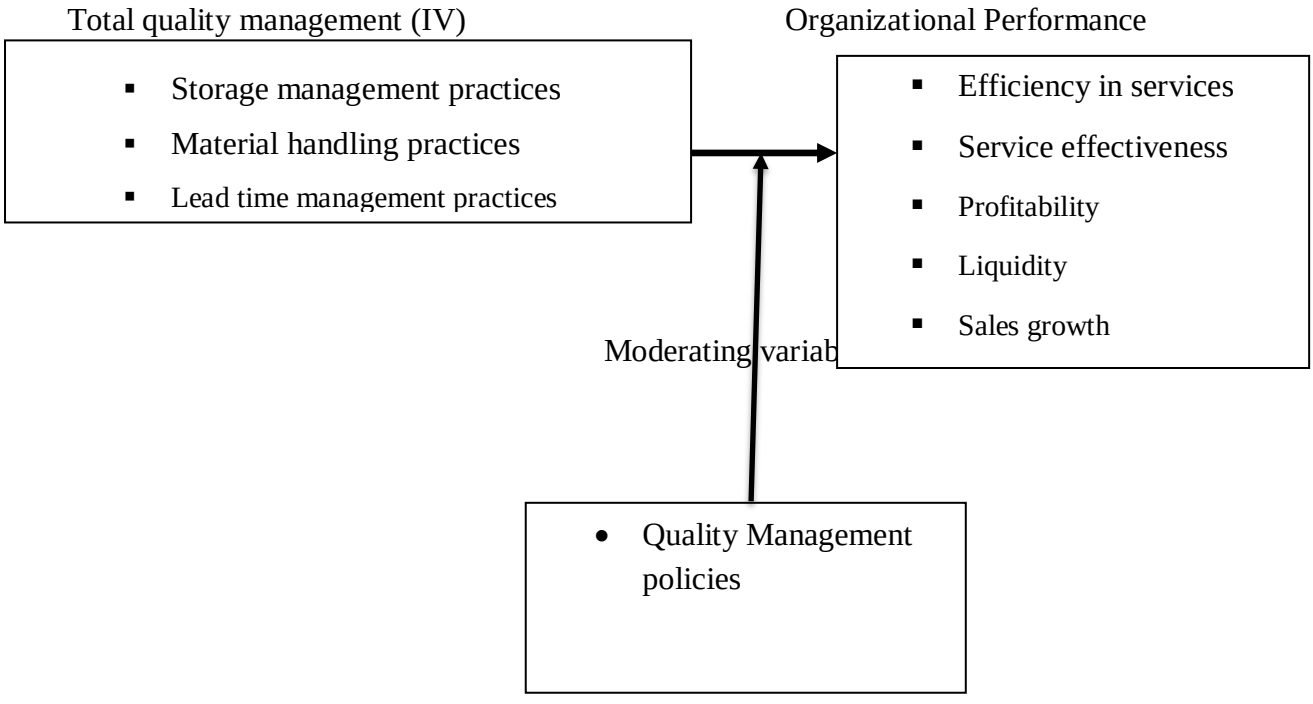
ii. What is relationship between materials handling practices and organizational performance of Mt. Elgon Millers Ltd?

iii. What is the relationship between lead time management practices and organizational performance ofMt. Elgon Millers Ltd?

1.5 Conceptual Framework

In the study the total quality management was taken as independent variable while organizational performance was taken as dependent variable. Organizational performance was measured in terms of sales growth, profitability, efficiency, effectiveness and customer satisfaction while the moderating variable was measured in terms of quality management practices.

Figure 1 showing the conceptual framework of TQM and Organizational Performance



Source: Adapted from Jensen and Meckling (1976) Agency theory

1.6 Significance of the study

The question of total quality management and common exposures are clearly of enormous importance for regulators, industry participants and investors. The results of this research could have implications and importance to various stakeholders as follows:

The study could help the organization because it highlights total quality management methods that need major emphasis as regarding organizational performance of an organization

To investors, this study might help them to understand the factors that influence the returns on their investments.

To various organizations, this report might provide an insight into the total quality management attributes which may need to be incorporated in their invest

The study may also provide a contemporary cornerstone for implementation of more total quality management for improved organizational performance.

1.7 Justification of the study

It is evident that management of inventory has become a common practice among large firms worldwide and this is due to the various benefits that accrue to a firm as a result of managing its inventories. Firms manage inventory to determine and maintain an optimum level investment in inventory in order to achieve required organizational performance. Firms have continuously managed their inventory in order to improve their organizational performance and meet customer demand. Tomeet customer demand, firms have to ensure that stock-outs are avoided without incurring highinventory costs. However, the various studies covered have not extensively delved into total quality management in relation to the organizational performance of manufacturing firms like Mt. Elgon Millers ltd. As a result, this study seeks to explore total quality management on organizational performance of organizations using a case study of Mt. Elgon Millers Ltd

1.8 Scope of the Study

The scope of the study involved the geographical scope, content scope and time scope.

1.8.1 Geographical scope

The study was conducted in Mt. Elgon Millers Ltd in Kampala, Uganda. The study was carried out at Mount Elgon Millers Ltd in Mbale City located along pallisa road opposite Bugisu Cooperative Union

1.8.2 Content scope

The study was limited to the quality management techniques commonly used Mt. Elgon Millers Ltd, the relationship between total quality management and organizational performance and the challenges faced by Mt. Elgon Millers Ltd during inventory control. In the study thetotal quality management was taken as independent variable while organizational performance was taken as dependent variable.

1.8.3 Time scope

The study considered a period of 2020-2023. This is because during this period, Mt. Elgon Millers had issues relating to quality management that greatly reduced on its profitability position.

1.9 Operational Definitions of key terms and concepts

For purposes of this study, the concepts below are defined as assigned thereof not necessarily reflecting their ordinary or dictionary meanings. These are:

Inventory: is the amount of goods, materials or parts carried out in stock or store house for example, work in progress (W.I.P), raw materials, financial goods resale MRO items.

Total quality management according to Garry (1997) involves the planning, ordering and scheduling of the materials used in the manufacturing process. It exercises control over three types of inventories i.e. raw materials, work in progress, and finished goods. Purchasing is primary concerned with control over the raw materials inventory, which includes; raw materials or semi-processed materials, fabricated parts and maintenance, repair and operations items.

Inventory control: refers to the process whereby the investment in materials and parts carried in stock is required within pre-determined unit set in accordance with inventory policy established by management. In this case Mt. Elgon Millers Ltd controls its inventory through provision of safe ware houses.

A customer, also client, buyer or purchaser is the buyer or user of the paid products of an individual or organization, mostly called the supplier or seller. This is typically through purchasing or renting goods or services. It is also the person or group that is the direct beneficiary of a project or service.

Profit generally is the making of gain in business activity for the benefit of the owners of the business. It is also defined as returns received on a business undertaking after all operating expenses have been met. Mt. Elgon Millers Ltd makes its profits after deducting the expenses from the sales.

A technique refers to the ways which may be adopted in order to minimize on the uncertaintiesor outcomes of poor inventory levels like stockless purchasing system, determining order quantities and inventory levels.

Efficiency refers to a functioning or prospering of a company at a given time in a given period basing on the desired goals and objectives of a company. Mt. Elgon Millers Ltd are efficientin records keeping which enhances their proper total quality management.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter presents the scholarly material regarding the study. Theories regarding data quality were also reviewed and arranged according to the study objectives. The gaps identified in the literature review are also indicated. It is done mainly from the survey already conducted in the field of total quality management and organizational performance in organizations. The sources of information will include the secondary data which includes data from the internet, library books, journals, reports and magazines on total quality management and organizational performance.

2.1Theoretical review

2.1.1 Resource-Based View Theory

The resource based view theory was mainly developed in the late 1980s and 90s by Barney, while later being adjusted with extensions (Barney 1991). With paying attention to theachievement of a competitive advantage through internal resources, the resource based view became one of the grand theories of economics. According to Barney (1991) "the resource based view examines the link between a firm's internal characteristics and organizational performance''. As the basis for a competitive advantage, the resource based view considers the application of a bundle of tangible and intangible resources (Wernerfelt, 1984). In order to make to competitiveadvantage sustainable, resources are required to be heterogeneous and immobile (Barney, 1991).

The Resource Based View (RBV) theory is one of the fundamental principles for the competitive advantage of a firm. The RBV of the firm posits that a firm's internal processes create a resource bundle which can become the means of creating and sustaining a competitive advantage (Bates & Flynn, 1995). The RBV literature considers a firm as a collection of heterogeneous resources, or factors of production or as bundles of resources including all inputsthat allow a firm to operate and implement its strategies (Barney et. al., 1991). A company achieves a competitive advantage when it has key resources (these can be physical resources, human resources or organizational resources) that its competitors do not have (Barney, 1991).Developing and maintaining this competitive advantage depends on whether the firm is able toidentify, develop, deploy, and protect the internal resources (Barney, 1991).

In the context of the resource-based view, a firm might lose its competitive advantage if important total quality management skills are scarce or are getting lost as they are not easily duplicated or substituted. Total quality management skills are valuable as they help providing supply strategies for future needs and developing supply management strategies to support company strategies (Carr & Pearson, 2002). As purchasing professionals interact with other functions within a complex social network, purchasing skills are difficult to replicate (Eltantawy, 2005).

The two assumptions for RBV theory are (1) resources and capabilities are heterogeneously distributed among firms; and (2) resources and capabilities are imperfectly mobile, which makefirms' differences remain

stable over time (Barney 1991). Every firm is different (heterogeneous) from other firms in terms of the resources and capabilities a firm possesses oraccesses. These differences differentiate one firm from another and a firm's success is due to its firm-specific resources.

2.1.2 Types of resources in organizations

Broadly construed, resources are any assets that an organization might draw on to help it achieve its goals (Bryson et al. 2007). More specifically, "resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness" (Barney 1991). Also, resources are the tangible and intangible assets firms use to develop and implement their strategies (Ray, et al 2004).

As mentioned above, there exist many kinds of resources in an organization. Scholars have offered a variety of classifications for resource types. Bozeman et al (1990) offer three types: personnel resources, financial resources, and organizational structure. Russo et al (1997) classify resources as physical assets and technologies, human resources and organizational capabilities, and the intangible resources of reputation and political acumen. According to Rainey and Steinbauer (1999), organizational resources are divided into financial, human, andtechnological resources. Hansen et al. (2004) classify an organization's resources into two broad concepts based on Penrose's (1959) argument: productive resources (which are needed for achieving goals) and administrative resources (which govern the use of productive resources). Fry et al (2004) divide resources into the people, physical materials, financial assets,and information.

In this study, I offer four types of organizational resources: administrative (structural) resources, human resources, physical resources, and reputation resources. Human resources, financial resources, and physical resources are traditional inputs in any organization. Administrative resources serve as leadership structures for governing and managing these traditional resources.. Reputation is also an important intangible resource. This classification is used to investigate the impacts of various resources on federal agencies' organizational performance.

Administrative resources: By administrative resources, I include the top decision-making structure for the company because, as Bozeman and Straussman (1990) point out, organizational (leadership) structure is one type of organizational resources. According to Penrose (1959), the growth of a firm is limited by the bundle of productive resources controlled by a firm and by the administrative framework used to organize the use of these resources. Also, Hansen et al. (2004) argue that administrative resources govern productive resources which directly contribute to achieving organizational goals. In other words, administrative resources make decisions about selecting and deploying other resources. The value of administrative resources is reflected in the quality of administrative decisions which ultimatelyinfluence firm organizational performance (Hansen et al. 2004). The top decision-making structure of an agency is often designed by Congress, but, once it is part of the agency, structure serves as anadministrative resource governing productive resources.

Kor and Mahoney (2000) suggest focusing on the impact of the formation of the top-management team on

firm organizational performance in the Resource-Based View. Based on this idea, I focus on two aspects of the top decision-making structure of an agency: the number of members in the top decision-making structure, and the term length of these members. These two aspects play important roles in administrative decisions on selecting and deploying productive resources.

Human resources: According to the RBV, scarce, valuable, and imperfectly imitable resources create sustained organizational performance differences by generating sustainable competitive advantages (Kraatz 2001). Scholars have studied the impact of the number of staff on agency organizational performance or service organizational performance for example Whetten (1978); Christensen et al (1980); Glisson et al 1980; Lan and Rainey 1992) and agreed that size does not seem to systematically cause organizational performance (Boyne 2003). While Blau (1970) points out that a large number of members can create coordination and communication problems that a small group does not have, other scholars argue that agencies with more employees have greater capabilities to solve tasks because they can absorb or recall more information about tasks, more critical judgments available to correct errors, and more possible solution strategies (Harrison 1975). Those capabilities may help explain the higher-quality decisions sometimes reported in large groups thus enhanced capacities for problem-solving offer competitive advantages for an organization that lead to better organizational performance(Cummings 1974). For this study, I expect a positive impact of the number of full-time employees on agency organizational performance.

Physical resources: According to Barney (1991), physical resources include the physical technology used in an organization, an organization's equipment, its geographic location, and raw materials. In a similar way, Fry et al. (2004) argue that physical resources include fixed assets such as land, building, and equipment, raw materials that was used in creating products, and general supplies used in the operation of the organization. While financial resources can be used flexibly to purchase equipment, pay workers, and buy advertising, physical resources are relatively inflexible in that they are more directly connected with the operation of an organization and the achievement of organizational goals than financial resources. In this study, I focus on the amount of general property, plant and equipment in total assets of an agency as a physical resource.

Reputation as a resource: Reputation has been introduced as an important intangible resource representing an overall assessment of an organization's operation and organizational performance (Teece, et al 1997). According to Roberts et al (1997), reputation is an extremely important strategic asset and superior performers with favorable reputation are able to sustain superior outcomes for longer periods of time. Citizen opinions or evaluations of an agency's operation or organizational performance are important and critical to that agency because reputational effects can be a powerful force for controlling behavior in a social system (Granovetter 1985). According to bureaucratic reputation theory, reputation is a strong incentive for bureaucratic agencies to be concerned with their maintenance in order to protect themselves against being distinguished as inferior agents (Krause et al 2005). In this vein, I expect that an agency's public reputation has a positive impact on

agency organizational performance

2.2 Review of Related Literature

2.2.1 Storage management practices and organizational performance

According to Goetschalck (2012), systems for storage can be engineered with other function so as to store materials that is to hold materials until they are needed. The materials come in different varieties from consumer products such as TVs in local distribution centers, in hospital emergencies drug doses for battling a biological attack on a city etc. Storage systems are an essential component of every supply organization. The main functions of storage systems are to put materials into storage, then holding the materials in fixed position inside the storage system and finally remove materials from storage and are often called order picking.

According to Saleemi, (2001), a good storage system is one wherein the functions of stores department have been carefully planned and coordinated to achieve the objectives of storekeeping successfully. A storage system should aim at smooth functioning of the whole enterprise, perfect coordination between different functionaries in the department as well as between other department in the organization, avoidance of all types of delays, wastages and spoilage, reduction of operational cost at all levels including in time and effort in the accomplishment of a job and it should also aim in separating purchasing functions from the materials organization. It should be looked after by an independent executive separately responsible for his assignment and answerable to the chief executive.

According to Goetschalck (2012), the organizational performance of storage systems depends on four internal characteristics and their interrelations; storage capacity or equivalent storage density, ease of access to storage locations, complexity of the internal structure and level of information technology. According to Corina (2011), the years eighties and nineties were marked by the fact that the identification of organizations objectives was more complex than initially considered, managers begun to understand that an organization is successful if it accomplished its goals (effectiveness) using a minimum of resources (efficiency). In this context profit became one of the many indicators of organizational performance.

It has been discovered that a closed storage system is best suited with high valued goods which prevent the regular loss of materials in many organizations. Therefore organizations dealing in high valued products should embrace this system of storage according to Vanik (2004). The store manager should issue the properties when requested to avoid duplication. In open storagesystem, the materials are kept in places which can be demanded for the same materials. In plants using the open storage system, no storeroom as such exists; each material is stored as close to its point of use as is physically possible.

According to Vanik (2004), materials are stored in bins, on shelves, racks on pickets and to theboxes. However the storage configuration of each work station is arranged to fit the available space storage facilities are completely free and a worker has access to any storage facility. The open system is designed to expedite production activities. It places little emphasis on the physical security of materials in ideal applications,

there is considerable justification for this approach because the material is used relatively quickly and it is not subject to a high rate or deterioration, obsolescence or theft. An automobile assembly plant offers the clearest example of an open storage system. The daily production is high and damaged parts and sub- assemblies turn into the plant in a steady stream. For higher cost bulky items, deliveries from supplies maybe scheduled several times a day. As a result average inventory is extremely low relative to plant output; such systems plant usually exact demand for close cooperation on organizational performance in production control, purchasing and the supplier and carrier organizations. Gupta (2003) realized that open system also places emphasis or conventional wheels. The tall mastered vehicles have a lifting platform with a shuttle that stores and retrieved palletized containerized loads on both sides of the aisle. These vehicles normally are controlled remotely by a computer although they can be controlled manually. Hence, this type of operation is simply an extension of the random access storage concept to include computer direction on mechanized vehicles used in actual storage and retrieval of materials.

Corina et al, (2011) says an automated storage system is able increase operating efficiency even more by linking the production planning computer system with the control computer system. In the case required production materials are automatically issued and mechanically 'pricked' from storage by computer command initiated by computer released production structure in the production planning department. This system utilized storehouse space exceptionally well, which is good news to any financial manager concerned about the cost of buildings and real estate and thus drastically reduce warehouse labor requirements and operating costs.

2.2.2 Materials handling practices and organizational performance

In the earlier years, materials handling was treated as a cost Centre since purchasing department was spending money on materials, while store was holding huge inventory of materials, blocking money and space (Ramakrishna, 2005). However, with the process of liberation and opening up of global economy, there has been a drastic change in the business environment, resulting in manufacturing organizations exposed to intense competition in marketplace. In Uganda for instance, materials constitute a major cost component for any industry. Bell et al (2007), states that the total cost of installed materials or value of materials may be 60% or more. In many cases, the cost of materials exceeds 50% of the total cost of goods produced. Such a large investment requires considerable planning and control so as to minimize wastage which invariably affects the organizational performance of the organization (Ramakrishna, 2005).

Majority of the companies attain significant savings from effective materials management, which amounts between 50%-60% of total costs (Song et al., 2006). Effective handling of materials can lead to a reduction in cost, resulting in a significant saving. A potential 6% saving on total cost through effective material management is achievable (Bell et al 1987). The various types of materials to be handled in any organization include purchased materials, work-in- progress (WIP), materials and finished goods (Banjoko, 2009). Ogbadu (2009), identified basic price, purchasing cost, marketing cost, obsolescence and wastages as the various costs involved in these materials. Thus, the handling of these materials so as to reduce the costs associated is what it

is referred to as material handling. Previous researches carried out by Whyback et al (1986), Evan et al., (1987) and Ondiek, (2009) have shown that materials account for more than 50% percent of the annual turnover in firms. This shows clearly that priority should be given to handling of materials in organizations to avoid unnecessary costs.

Ugandan production and manufacturing firms, and specifically businesses in the dairy sector are facing competition in the current markets which has led to the need for coming up with better ways and strategies of managing material resources hence eliminating wastage in the value chain and thus enhancing organizational performance.

According to a survey carried out by Mutwol (2013), on the impact of the collapse of Caltex in Uganda, it was found that the oil sector had suffered so much over the past years due to lackof adequate commitment to timely funding of materials procurement, poor material planning, poor inventory control, purchasing problems, quality control problems; stores control problems, material movement and even surplus disposal problems. Therefore, this study became inevitable in view of the developing and changing nature of the Ugandan economy given the nature of the environment: Economic, Political, changes in technological environment, government regulations, multiple taxation, environmental degradation and reduction in quality of raw materials as a result of re-cycling and stiffer competition. Thus materials handling should no longer be viewed as a drain-pipe, but as a serious stabilizing andeconomic growth potential factor. Unfortunately, few studies exist on the role of Materials handling practices on Organizational performance however Mt. Elgon Millers Ltd Limited has not yet been put under consideration and therefore the study attempts to fill this knowledge gap.

2.2.3 Lead time management practices and organizational performance

A more conventional definition of lead time in the supply chain management realm is the time from the moment the customer places an order (the moment you learn of the requirement) to the moment it is received by the customer. In the absence of finished goods or intermediate (work in progress) inventory, it is the time it takes to actually manufacture the order without any inventory other than raw materials. In the manufacturing environment, lead time has the same definition as that of Supply Chain Management, but it includes the time required to ship the parts from the supplier (PMI, 2008). The shipping time is included because the manufacturing company needs to know when the parts were available for Material Requirements Planning (MRP). It is also possible for lead time to include the time it takes fora company to process and have the part ready for manufacturing once it has been received. Thetime it takes a company to unload a product from a truck, inspect it, and move it into storage isnon-trivial. With tight manufacturing constraints or when a company is using Just in Time manufacturing it is important for supply chain to know how long their own internal processes take (PMI, 2008).

Total lead-time is made up of time devoted to processing orders, to procuring and manufacturing items, and to transporting items between the various stages of the supply chain.However, lead times can often be reduced

if items are transported immediately after they are manufactured or arrive from suppliers (David et al., 2000). Lead-time typically includes two components: Information lead times (i.e., the time it takes to process an order) and Order leadtimes (i.e., the time it takes to produce and ship the item). Information lead time can be reducedby using very sophisticated and modern communication system while Order lead time can be reduced through efficient supply chain management (David et al 2000).

Alp et al (2003) assert that the best way to hedge a supply chain against random fluctuations in demand is through modification of lead time in the system dynamically. They argue that this can be done through having flexibility in the supply chain lead time by working with multiple suppliers, using multiple transportation options, having the option to expedite certain processes, or having different possible routes for a unit to go through the supply chain.

Jader (2012) argues that reduction in lead time in service delivery is not a new concept. He asserts that the opportunity to reduce lead time in service delivery lies in the service process itself. The time it takes to provide a particular service to a customer is very significant. He further suggests that for an organization to be able to reduce lead time, it should include lead time reduction as a company strategy. This will enable the company to address lead time issuesmore efficiently.

Agile supply chain requires minimum total lead-times defined as the time taken from a customer raising a request for a product or service until it is delivered (Christopher, 2000). Lead time reduction within the supplier-production-distribution chain is the mechanism for time based competition. Management of lead time can be competitive advantage that can enhance customer satisfaction. Managing time may be the mirror image of managing quality, cost, innovation, and productivity. For reducing lead time it is essential to adopt Just in time philosophy and need of continuous improvement focus on issues i.e. flexible manufacturing cells (FMC) or flexible manufacturing systems (FMS), automation tools and efficient information technology tools (Christopher,2000).

2.4 Summary of Literature Review

The literature showed that there are a number of studies in place that have looked at impact oftotal quality management on organizational performance in the world and Uganda. However, the literature reviewed is reportedly done in previous years of 2013 and below; mostly outside Uganda and not in the scope of Mbale. Currently there are a number of new empirical findings worthy to be empirically tested to weigh the progress especially in total quality management affecting organizations in Mbale. This will reveal new works in place especially on total quality management and organizational performance.

CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter presents the research design, population of study, sample size and selection, measurement of variables, procedures, data analysis.

3.1 Research Design

The study used a case study design where both quantitative and qualitative approaches were adopted to examine the total quality management practices and performance of SSI in Uganda. Yin (2019) argues that case study research strategies are appropriate for in-depth investigation and when the concern is to study contemporary issues over which the researcher has no control. The case study design also enables in-depth analysis, extraction of data and information specific to an organization to help answer the research questions and test the study hypotheses (Yin, 2019).

Cohen, et al (2007) highlight that the use of quantitative and qualitative approaches helps reinforce the quality of data obtained to answer the study research questions. The choice of the qualitative approach as justified by (Cohen et al., 2007) was that it provided in-depth explanations on total quality management and organizational performance. The quantitative approach provided the data needed to meet required objectives and to test the hypotheses using analytical technique such as correlation and regression analyses (Amin, 2021).

3.2 Study Population

The population according to Joshua (2019) simply means the aggregate of persons from whom data to the study was collected. The study population comprised a total of 71 respondents. These included Quality analysts (2), accounts (2), suppliers (15), procurement (3), beneficiaries (25), supervisors (3), store keepers (10) and drivers (11).

3.3 Sample Size and Selection

The sample size comprised of 60 respondents and this was determined by the Sloven's formulae forsample size determination as it is shown below.

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

. Where, N is the target population,n is the sample size

e, is the level of statistical significance which was 0.05 for purpose of this study.$(e)^2 = 0.0025$

For this case:

N = 71

n= 71

1+71(0.025)

71

$$\frac{}{1+0.1775}$$

n=60

In addition to the above formula, Sekaran (2020) contends that, a sample size larger than 30 but less than 500 is appropriate for most studies and this in agreement with the current study sample size. The sample size was 60 and the researcher opted for this sample size because it enabled himgather the required data and the distribution of the population and sample size is indicated in table 1

Table 1: Sample size and Sampling Techniques

Position/category	Population	Sample size	Sampling technique
Quality analysts	2	2	Census
Accountants	2	2	Census
Suppliers	15	12	Simple random
Procurement	3	3	Census
Customers	25	22	Simple random
Supervisors	3	3	Census
Store keepers	10	8	Purposive
Drivers	11	8	Purposive
Total	**71**	**60**	

Source; Primary data (2024)

3.4 Sampling Techniques and procedures

Census Sampling

A census is a study of every unit, everyone or everything, in a population. It is known as a complete enumeration, which means a complete count (Joshua, 2019). When a population has been identified, a decision needs to be made and taking a census sample is a more suitable option. This method was used because it provides a true measure of the population (no sampling error). It also provided a benchmark data that may be obtained for future studies, and further provides detailed information about small sub-groups within the population that would have been neglected.

Purposive sampling

This is the selecting of respondents with the aim of obtaining specific information (Creswell, 2021). In this method, the researcher targeted specific staff in Elgon Millers. This was because such members have gathered relevant and adequate information about the operations and they was involved in the Elgon Millers' activities and are therefore more knowledgeable about the topic. They acted as key informants and provided reliable information on the problem under study.

Simple Random sampling

Simple Random sampling involved organizing the units in the population into strata using common characteristics, in this way every person in the selected strata had an equal chance of being selected (Creswell,

2012).

3.5 Data Collection Methods

Data collection methods are an integral part of research design. The researcher shall use both qualitative and quantitative methods to ensure data is collected. For the qualitative data, the collection method is interviews while for the quantitative data use of questionnaire and documentary review analysis shall be used. There are several data collection methods; however for the purpose of this study the methods discussed below was used.

3.5.1. Questionnaire

According to Robson (2020), a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The researcher used self-administered structured questionnaire (Appendix I) to collect data from respondents. This instrument was administered to all valid respondents and it captured socio demographic characteristics of respondents, and their responses towards total quality management and performance. This instrument was used because it collects a lot of data in little time.

3.5.2. Interview method

An interview is a dialogue between an interviewer and the interviewee (Mugenda & Mugenda, 1999). Structured interviews were used to collect data from the different stakeholders and these mainly comprised of respondents from management. Face to face interviews was conducted to enable the researcher establish what the respondents think about on the total quality management and performance.

3.6 Data Collection Instruments

The following data collection instruments used during the field data collection exercise. These instruments will aid the researcher collect accurate and reliable qualitative and quantitative data on total quality management and performance so as to establish a relationship between the two variables.

3.6.1. Self-Administered Questionnaires

A self-administered questionnaire consists of a set of questions for submission to a number of persons or respondents in order to gather specific data about a given phenomenon or subject. This technique helped to collect primary data through a number of questions, which are given to a cross section of respondents and it constituted of closed ended questions. The close ended questions provided specific options for the respondent concerning total quality management and performance at Elgon Millers Ltd. With this instrument, large number of respondents was covered in a short period of time, at relatively lower cost and the result of the questionnaires are easily quantified by the researcher and it was designed on Likert scale

3.6.2. Interview guide

According to Kaplan and Saccuzzo (2019) in interview information was obtained through inquiry and recorded; this was done after the researcher had made an appointment with respondents. The researcher will use the assistants especially those who are well conversant with the research language and who are so influential in the area to arrange and conduct these interviews. At the end of the day, the researcher will obtain not only verbal but also non-verbal information.

3.6.3 Documentary Review Checklist

The document checklist helped the researcher to analyze the information contained in various reports, Journals pertaining total quality management and performance.

3.7 Pretesting of data collection instruments

Pretesting is an indispensable part of the questionnaire design and demands that the researcher examines individual questions as well and the whole questionnaire very carefully (Amin, 2021). Pretesting was conducted to establish the reliability and validity of the instrument.

3.7.1. Validity

Validity is important in determining whether the statements in the questionnaire instrument and interview manuals are relevant to the study. Content and construct validity was obtained by the help of the supervisor's input. According to Amin (2019), validity can be and in this case was assured by use of the content validity index (C.V.I) where the following results were obtained (for both the interviews and questionnaires):

$$C\ V\ I = \frac{\text{Agreed items by all judges as suitable}}{\text{Total numbers of items being judged}}$$

Table 2: Determination of the validity of the instrument

	Relevant items	Not relevant	Total
Rater 1	31	3	34
Rater 2	30	4	34
Rater 3	29	5	34
Total	90	12	102

CVI = 90/102 = 0.882

Thus, since the CVI computed is above 0.7, the standard cronbach alpha, the instruments were considered valid this is also in line with Amin (2021) who noted that the overall CVI for the instrument was calculated by computing the average of the instrument and for the instrument to be accepted as valid the average index should be 0.70 or above (Amin, 2021).

3.7.2 Reliability

Reliability aimed at testing for how reliable the instruments to the study (i.e. ability of instrument to test for the same results over time). To ensure reliability, the researcher carried out a pilot study where a few respondents were given questionnaires to rate themselves on the applicability of the instruments. And thus these responses were computed with the cronbach's formula below; thus item statistics were established as noted in the appendices. This method was selected because it is straight forward and appropriate for likert scale instruments and its ability to measure the reliability of such instruments. And thus the researcher used the above formulae in the SPSS program to generate the reliability product and reliability statistics.

Table 3: Reliability Results

Variable	Items	Cronbach Alpha Value
Storage management practices	8	0.832
Material handling practices	8	0.782
Lead time management practices	7	0.750
Organizational Performance	10	0.821
Mean Average		0.796

Source: Primary data 2024

The table 3 above displays the reliability indices/coefficients for all constructs used in the study. All alpha reliabilities (α) for all scales computed and be above 0.5, ranging from meet acceptance standards for research (Nunnally, 1978).

3.8. Data collection procedure

Permission to conduct the study was sought from Mount Elgon Millers to authorize the study. Anonymity and confidentiality of the respondents shall be observed by not asking the respondents to put their names on the questionnaires. A covering letter from UCU accompanied the Research Instruments.

3.9. Data Analysis

Amin (2021), stated that statistical analyses are used to describe an account for the observed variability in the behavioral data and it involves analyzing the collected date. Data analysis shall involve identifying patterns, consistencies and relations in the interviews and questionnaires. Reasons for the occurrences with a view of establishing and explaining the relationship between contract management and performance were established. Data analysis therefore involved qualitative and quantitative analysis (Amin, 2021).

3.9.1 Qualitative Analysis

For qualitative analysis, the researcher organized statements, and responses to generate useful conclusions and interpretations on the research objectives using themes (Sekaran, 2020). Qualitative analysis involved coding of data, identifying categories and patterns that emerge in the total quality management and performance (Mugenda and Mugenda, 1999). Implications, conclusions and inference where then drawn from the narrative themes. Effort was undertaken to compare the qualitative findings with the quantitative findings for level of agreement.

3.9.2 Quantitative Analysis

Quantitative data was analyzed in form of descriptive statistics using mean and standard deviations for each of the variables used in the study, correlation and regression analyses. The correlation technique included Pearson's coefficient (+ or – to show the direction of the relationship between the variable) and significance tested at 99% and 95% confidence levels based on the tailed correlation and significant more than or equals to 0.5. A positive correlation indicates a direct positive relationship between the variables while a negative correction indicates and inverse, negative relationship between the two variables. The regression analysis

used the adjusted R2 values, beta, t values and significance values to determine the magnitude of the influence of the independent variables on the dependent variable (Amin, 2021).

3.10 Measurement of variables

The variable was measured by operationally defining concepts. For instance, the questionnaire was designed to ask responses about total quality management and local government performance. These were channeled into observable and measurable elements to enable the development of an index of the concept. A five-Likert scale namely: 1-Strongly agree; 2- Agree; 3-Not sure; 4-Disagree; 5-Strongly disagree was used to measure both the independents and dependent variable.

3.11 Ethical considerations

Maintaining the privacy and confidentiality of the respondents that is to say keep their personal issues private and non-disclosure of response from particular respondents to maintain integrity and also protected them from potential victimization.

Maintaining honesty and avoiding exceptional and deceptive behavior such as creating false impression in the minds of participants through withholding information, establishing false intimacy or telling lies as this can potentially harm research participants.

Reporting what is actually found and not manufacture and publish dream up data and also giving due recognition to any one whose work was used in this research and didn't try to pass it as the researcher's original work

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the findings from the study with specific focus on assessing the effect of logistics management on performance in Mount Elgon Millers Ltd. The study solicited response for these research questions. This chapter is organized based on the demographic traits of respondents, following by the analysis as per the research objectives presented objective by objective. The data is presented, analyzed and interpreted as shown in the sub-chapters below.

4.1 Response Rate

The study targeted a sample population of 60respondents who were selected from Mount Elgon Millers Ltd in Mbale City. The research achieved a response rate of 91.3 percent from 60 respondents out of the 71 questionnaires that were administered and distributed to the selected respondents of the study. Even though data was collected from less than the sample size, the information can't be doubted because it is in line with Mugenda and Mugenda (1999) argument which provide that even a 50% response rate is adequate when quantitative data is manually collected.

Table 4: Response Rate

Respondents Category	Sample Size	Actual returned	Percentage
All respondents	60	54	91.3

Source: Primary Data, 2024

Table 4 above presents the response rate of the responses to which the research instruments were administered. The findings presented reveal that out of 60 respondents who were targeted 54 responded giving a response rate of 91.3%. The response rate was hence quantitatively and qualitatively viable and provides a representation of the entire sample plus the population.

4.2 Demographic profile of respondents

This was based on the gender of respondents, gender, age, education, marital status and time of work in the organization. This was intended to attain a detailed understanding of the respondent's key characteristics influences the result of the study. The general information hasan implication on the study variables. The different demographic characteristics are analyzed andpresented as below.

4.2.1 Gender of respondents

Here the researcher was interested in gathering information on the gender of respondents andinformation got was presented in the table below.

Table 5: Gender of respondents

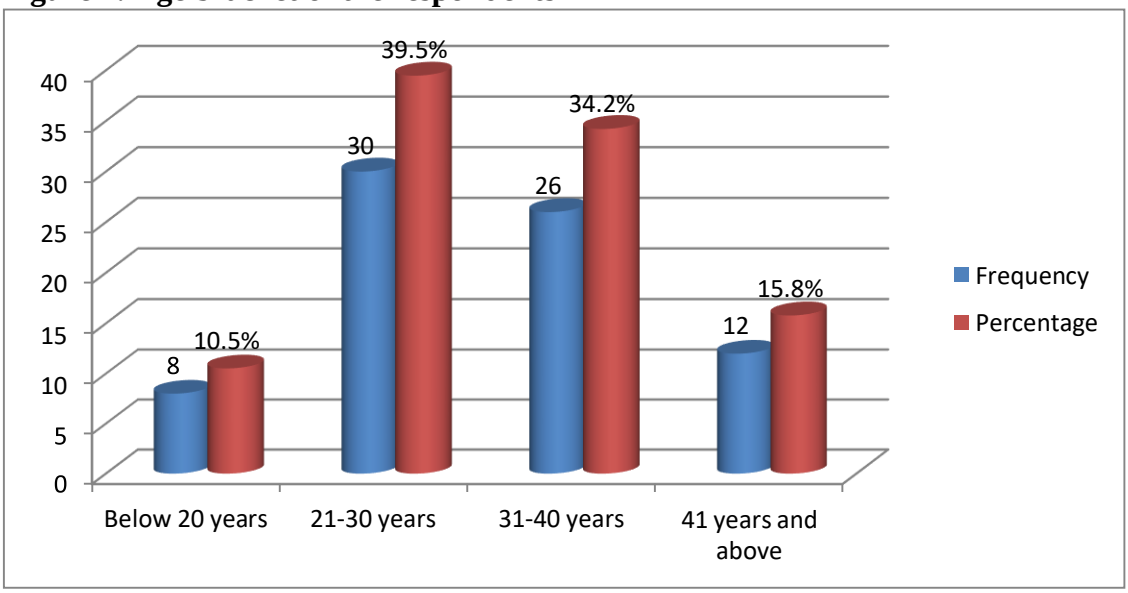
Gender	Frequency	Percentage
Male	35	67.9
Female	15	32.1
Total	**60**	**100.0**

Source: Primary Data, 2024

The study findings on the gender of the respondents reveal that majority of the respondents were male with 35(67.9%) of the respondents, the females were 15(32.1%) of the respondents. The results reveal that though the male dominated the study both genders provided the data, it further imply that data was collected from respondents across the gender, the findings can't be doubted on gander grounds.

4.2.2 Age of respondents

Figure 2. Age bracket of the respondents



Source: **Primary Data 2024**

From the above figure above, 30 (39.5%) of the respondents were in the age bracket of 21-30 years, 26 (34.2%) were of the age of 31-40 years, 12 (15.8%) were in the age bracket of 41 years and above and 8(10.5%) were below 20 years. This indicates that employees in Mt. Elgon Millers Ltd were mature enough to answer the questions in the questionnaires which meant that the information given was reliable.

4.3 Findings on education of respondents

Here the researcher was interested in gathering information on the education of respondents andinformation got was presented in the table below.

Table 6 Show education of the respondents

Academic qualifications	Frequency	Percentage
Certificate	8	10.1
Diploma	19	14.3
Degree	21	53.0
others	12	22.6
Total	**60**	**100.0**

Source: Primary data, 2024

Results in table 6 indicate that majority of the respondents were degree holders representing 21(53.0%) followed by others who included PhD, Masters and professional qualifications respondents representing 12(22.6%), diploma followed with 19(14.3%) and certificate was 8(10.1%). This implies that the respondents are well educated and therefore the information obtained from them can be relied on for the purpose of this study. It is of no doubt therefore that information is attained from highly educated respondents.

4.4 Marital status

Here the researcher was intended to gather information on the marital status of the respondents concerning the way of living. The results attained from this study are presented and analyzed as provided below.

Table 7: Marital status of respondents

Marital status	Frequency	Percentage
Single	19	22.0
Married	30	65.5
Divorced/Separated	11	12.5
Total	**60**	**100.0**

Source: Primary data, 2024

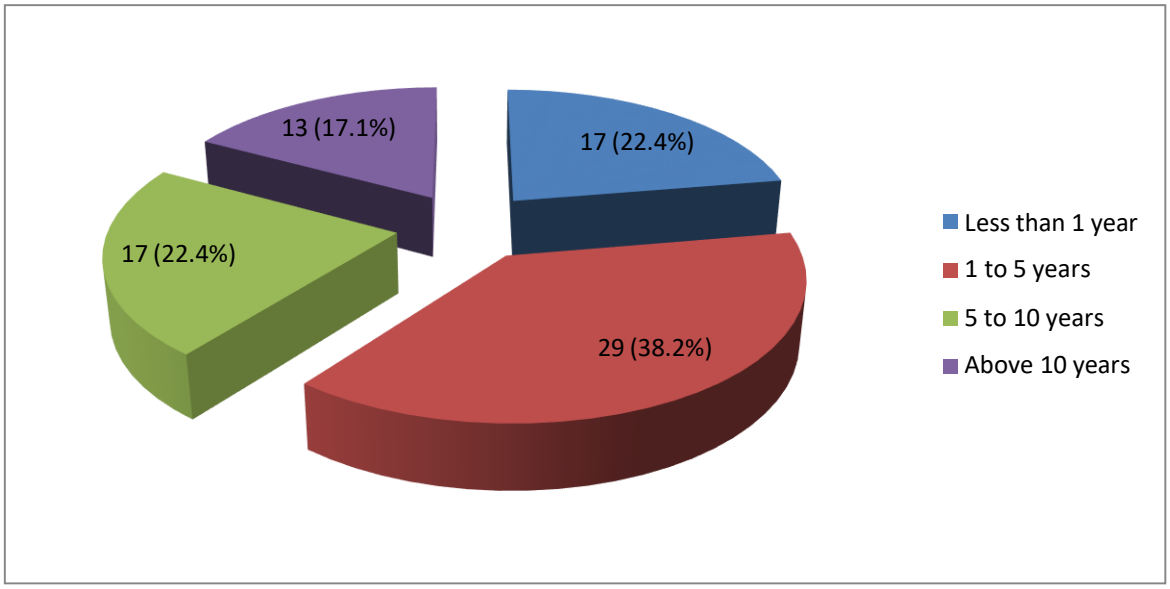
The study results in table 7 above reveal that majority respondents were married with 30(65.5%) of the respondents. The respondents who were single were 19(22%) of the respondents while those who divorced were 11(12.5%) of the respondents. The results imply that the majority ofthe study population reveals that the data was collected responsible population of the study

4.5 Time of work

Period spent working at the Organization by the respondents

The study further deemed it necessary to determine the period spent working at organizationsand the findings are elaborated in figure 3 below;

Figure 3. Period spent working at Mt. Elgon Millers Ltd



Source: Primary Data 2024

From the above figure, majority of the respondents had spent a period of 1-5 years working within the organization rated at 38.2%, this was followed by 22.4% who had spent 5-10 years and less than a year respectively finally those who had worked above 10 years rated at 17.1%.This indicates that the respondents had experience with the organization since in total majorityhad had been part of the organization for quite a long period of time. The results further illustrated that the organization has experienced staff. Experienced staffs are likely to performbetter at their jobs due to the job experience gained over time.

4.6 Storage management practices and organizational performance of Mt. Elgon Millers Ltd

The study sought to establish the relationship between storage management practices and organizational performance of Mt. Elgon Millers Ltd. The employees were requested to respond to a number of statements by indicating their agreement using a five-point Likert scale of SD=Strongly Disagreed, D=Disagreed, N – Not sure, A=Agreed and SA = Strongly Agreed. The responses are summarized in the Table 8 below;

Table 8 Storage management practices and organizational performance of Mt. Elgon Millers Ltd

Item responses		**Frequency**	**Percent**	**Mean**
Total quality management contribute greatly to the organizational performance of Mt. Elgon Millers Ltd	Strongly agree	20	26.3	2.43
	Agree	23	33.3	
	Not sure	17	22.4	
	Disagree	12	15.8	
	Strongly disagree	4	5.3	
Inventory Management helps in	Strongly agree	16	21.1	2.22

inventory planning and scheduling in Mt. Elgon Millers Ltd	Agree	32	42.1	
	Not sure	23	30.3	
	Disagree	5	6.6	
	Strongly disagree	0	0.00	
Procurement/purchase dates and quantities are improved by total quality management	Strongly agree	17	22.4	2.07
	Agree	42	55.3	
	Not sure	12	15.8	
	Disagree	5	6.6	
	Strongly disagree	0	0.00	
Cost reduction in Mt. Elgon Millers Ltd is a result of total quality management	Strongly agree	9	11.8	2.57
	Agree	32	42.1	
	Not sure	22	28.9	
	Disagree	9	11.8	
	Strongly disagree	4	5.3	
Inventory Management helps in effective stores management of Mt. Elgon Millers Ltd	Strongly agree	11	14.5	2.67
	Agree	34	44.7	
	Not sure	10	13.2	
	Disagree	11	14.5	
	Strongly disagree	10	13.2	
Internal coordination in Mt. Elgon Millers Ltd can be improved by inventory management	Strongly agree	15	19.7	2.99
	Agree	18	23.7	
	Not sure	8	10.5	
	Disagree	23	30.3	
	Strongly disagree	12	15.8	

Improved customer service can be realized with inventory management	Strongly agree	20	26.3	2.21
	Agree	34	44.7	
	Not sure	12	15.8	
	Disagree	6	7.9	
	Strongly disagree	4	5.3	
Good management practices improve inventory Management in Mt. Elgon Millers Ltd	Strongly agree	18	23.7	2.45
	Agree	32	42.1	
	Not sure	7	9.2	
	Disagree	12	15.8	
	Strongly disagree	7	9.2	

N=76 Sources: Primary Data 2024

To analyze the findings, employees who strongly disagreed and those who disagreed were combined into one category of who opposed the items. In addition, employees who strongly agreed and those who agreed were combined into another category of those who concurred with the items. Another category was that of those employees who neither agreed nordisagreed, the not sure with the items. Thus, the three categories of employees were compared.Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

The respondents were asked whether Total quality management contribute greatly to the organizational performance of Mt. Elgon Millers Ltd and the majority rated at 43 (56.6%) agreed to the statement, 17 (22.4%) were not sure and finally only 16 (21.1%) disagreed implying that Total quality management contribute greatly to the organizational performance of Mt. Elgon Millers Ltd since the majority were in agreement. Basing on this finding, all the organizations considerstorage productivity as a major aspect of organizational efficiency. When goods are stored well,their value is maintained.

Basing on the table above, the respondents were asked whether Inventory Management helps in inventory planning and scheduling in Mt. Elgon Millers Ltd, majority rated at 48 (63.2%)agreed, 23 (30.3%) were not sure and only 5 (6.6%) disagreed implying that Inventory Management helps in inventory planning and scheduling in Mt. Elgon Millers Ltd. This wasin conformity with the findings of Gary (1997) who asserts that open storage method creates an ease in finding the products stored, and is suited for storing items which are less costly and low valued items while closed storage systems is best suited for items which are high valued and having high risk to the environment and therefore only authorized personnel are allowed to operate.

59 (77.7%) agreed that Procurement/purchase dates and quantities are improved by total quality

management, 12 (15.8%) were not sure and only 5 (6.6%) disagreed implying that Procurement/purchase dates and quantities are improved by total quality management.

Basing on the findings, Storage management practices provide tools to enable organizational operations to consistently offer exemplary service delivery, that unified data gives you the information integrity. These are in conformity with the findings of Ronald (1997) who asserts that IT is a competitive tool in the organization for realizing its corporate competitive strategy.

According to the table above, the respondents were asked whether Cost reduction in Mt. Elgon Millers Ltd is a result of total quality management , majority rated at 41 (53.9%) agreed to the statement, 22 (28.9%) were not sure and 13 (17.1%) disagreed implying that Cost reduction in Mt. Elgon Millers Ltd is a result of total quality management . The study showed that cost reduction is necessary for implementation of inventory management for organizational performance of Mt. Elgon Millers Ltd. Inventory cost reduction eliminates wastages on the materials used for production of bottled soda at Mt. Elgon Millers Ltd. According to the study, holding stocks and ordering costs will increase the organizational performance of an organization. Cost reduction helps in preparing employees towards managing the inventory ideology and also in achieving profitability objective of Mt. Elgon Millers Ltd. This is in line with the literature by A.O. Olukunle, (2008) that inventory management will eliminate wastages on the materials used for production.

According to the field findings, the respondents were asked whether Inventory Management helps in effective stores management of Mt. Elgon Millers Ltd, majority rated at 45 (59.2%) agreed, this was followed by those who disagreed rated at 21 (27.7%) and finally 10 (13.2%) who were not sure implying that Inventory Management helps in effective stores management of Mt. Elgon Millers Ltd. According to the field survey, effective Stores Management is an attempt to maintain a systematic and well organized infrastructure and an orderly inventory system. It is also concerned with the adequate supply of goods/products in the Stores, while minimizing inventory costs at the same time. These were in conformity with the findings of Hellen (1993) who stated that an enterprise's success can be greatly affected by the efficiency of its stores operations; efficient stores management can save money, help retain customers and maintain continuous operations; but stores mismanagement can lose an enterprise money, customers and production.

In regards to the statement posed that the Internal coordination in Mt. Elgon Millers Ltd can be improved by inventory management, the respondents rated at 35(46.1%) disagreed. This was followed by 33 (43.4%) who agreed and only 8 (10.5%) were not sure implying that this statement

requires further research since it had a balanced view between those who agreed and disagreed. Basing on the findings, proper internal coordination brings about Good inventory management solutions to save employees and partners time. Less time spent on managing inventory results in greater productivity for the organization.

Basing on the table above, the respondents were asked whether Improved customer service can be realized with inventory management, majority rated at 54 (71%) agreed, 12 (15.8%) were not sure and only 10 (13.2%) disagreed implying that Improved customer service can be realized with inventory management. This helps to improve the organization's accuracy and efficiency, and the customers will love them for it. An employee from the administration department at Mt. Elgon Millers Ltd stated that:

"The customers will trust you to fulfill their needs, and you'll have exactly what they're looking for when they come back for more"

Basing on the table above, the respondents were asked whether Good management practices improve inventory Management in Mt. Elgon Millers Ltd, majority rated at 50 (65.8%) agreed, 19 (25%) disagreed and only 7 (9.2%) were not sure implying that Good management practices improve inventory Management in Mt. Elgon Millers Ltd. Basing on the findings, storage management isn't just a concern for companies that deal in finished goods, such as retailers and wholesalers. It's also critical for manufacturers, who maintain three types of inventory: raw materials, works in process and finished goods. If you run out of an essential ingredient or component, production will halt, which can be extremely costly. If you don't have a supply of finished goods on hand to fill orders at they come in, you risk losing customers thus Staying on top of inventory is essential if you're to keep the line running and keep products moving out the door.

From the descriptive statistics performed, mean responses with the highest effects included: Total quality management contribute greatly to the organizational performance of Mt. Elgon Millers Ltd (2.43), inventory Management helps in inventory planning and scheduling(2.22), internal coordination in Mt. Elgon Millers Ltd can be improved by inventory management (2.99) and inventory Management helps in effective stores management of Mt. Elgon Millers Ltd (2.67) implies that the respondents "Agree" that storage management practices will lead to a high organizational performance. This trend is in agreement with those found in the available literature. Majority of the respondents admitted that storage management practices are a highly significant factor to the organizational performance at Mt. Elgon Millers Ltd Limited.

4.7 Relationship between Storage management practices and organizational performance of Mt. Elgon Millers Ltd

In order to determine the relationship between storage management practices and organizational performance at Mt. Elgon Millers Ltd, correlation was conducted. Pearson correlation coefficient (r) was used to determine the strength of the relationship between storage management practices and organizational performance at Mt. Elgon Millers Ltd. The significance of the coefficient (p) was used to test the objective by comparing p to the critical significance level at 0.05. This procedure was applied in testing the other objectives and thus, a lengthy introduction is not repeated in the subsequent sections of the testing. The results aresummarized in Tables 9.

Table 9 Relationship between store management practices and organizational performance

		Storage manage practices	Organizational performance
Storage manage practices	Pearson Correlation	1	.185
	Sig. (2-tailed)		.110
	N	76	76
Organizational organizational performance	Pearson Correlation	.185	1
	Sig. (2-tailed)	.110	
	N	76	76

According to the results in Table 9, storage management practices and organizational performance ($r=0.185$, $p<0.05$).Thus, the hypothesis that stated that storage management practices would have a significant relationship on organizational performance is partially accepted. This means that there is a positive relationship between storage management practices and organizational performance at Mt. Elgon Millers Ltd.

4.8 The relationship between Materials handling practices and organizational performance of Mt. Elgon Millers Ltd

The study sought to establish the relationship between Materials handling practices and organizational performance of Mt. Elgon Millers Ltd and the findings were as explained in the following table;

Table 10 Relationship between Materials handling practices and organizational performance of Mt. Elgon Millers Ltd

Item responses		Frequency	Percent	Mean
Material handling practices in the organization lead to reduction in wastes	Strongly agree	16	21.1	2.59
	Agree	28	36.8	
	Not sure	12	15.8	
	Disagree	11	14.5	
	Strongly disagree	9	11.8	
Material handling practices in the organization lead to Reduction in production costs	Strongly agree	24	31.6	2.17
	Agree	29	38.2	
	Not sure	13	17.1	
	Disagree	6	7.9	
	Strongly disagree	4	5.3	
Material handling practices in the organization lead to Increased product quality	Strongly agree	32	42.1	2.12
	Agree	24	31.6	
	Not sure	7	9.2	
	Disagree	5	6.6	
	Strongly disagree	8	10.5	
Material handling practices in the organization lead to Timely deliveries	Strongly agree	21	27.6	2.30
	Agree	30	39.5	
	Not sure	9	11.8	
	Disagree	13	17.1	
	Strongly disagree	3	3.9	

Material handling practices in the organization lead to Increased profitability	Strongly agree	14	18.4	2.62
	Agree	26	34.2	
	Not sure	19	25	
	Disagree	9	11.8	
	Strongly disagree	8	10.5	
Material handling practices in the organization lead to Reduced stock levels	Strongly agree	16	21.1	2.59
	Agree	28	36.8	
	Not sure	12	15.8	
	Disagree	11	14.5	
	Strongly disagree	9	11.8	
Material handling practices in the organization lead to Decreased production cycle times	Strongly agree	24	31.6	1.92
	Agree	41	53.9	
	Not sure	6	7.9	
	Disagree	3	3.9	
	Strongly disagree	2	2.6	
Material handling practices in the organization lead to System flexibility	Strongly agree	21	27.6	2.24
	Agree	30	39.5	
	Not sure	16	21.1	
	Disagree	4	5.3	
	Strongly disagree	5	6.6	

N=76 Source: primary data 2024

The study findings show that 44 (57.9%) of the respondents agreed that Material handling practices in the organization lead to reduction in wastes, this was followed by those who

Disagreed rated at 20 (26.3%) and finally 12 (15.8%) who were not sure implying that Material handling practices in the organization lead to reduction in wastes. These discoveries are in accordance with the discoveries of Saddler (2008) who found that recognizing and keeping upthe appropriate measure of stock is one of the greatest difficulties that inventory network chiefs confront. Stock sits as an exchange off between consumer loyalty and material accessibility and in addition expanding stock holding expenses and working capital. The parameters that areutilized for overseeing stock, for example, security stock amount, and renewal arrange amount,reorder point in a Continuous Review strategy, or survey period in a Periodic Review approachutilize elements, for example, benefit levels, requests, and provider recharging lead times as contributions for their count (Inman, 2009). However quickly evolving markets, contenders, and item lifecycles have made audit periods that worked in more settled times inadmissible for now's speed of business execution. Inability to screen nature and upgrade these contributions on an incessant and nutty gritty premise is a formula for wasteful stock speculation.

According to the table above, 53(69.8%) agreed that Material handling practices in the organization lead to Reduction in production costs, 13 (17.1%) were not sure and only 10 (13.2%) disagreed implying that Material handling practices in the organization lead to Reduction in production costs. Basing on the field findings, when material isn't managed well,you can also wind up with overstock too much of certain items. Overstock comes with its ownset of problems. The longer an item sits unsold in inventory, the greater the chance it will neversell at all, meaning you'll have to write it off, or at least discount it deeply. Products go out of style or become obsolete. Perishable items spoil. Items that linger in storage get damaged or stolen. And excessive material has to be stored, counted and handled, which can add ongoing costs. An accounting officer from the Accounts department stated that:

"The more times an item is handled, the more it costs you. Barcodes, scanners or RFID technology will greatly reduce the time spent updating inventory. As a piece of material is moved from receiving or the shop floor, it can immediately be enteredinto a database."

According to the table above, 56(73.7%) agreed that Material handling practices in the organization lead to Increased product quality, 7 (9.2%) were not sure and only 13 (17.1%) disagreed implying that Material handling practices in the organization lead to Increased product quality. Bowersox & Closs (2002), articulated that improvement in continuity of supplies with improved material handling will lead to improvement in cooperation and will also enhance cooperation's and communications with reduced duplication of efforts, reductionin material costs

and improvement in quality control, which are the main benefits of materialsmanagement

According to the table above, 51(67.1%) agreed that Material handling practices in the organization lead to Timely deliveries, 9 (11.8%) were not sure and only 16 (21%) disagreed implying that Material handling practices in the organization lead to Timely deliveries. Basingon the findings, maintaining good material handling principles will ensure the efficient and timely delivery of high quality inventory data. To do this an inventory management system needs to be established and should include: a clear inventory process so that key activities andresources can be focused towards delivery deadlines and delivery quality, institutional arrangements where a clearly defined roles and responsibilities for delivering the inventory to specified time and quality standards and finally a quality framework to ensure that the data is fit for purpose.

According to the table above, 40(52.6%) agreed that Material handling practices in the organization lead to Increased profitability, 17 (22.3%) disagreed and only 19 (25%) were notsure implying that Material handling practices in the organization lead to Increased profitability. This was in conformity with the findings of Lyons (2006) who asserts that material handling enhances profitability by reducing costs associated with storage and handlingof materials. It equally makes it possible for material manager to carryout accurate and efficient operation of the manufacturing organization through decoupling of individual segment of the total operation and it entails the process of assessing of stock into the store house and the issue of stock. An employee from the administration department at Mt. Elgon Millers Ltd stated that:

By deciding inventory norms nationally and through control systems, inventory turnover can be maximized which in turn will maximize current assets turnover and ROI.

According to the table above, 44(57.9%) agreed that Material handling practices in the organization lead to Reduced stock levels, 12 (15.8%) were not sure and only 20 (26.3%) disagreed implying that Material handling practices in the organization lead to Reduced stock levels. Basing on the findings, businesses who actively manage their inventory report a 10- 25% decrease in stock-outs. A supervisor from the operations department at Mt. Elgon Millers Ltd stated that:

By proper planning and control of spare parts, capacity utilization can be increased which will increase the turnover of fixed assets and consequentlyincrease ROI

According to the table above, 65(85.5%) agreed that Material handling practices in the organization lead to Decreased production cycle times , 6 (7.9%) were not sure and only 5 (6.5%)

disagreed implying that Material handling practices in the organization lead to Decreased production cycle times. Basing on the findings, material handling isn't just a concern for companies that deal in finished goods, such as retailers and wholesalers. It's also critical for manufacturers, who maintain three types of inventory: raw materials, works in process and finished goods. If you run out of an essential ingredient or component, production will halt, which can be extremely costly. If you don't have a supply of finished goods on hand to fill orders at they come in, you risk losing customers. Staying on top of inventory is essential if you're to keep the line running and keep products moving out the door.

According to the table above, 51(67.1%) agreed that Material handling practices in the organization lead to System flexibility, 16 (21.1%) were not sure and only 9 (11.1%) disagreed implying that Material handling practices in the organization lead to System flexibility. Basing on the findings, the staff of Mt. Elgon Millers Ltd are eligible to Know when items are received, picked, packed, shipped, kitted, manufactured, etc and know when they need to order more, when they are over-stocked, or under-stocked due to proper material handling.

According to the marketing managers, her department performs the role of marketing research and development, planning and executing of the marketing activities within the organization which includes pricing, promotion and distribution of the finish products.

Her department also relies on the purchasing department to ensure that all stock held for sale are stored, issued and controlled as efficiently as possible. The sales staffs continuously depend on the purchasing department; to ensure that finish stock is available as and when required.

When the question of how the organization ensures quicker distribution to the various depots for easy access to consumers was posed, she replied that, after the right packaging has been done and right inventories taken by officers, goods are transported to the various company depots depending on request with company trucks far ahead of time before the various depots run out of stock. With issue of materials management, she confirmed that the organization does not have materials management department.

4.8.1 Testing the relationship between material handling practices and organizational performance

In order to determine relationship between material handling practices and organizational performance at Mt. Elgon Millers Ltd, correlation analysis was conducted. The results are summarized in Tables 11 below:

Table 11 Relationship between material handling and organizational performance

		Material handling practices	Organizational performance
Material handling practices	Pearson Correlation	1	.038
	Sig. (2-tailed)		.742
	N	76	76
Organizational organizational performance	Pearson Correlation	.038	1
	Sig. (2-tailed)	.742	
	N	76	76

According to the results in Table 11, material handling practices and organizational performance have no significant relationship ($r = 0.038$, $p<0.05$).Thus, the hypothesis that stated that material handling practices would have a significant influence on organizational performance is not accepted. This means that material handling practices have no effect on organizational performance at Mt. Elgon Millers Ltd.

4.9 The relationship between Lead time management practices and organizational performance of Mt. Elgon Millers Ltd

The study sought to establish the relationship between Lead time management practices and organizational performance of Mt. Elgon Millers Ltd and the findings were as explained in the following table;

Table 12 Relationship between Lead time management practices and organizational performance of Mt. Elgon Millers Ltd

Item responses		Frequency	Percent	Mean
	Strongly agree	20	26.3	2.33

Lead time management practices in the organization lead to Reduction in inventories	Agree	31	40.8	
	Not sure	11	14.5	
	Disagree	8	10.5	
	Strongly disagree	6	7.9	
Lead time management practices in the organization lead to Shorter production cycletimes	Strongly agree	16	21.1	2.58
	Agree	27	35.5	
	Not sure	11	14.5	
	Disagree	17	22.4	
	Strongly disagree	5	6.6	
Lead time management practices in the organization lead to Reduced obsolescence and surplus	Strongly agree	7	9.2	2.51
	Agree	41	53.9	
	Not sure	14	18.4	
	Disagree	10	13.2	
	Strongly disagree	4	5.3	
Lead time management practices in the organization lead to Reduction in materials cost	Strongly agree	11	14.5	2.37
	Agree	44	57.9	
	Not sure	10	13.2	
	Disagree	4	5.3	
	Strongly disagree	7	9.2	
Lead time management practices in the organization lead to Improvement in product quality	Strongly agree	9	11.8	2.12
	Agree	50	65.8	
	Not sure	16	21.1	

	Disagree	1	1.3	
	Strongly disagree	0	0.00	
Lead time management practices in the organization lead to Increased sales	Strongly agree	5	6.6	2.51
	Agree	32	42.1	
	Not sure	34	44.7	
	Disagree	5	6.6	
	Strongly disagree	0	0.00	
Lead time management practices in the organization lead to Increased profitability	Strongly agree	24	31.6	2.17
	Agree	29	38.2	
	Not sure	13	17.1	
	Disagree	6	7.9	
	Strongly disagree	4	5.3	
Lead time management practices in the organization lead to Increased customersatisfaction	Strongly agree	32	42.1	2.12
	Agree	24	31.6	
	Not sure	7	9.2	
	Disagree	5	6.6	
	Strongly disagree	8	10.5	

N=76 Sources: Primary Data 2024

According to the table above, 51(67.1%) agreed that Lead time management practices in the organization lead to Reduction in inventories, 14 (18.4%) disagreed and only 11(14.5%) were not sure implying that Lead time management practices in the organization lead to Reduction in inventories. Basing on the findings, businesses who actively manage their lead time report a 2-10% increase in sales. In regards to the above findings, one of the sales personnel in Mt. Elgon Millers Ltd stated that:

By developing proper systems and control on issue of materials, the consumption can be minimized, reduction in wastes and rejects, resulting in reducing the materials cost, which will increase the profit margin.

According to the table above, 43(56.6%) agreed that Lead time management practices in the organization lead to Shorter production cycle times, 11 (14.5%) were not sure and only 22 (29%) disagreed implying that Lead time management practices in the organization lead to Shorter production cycle times. This was in conformity with the findings of Halachmi et al (2005) who assert that reduced Lead Times can mean reduced inventory and more cash on hand for the businesses. In several aspects it means less risk, exposure and management of materials.

According to the table above, 50(63.1%) agreed that Lead time management practices in the organization lead to Reduced obsolescence and surplus, 14 (18.4%) were not sure and only 14 (18.5%) disagreed implying that Lead time management practices in the organization lead to Reduced obsolescence and surplus. Basing on the findings, businesses with outdated inventory management systems may rely on sales employees to project what will sell the next season. The purchasing department purchases merchandise based on the sales teams gut feeling insteadof using a computerized forecasting system. Continued inaccurate assumptions could lead to arise in obsolete inventory. Changing the inventory system from uncertainty to accuracy with proper planning and automatic replenishing systems can diminish exposure to obsolescence.

Furthermore, when a business does not use a sales and operations planning process for its ordering schedules and lot sizes, it could result in obsolete inventory due to inaccurate assessment of product life cycles. For example, for a marketing campaign, a team plans its production and ordering schedule. Based on the production, the promotions team works with the inventory team to determine lot sizes so the right products are available for the promotion.

According to the table above, 55(72.4%) agreed that Lead time management practices in the organization lead to Reduction in materials cost, 11 (14.5%) disagreed and only 10 (13.2%) were not sure implying that Lead time management practices in the organization lead to Reduction in materials cost. Basing on the field findings, lead time management helps to result in decreased inventory write-offs/ write-downs, plus lower inventory holding costs.

According to the table above, 59(77.6%) agreed that Lead time management practices in the organization lead to Improvement in product quality, 16 (21.1) were not sure and only 1 (1.3%) disagreed implying that Lead time management practices in the organization lead to

Improvement in product quality. This was in conformity with the findings of Blackburn et al., (1992) who emphasized that today's customers around the globe demand a product as they want it, when they want it, and at the best possible price. In today's highly competitive global marketplace they are placing greater value on quality and delivery time. Providers of services similarly have begun to place more value on quality and delivery time and companies are trying to gain a competitive edge and improve profitability through cutting cost, increasing quality and improving delivery.

In regards to the above, the drivers of Mt. Elgon Millers Ltd emphasized that:
Incoming goods are delivered to the purchasing department team of inspectors on arrival to verify its right content and specification as stated on the quotation form. Inspection in this context means the examination of incoming commodities for the right quality and quantity.

According to the table above, 37(48.7%) agreed that Lead time management practices in the organization lead to Increased sales, 34 (44.7%) were not sure and only 5 (6.6%) disagreed implying that Lead time management practices in the organization lead to Increased sales. According to the findings, sales depots like Mt. Elgon Millers Ltd rely on sales to earn revenue and increase profits. These companies purchase merchandise and resell it to customers. Inventory control involves considering which items to buy and the quantity of each. Styles change, and so do customer tastes. The company needs to anticipate the amount of sales it can make at a profitable price. When the inventory becomes obsolete, the company can no longer sell it profitably and loses money. Retail firms increase their total sales when they use effective lead time management.

In regards to the above, a sales officer at Mt. Elgon Millers Ltd stated that:
Optimizing the operations is a complex task due to the complexity involved in its various processes of a manufacturing firm. The operations such as planning, scheduling, tracking, monitoring and dispatching becomes a major task so as to satisfy potential goals of increasing throughput, reducing inventories and costs. In order to overcome this complexity, there should be a proper communication and relationship with the supplier within and outside the firm.

According to the table above, 53(69.8%) agreed that Lead time management practices in the organization lead to Increased profitability, 13 (17.1%) were not sure and only 10 (13.2%) disagreed implying that Lead time management practices in the organization lead to Increased profitability. These were in conformity with the findings of Lei et al (1999) who asserted that another way of using lead time management to increase profitability involves creating demand by acquiring a limited quantity of a product. By offering a limited supply of items, the company creates an increased demand among consumers. Each customer wants to purchase the item before the

company runs out. The company can charge a higher price for the item because of the higher demand. This increases the company's total sales thus improving profitability levels.

According to the table above, 56(73.7%) agreed that Lead time management practices in the organization lead to Increased customer satisfaction, 7 (9.2%) were not sure and only 13 (17.1%) disagreed implying that Lead time management practices in the organization lead to Increased customer satisfaction. Basing on these findings, lead time management practices Optimize the value of goods you have and increase inventory turnover by keeping fewer slow-moving products on hand, while increasing your stock levels on profitable goods.

From the descriptive statistics performed using the data collected relating to the relationship between lead time management and organizational performance, the effects with the highest means included: lead time management practices in the organization lead to Shorter productioncycle times (2.58), lead time management practices in the organization lead to Reduced obsolescence and surplus(2.51), lead time management practices in the organization lead to Increased sales (2.51) and lead time management practices in the organization lead to Reduction in materials cost (2.37). These responses had means above 2.4 implying that the respondents “Agreed” with those propositions.

4.9.1 Testing the relationship between lead-time management and organizational performance

In order to determine relationship between lead-time management practices and organizational performance at Mt. Elgon Millers Ltd, correlation analysis was conducted. The results are summarized in Tables 13 below

Table 13 Relationship between lead-time management and organizational performance

		Lead time management practices	Organizational performance
Lead time management practices	Pearson Correlation	1	-.163
	Sig. (2-tailed)		.160
	N	76	76
Organizational organizational performance	Pearson Correlation	-.163	1
	Sig. (2-tailed)	.160	
	N	76	76

According to the results in Table 13, lead-time management practices and organizational performance have no significant relationship ($r = -0.163$, $p<0.05$).Thus, the hypothesis that stated that lead time management would have a significant influence on organizational performance is not accepted. This means that lead-time management practices have no effect on organizational performance at Mt. Elgon Millers Ltd thus the more the lead time, the less the organizational performance of Mount Elgon Millers.

4.10 Organizational performance

The study sought to establish organizational performance at Mt. Elgon Millers Ltd and the findings were as explained in the following table;

Table 14 Organizational performance of Mt. Elgon Millers Ltd

Item responses		**Frequency**	**Percent**	**Mean**
My organization is growing faster	Strongly agree	20	26.3	2.13
	Agree	36	47.4	
	Not sure	10	13.2	
	Disagree	10	13.2	

	Strongly disagree	0	0.00	
My organization is more profitable	Strongly agree	28	36.8	2.01
	Agree	30	39.5	
	Not sure	7	9.2	
	Disagree	11	14.5	
	Strongly disagree	0	0.00	
My organization is providing higher quality services.	Strongly agree	5	6.6	2.59
	Agree	46	60.5	
	Not sure	7	9.2	
	Disagree	11	14.5	
	Strongly disagree	7	9.2	
My organization is efficientin using resources	Strongly agree	26	34.2	2.00
	Agree	36	47.4	
	Not sure	3	3.9	
	Disagree	10	13.2	
	Strongly disagree	1	1.3	
My organization is delivering orders quicker.	Strongly agree	25	32.9	2.01
	Agree	38	50	
	Not sure	0	0.00	
	Disagree	13	17.1	
	Strongly disagree	0	0.00	
	Strongly agree	25	32.9	2.13

In my organization, everything that matters to organizational performance is explicitlyreported	Agree	32	42.1	
	Not sure	11	14.5	
	Disagree	0	0.00	
	Strongly disagree	8	10.5	
My organization has a large market share in Uganda	Strongly agree	9	11.8	2.22
	Agree	50	65.8	
	Not sure	8	10.5	
	Disagree	9	11.8	
	Strongly disagree	0	0.00	

N=76 Source: Primary Data 2024

According to the table above, 56 (73.7%) agreed that the organization is growing faster, 10 (13.2%) disagreed and only 10 (13.2%) disagreed implying that the organization is growing faster.

According to the table above, the respondents rated at 58 (76.3%) agreed that the organization is more profitable, 11 (14.5%) disagreed and 7 (9.2%) were not sure implying that the organization is more profitable.

According to the table above, the respondents rated at 51 (67.1%) agreed that the organization is providing higher quality services, 18 (23.7%) disagreed and 7 (9.2) were not sure implying that the organization is providing higher quality services.

According to the table above, majority of the respondents rated at 62 (81.6%) agreed the organization is efficient in using resources, 11 (14.5%) disagreed and 3 (3.9%) were not sure implying that the organization is efficient in using resources

According to the table above, all the respondents rated at 63 (83.9%) agreed that the organization is delivering orders quicker and 13 (17.1%) disagreed implying that the organization is delivering orders quicker.

According to the table above, 57(75%) agreed that in the organization, everything that matters to organizational performance is explicitly reported, 11 (14.5%) were not sure and only 8 (10.5%) were not sure implying that in the organization, everything that matters to organizational performance is explicitly reported.

According to the table above, the respondents rated at 59 (77.6%) agreed that the organizationhas a large market share in Uganda, 9 (11.8%) disagreed and 8(10.5) were not sure implying that the organization has a large market share in Uganda.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION ANDRECOMMENDATIONS

5.0 Introduction

The study examined the effects of total quality management and organizational performance of Mt. Elgon Millers Ltd' ltd, Uganda. The study specifically set out to: examine the relationship between storage management practices and organizational performance of Mt. Elgon Millers Ltd, establish relationship between materials handling practices and organizational performance of Mt. Elgon Millers Ltd and to examine the relationship between lead time management practices and organizational performance of Mt. Elgon Millers Ltd. This chapter presents the summary, discussion, conclusions and recommendations arising out of the study findings according to the objectives.

5.1Summary of Findings

5.1.1The relationship between Storage management practices and organizational performance of Mt. Elgon Millers Ltd

The study tested the first hypothesis; "storage management practices has a significant positive influence on organizational performance of an organization" and it was accepted. This is because there was amoderately positive relationship (r=0.185) between storage management practices and organizational performance whereby an improvement in storage management practices increases on the organizational performance of the organization.

The study revealed that 56.6% agreed that storage management practices contribute greatly tothe organizational performance of Mt. Elgon Millers Ltd. Basing on this finding; organizations consider storage productivity as a major aspect of organizational efficiency. When goods are stored well,their value is maintained. Storage management helps in inventory planning and scheduling in Mt. Elgon Millers Ltd.

77.7% agreed that Procurement/purchase dates and quantities are improved by total quality management. Basing on the findings, Storage management practices provide tools to enable organizational operations to consistently offer exemplary service delivery, that unified data gives you the information integrity.

The study further revealed that Cost reduction in Mt. Elgon Millers Ltd is a result of total quality management. Cost reduction helps in preparing employees towards managing the inventory ideology and also in achieving profitability objective of Mt. Elgon Millers Ltd.

The study revealed that storage Management helps in effective stores management of Mt. Elgon Millers Ltd. According to the field survey, effective Stores Management is an attempt to maintain

a systematic and well organized infrastructure and an orderly inventory system. It is also concerned with the adequate supply of goods/products in the Stores, while minimizing inventory costs at the same time. Improved customer service can be realized with inventory management. This helps to improve the organization's accuracy and efficiency, and the customers will love them for it. Basing on the findings, storage management isn't just a concern for companies that deal in finished goods, such as retailers and wholesalers. It's also critical for manufacturers, who maintain three types of inventory: raw materials, works in process and finished goods.

5.1.2 Relationship between Materials handling practices and organizational performance of Mt. Elgon Millers Ltd

The study tested the second hypothesis: "there is no significant relationship between material handling and organizational performance of organizations", and it was rejected. This is because material handling practices and organizational performance have no significant relationship (r = 0.038).

The study revealed that material handling practices in the organization lead to reduction in wastes, material handling practices in the organization lead to reduction in production costs. Basing on the field findings, when material is not managed well, you can also wind up with overstock too much of certain items. Overstock comes with its own set of problems.

The respondents rated at 73.7% agreed that material handling practices in the organization lead to Increased product quality whereby any improvement in continuity of supplies with improved material handling will lead to improvement in cooperation and will also enhance cooperation's and communications with reduced duplication of efforts, reduction in material costs and improvement in quality control, which are the main benefits of materials management.

This study established that through material handling practices can achieve the benefits of effective use of labor, providing system flexibility, increasing productivity, decreasing lead times, reduction in wastes, reduction in production costs, increased product quality are achieved. The ratings showed that material handling does not play a vital role in organizational performance however organizations must ensure that inventory control system be highly involved in material management activities hence achieving higher organizational performance.

5.1.3The relationship between Lead time management practices and organizational performance of Mt. Elgon Millers Ltd

The study tested the third hypothesis: "lead-time management practices have a significant positive influence on organizational performance of organizations" and it was rejected. This is because there was no significant relationship (r=-0.163) between lead-time management practices and organizational performance whereby an improvement in lead-time management practices does not

improve on the organizational performance of organizations. In regards to this negative relationship, the more the supply delays, the more the decline in customer satisfaction.

Basing on the above findings, shorter lead times allow designers to be more flexible and creative, prevent lost business, and increase cash flow, having a consistently quick turnaround helps businesses gain traction and outpace their competitors. Further, it's arguable that these benefits may overcome the advantage of lower labor costs in cheaper foreign factories. However, Mount Elgon Millers sometimes do not supply the products in the shortest time possible but they offer extra products at the same price which helps in customer loyalty whereby the price of the product mainly affects the organizational performance not the lead time.

5.2Discussion of Findings

5.2.1The relationship between Storage management practices and organizational performance of Mt. Elgon Millers Ltd

The findings revealed that organizational performance in an organization can be increased with a change in storage management practices. The findings of this study could be attributed to the fact that all the organizations consider storage productivity as a major aspect of organizational efficiency. When goods are stored well, their value is maintained and that storage management helps in inventory planning and scheduling in Mt. Elgon Millers Ltd. Storage management implies the coordination of materials controlling, utilization and purchasing. It has also the purpose of getting the right inventory at the right place in the right time with right quantity because it is directly connected with the production. The objective of any organization is to get a good returnout of every cedi invested in the company. According to Pandey (2005) management through their policies, coordination, decision and control mechanisms must maximize the return on investment (ROI).

Peterson et al (2007) while supporting Pandey (2005) states that it is clear that ROI can be maximized either by increasing profit margin or by reducing the capital employed or by both. In the market situation, sales price cannot be increased (rather there is a demand to reduce it) and as such profit can be increased only by reducing the material costs. On the other hand, theopportunity to reduce the overheads and capital employed is more by inventory reduction (Drury, 2002). It is thus evident that the ROI can be maximized by either reducing the material cost or reducing the current assets by way of inventory of materials or can be optimized by increasing profits

Too much inventory consumes physical space, creates a financial burden, and increases the possibility of damage, spoilage and loss. Further, excessive inventory frequently compensates for sloppy and inefficient management, poor forecasting, haphazard scheduling, and inadequate attention to process and procedures. On the other hand, too little inventory often disrupts

manufacturing operations, and increases the likelihood of poor customer service. In many cases good customers may become irate and take their business elsewhere if the desired product is not immediately available. Holding stocks and ordering costs will increase the organizational performance ofan organization. Cost reduction helps in preparing employees towards managing the inventoryideology and also in achieving profitability objective of Mt. Elgon Millers Ltd.

This was in conformity with the findings of Gary (1997) who asserts that open storage method creates an ease in finding the products stored, and is suited for storing items which are less costly and low valued items while closed storage systems is best suited for items which are high valued and having high risk to the environment and therefore only authorized personnel are allowed to operate.

As stated by Wade et al (2004), the resource-based view (RBV) says firms own supply of money, materials, staff and other assets, a branch of what allows the firms to attain the back- and-forth competition and a branch of those that pilot to higher-ranking long-standing organizational performance. Based on the above findings, valuable resources are not only scarce but do usherin the formation of back-and-forth competition which might be conserved over a prolonged period of time to the length which the firm is capable to fight against imitation of resources, removal, or replacement.

Lastly, the study was in conformity with the findings of Hellen (1993) who stated that an enterprise's success can be greatly affected by the efficiency of its stores operations; efficient stores management can save money, help retain customers and maintain continuous operations;but stores mismanagement can lose an enterprise money, customers and production, proper internal coordination brings about Good inventory management solutions to save employees and partners time. Less time spent on managing inventory results in greater productivity for the organization.

5.2.2Relationship between Materials handling practices and organizational performance of Mt. Elgon Millers Ltd

The findings revealed that organizational performance at Mt. Elgon Millers Ltd does not improveby material handling. It is revealed that material handling practices in the organization lead to reduction in wastes. Recognizing and keeping up the appropriate measure of stock is one of the greatest difficulties that inventory network chiefs confront. Stock sits as an exchange off between consumer loyalty and material accessibility and in addition expanding stock holding expenses and working capital. The parameters that are utilized for overseeing stock, for example, security stock amount, and renewal arrange amount, reorder point in a Continuous Review strategy, or survey period in a Periodic Review approach utilize elements, for example, benefit levels, requests, and provider recharging lead times as contributions for their count.

In distribution companies, delays occur on a daily basis which results in ineffectiveness, inefficiencies, and poor organizational performance of the products and its processes. One of the reasons couldbe the organizational performance measures which are defined and optimized for the each unction within an organization but not for the entire value delivery process. In such cases, the main objective is to improve the communication between the company and other suppliers in terms of sharing methodology and information, and by designing the process in such a way so as to improve and to optimize the throughput, lead-time and cycle time. Moreover, it has been identified in the research work of Arunagiri et al (2013) that 80% of process delays are caused by 20% time trap. By focusing on that 20% the problem of material handling and total cost of acquisition, transportation and possession of goods and services can be reduced which creates benefit bothto the buyer and seller. As a result, it provides a competitive advantage and improved profits.

These were in line with the literature review by Inman, (2009) who asserted that that materials account for more than 50% percent of the annual turnover in manufacturing firms. This shows clearly that priority should be given to management of materials in organizations to avoid unnecessary costs. Mt. Elgon Millers Ltd is facing competition in the current markets which has led to the need for coming up with better ways and strategies of managing material resources hence eliminating wastage in the value chain and thus enhancing organizational performance. When material isn't managed well, you can also wind up with overstock too muchof certain items. Overstock comes with its own set of problems. The longer an item sits unsold in inventory, the greater the chance it will never sell at all, meaning you'll have to write it off, or at least discount it deeply. Products go out of style or become obsolete. Perishable items spoil. Items that linger in storage get damaged or stolen. And excessive material has to be stored, counted and handled, which can add ongoing costs.

Mohamed et al (2015) identified that lead time is a critical measure of a supply chain's organizational performance which impacts both the customer satisfactions as well as the total cost of inventoryand observed that almost one third of the materials orders were delivered later than the scheduled due date and concluded that the company have to re-valuate the supplier and considerthe removal of supplier that are inconsistent in the delivery times.

The study was further in conformity with the findings of Bowersoxal (2002) who articulated that improvement in continuity of supplies with improved material handling will lead to improvement in cooperation and will also enhance cooperation’s and communications with reduced duplication of efforts, reduction in material costs and improvement in quality control,

which are the main benefits of materials management

5.2.3The relationship between Lead time management practices and organizational performance of Mt. Elgon Millers Ltd

The relationship between lead-time management practices and organizational performance was negative whereby delivery of products in the shortest time possible doesn't affect the organizational performance of Mt. Elgon Millers Ltd. Mt. Elgon Millers Ltd supplies its products to its customers on specific days for example wheat flour are distributed in Elgon region on Monday, Wednesday and Friday. However they don't supply the products early in the morning, sometimes products are distributed in the evenings but they still achieve the target sales due tothe brands and the prices of their products which are relatively cheaper as compared to other distributors therefore lead time has got no impact on their sales growth and profitability for example Mt. Elgon Millers Ltd .Therefore the price you set affects your profit margin per unit sold, with higherprices giving you a higher profit per item if you don't lose sales. However, higher prices that lead to lower sales volumes can decrease, or wipe out, your profits, because your overhead costs per unit increase as you sell fewer units. So through this lead-time has got no relationshiptowards their organizational performance but rather the price.

However, Bowersox et al (2002), articulated that improvement in continuity of supplies with reduced lead times, will lead to improvement in cooperation and will also enhance cooperation's and communications with reduced duplication of efforts, reduction in material costs and improvement in quality control, which are the main benefits of materials management

This was in conformity with the findings of Halachmi et al (2005) who asserts that reduced Lead Times can mean reduced inventory and more cash on hand for the businesses. In several aspects it means less risk, exposure and management of materials. Basing on the findings, businesses with outdated inventory management systems may rely on sales employees to project what will sell the next season. The purchasing department purchases merchandise basedon the sales teams gut feeling instead of using a computerized forecasting system. Continued inaccurate assumptions could lead to a rise in obsolete inventory. Changing the inventory system from uncertainty to accuracy with proper planning and automatic replenishing systemscan diminish exposure to obsolescence.

It was further in conformity with the findings of Blackburn et al., (1992) who emphasized that today's customers around the globe demand a product as they want it, when they want it, and at the best possible price. In today's highly competitive global marketplace they are placing greater value on quality and delivery time. Providers of services similarly have begun to place more value on quality and delivery time and companies are trying to gain a competitive edge and improve profitability through cutting cost, increasing quality and improving delivery.

Finally, another way of using lead-time management to increase profitability involves creating demand by acquiring a limited quantity of a product. By offering a limited supply of items, the company creates an increased demand among consumers. Each customer wants to purchase theitem before the company runs out. The company can charge a higher price for the item becauseof the higher demand. This increases the company's total sales thus improving profitability levels.

5.3 Conclusion

5.3.1The relationship between Storage management practices and organizational performance of Mt. Elgon Millers Ltd

The study concludes that that storage management is a process that is continuous in the organization and therefore there is always need for managing inventory throughout using a certain technique good inventory management can lead to good organizational performance in an organization. Storage management in an organization co-ordinates the purchasing, manufacturing and distribution functions to meet the marketing needs and ensures that organizations organizational performance is in line with the set objectives and centres on customer satisfaction.

Finally, it can also be concluded that storage management challenges interfere with a company's profits and customer service. They cost an organization more money and lead to an excess of inventory overstock that is difficult to move. Storage management is one of the important key activities of any organization. It is important in logistics planning and control, production process, purchasing and satisfaction of customer services all of which are important in organizational performance and it helps organizations to meet higher than expected demand. This helps the organization to protect against running out of inventory.

5.3.2Relationship between Materials handling practices and organizational performance of Mt. Elgon Millers Ltd

In regards to material handling and organizational performance, the study concluded that the companies good material management that is having multiple suppliers of various products and services, tryingas much as possible to reduce variability, always having a smooth workflow in the organization, having proper queue control to avoid delays, expediting some processes to avoid delays, using multi modal transportation to avoid delays and offering warranty of the products/services for at least 12 months significantly affects organizational performance positively. These arethe relationships that had a strong negative effect on organizational performance; number of complaints, repeat customers, returned goods, warranty claims, customer feedback and after sale service.

5.3.3The relationship between Lead time management practices and organizational performance of Mt. Elgon Millers Ltd

From the findings, the study concluded that lead time management practice is not a very important competitive tool in organizations. However the pricing of your product mainly affects your

organizational performance as see in the discussion above. One might deliver very expensive products on time however another delivers very good and relatively cheaper products and still capture the highest sales volume because one of the most obvious affects pricing will have onyour business is an increase or decrease in sales volume.

5.4 Recommendations

Since inventory management enhances organizational performance, there is need to improve on them in the following ways:

5.4.1 The relationship between storage management practices and organizational performance of Mt. Elgon Millers Ltd

The study recommends that Mt. Elgon Millers Ltd should adopt proactive attitudes towards the issue of proper total quality management. Being proactive requires maintenance of the right level of inventory at any point in time. The organizations should avoid the dangers that are inherent in keeping too little or too much of stock. Management of Mt. Elgon Millers Ltd should closely monitor and manipulate their inventory system to maintain production consistency for organizational profitability and effectiveness.

5.4.2 The relationship between materials handling practices and organizational performance of Mt. Elgon Millers Ltd

The study recommends that the management of Mt. Elgon Millers Ltd should carry out control measures on stock as it is the case of cash by large firms. This is because stock represents cashand a substantial share of fund is invested in the firm's inventory. Mt. Elgon Millers Ltd should fully adopt lean inventory systems in inventory management as this will greatly improve the organizational performance of the procurement function. Just-in-time systems should also be integrated by thefirms. A good inventory system will help in preventing stock outs, overstocking, deterioration, obsolescence, and high carrying cost. The firms should make use of a sound inventory systemfor decision making in the procurement function and the company as a whole.

5.4.3 The relationship between lead time management practices and organizational performance of Mt. Elgon Millers Ltd

The study recommends that there is need for the top management at Mt. Elgon Millers Ltd to adopt the use of information technology, that will not only help in information sharing, but alsowill help in hastening orders from suppliers hence shortening the lead time.

Further, the study recommends that management at Mt. Elgon Millers Ltd needs to form an expediting committee that will help in following up of orders with the suppliers hence delivering the products at the right time. Stores Department at Mt. Elgon Millers Ltd therefore should help in marketing, selling, promotion and even control of all types of materials for its quantity, quality and cost. The CEOs and other organization managers at Mt. Elgon Millers Ltd should strive to ensure good lead time management and good customer satisfaction. This will

ensure that the organization environment is conducive for economic growth resulting to higher productivity in investment.

5.5 Limitations of the study

The researcher faced difficulty in finding the Mt. Elgon Millers Ltd members in their offices since some of them would be gone for official duties. Another challenge was that only Mt. Elgon Millers Ltd was subject to investigation; therefore the results of this research might not be conclusive in giving a general picture in all distributing companies. Lastly, the researcher felt that the interviews were subject to subjectivity as individuals may not have been fully open about some issues they felt were sensitive.

5.6 Contributions of the study

Mt. Elgon Millers Ltd will be able to improve on its total quality management which will assist in achieving competitive results and there will also be an opportunity of revising its storage practices to improve on its organizational performance. Finally, Mt. Elgon Millers Ltd will know exactly what affects their organizational performance and the solutions they need to apply. After management has put all the recommendations into practice, the sales will be improved and high levels of customer satisfaction and ultimately, more profitable levels. If Mt. Elgon Millers Ltd starts recognizing and rewarding proper inventory management for their achievements, it will make them feel more appreciated and the company will go an extra mile.

5.7 Areas for Further Research

The researcher identified a number of study areas that need further investigation and these included the following;

Based on the findings of the study, further research has been recommended on more lead time practices that affect organizational performance other than the ones identified in the study.

Further studies should be considered to explore the drivers and the challenges of total quality management in organizations. This would be useful to understand the drivers that influence the embracement of total quality management and the challenges being faced by organizations who have embraced total quality management.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Dear Respondent,

My Name is Nyadoi Jennifer a student of Uganda Christan University Pursuing bachelors in business administration

This questionnaire is designed to seek information from you on the "Total quality management and organizational performance of manufacturing firms, a case of Mount Elgon Millers Ltd Mbale City". It is carried as a partial fulfillment of the requirements for the award of bachelor's Degree in procurement and total quality management of Uganda Christian University. Your contribution, opinions and experience was highly appreciated.

Thanks for your cooperation.

PART I: Demography of respondents

Gender

Male ☐

Female ☐

Age

a) 20 – 29 ☐

b) 30 – 39 ☐

c) 40 - 49 ☐

d) 50 + ☐

Academic Qualifications

Certificate ☐

Diploma ☐

Degree ☐

Masters ☐

Marital status

Single ☐

Married ☐

Separated/divorced ☐

Time period of work

a) 1-4 years ☐

b) c) 10-14 years ☐

c) 5-9 years ☐

d) d) 15 and above 

SECTION B

For the following questions, please tick the number of your choice as indicated in the Key

1.Strongly Disagree	2. Disagree	3.Not Sure	4.Agree	5.Strongly Agree

INDEPENDENT VARIABLE						
Section B: storage management practices and organizational performance of Mt. Elgon Millers Ltd						
1.	Inventory Management practices contribute greatly to the organizational performance of Mt. Elgon Millers Ltd	1	2	3	4	5
2.	Total quality management helps in inventory planning and schedulingin Mt. Elgon Millers Ltd	1	2	3	4	5
3.	Procurement/purchase dates and quantities are improved bytotal quality management	1	2	3	4	5
4.	Cost reduction in Mt. Elgon Millers Ltd is a result of total quality management	1	2	3	4	5
5.	Total quality management helps in effective stores management ofMt. Elgon Millers Ltd	1	2	3	4	5
6.	Internal coordination in Mt. Elgon Millers Ltd can be improvedby total quality management	1	2	3	4	5
7.	Improved customer service can be realized with total quality management	1	2	3	4	5
8.	**Good management practices to total quality management in Mt. Elgon Millers Ltd**	1	2	3	4	5
Section C: Materials handling practices and organizational performance of Mt. Elgon Millers Ltd						
9.	Material handling practices in the organization lead to reduction in wastes	1	2	3	4	5

10.	Material handling practices in the organization lead to Reduction in production costs	1	2	3	4	5
11.	Material handling practices in the organization lead to Increased product quality	1	2	3	4	5
12.	Material handling practices in the organization lead to Timely deliveries	1	2	3	4	5
13.	Material handling practices in the organization lead to Increased profitability	1	2	3	4	5
14.	Material handling practices in the organization lead to Reduced stock levels	1	2	3	4	5
15.	Material handling practices in the organization lead to Decreased production cycle times	1	2	3	4	5
16.	Material handling practices in the organization lead to System flexibility	1	2	3	4	5
Section D: Lead time management practices and organizational performance of Mt. Elgon Millers Ltd						
17.	Lead time management practices in the organization lead to Reduction in inventories	1	2	3	4	5
18.	Lead time management practices in the organization lead to Shorter production cycle times	1	2	3	4	5
19.	Lead time management practices in the organization lead to Reduced obsolescence and surplus	1	2	3	4	5
20.	Lead time management practices in the organization lead to Reduction in materials cost	1	2	3	4	5

21.	Lead time management practices in the organization lead to Improvement in product quality	1	2	3	4	5
22.	Lead time management practices in the organization lead to Increased sales	1	2	3	4	5
23.	Lead time management practices in the organization lead to Increased profitability	1	2	3	4	5
24.	Lead time management practices in the organization lead to Increased customer satisfaction	1	2	3	4	5

DEPENDENT VARIABLE						
Section E: Organizational performance						
25.	My organization is growing faster.	1	2	3	4	5
26.	My organization is more profitable.	1	2	3	4	5
27.	My organization is providing higher quality services.	1	2	3	4	5
28.	My organization is efficient in using resources.	1	2	3	4	5
29.	My organization is delivering orders quicker.	1	2	3	4	5
30.	In my organization, everything that matters to organizational performance isexplicitly reported.	1	2	3	4	5
31.	My organization has a large market share in Uganda	1	2	3	4	5
Thank you for your time Nyadoi Jennifer (Researcher)						

Appendix II: Interview ScheduleDear respondent,

My name is Nyadoi Jennifer a student of Uganda Christian University. Am conducting academic research intended to assess the impact of total quality management on the organizational performance of Mt. Elgon Millers Ltd, Uganda. The purpose of this study and its findingsis purely academic. I kindly request for your assistance by sparing some of your precious time to respond to a number of questions pertaining the study. The study will take about 30 minutes only. All information provided was handled and treated with utmost confidentiality.

Key Questions

5 Tell me about Mt. Elgon Millers Ltd?
6 On the overall, what is the organizational performance status of this organization?
7 Tell me about Total quality management adopted in your organization?
8 What is the relationship between storage management practices and organizational performance of Mt. Elgon Millers Ltd?

9 What is relationship between materials handling practices and organizational performance of Mt. Elgon Millers Ltd?

10 What is the relationship between lead time management practices and organizational performance ofMt. Elgon Millers Ltd?

11 What strategies are being put in place to increase organizational performance at Mt. Elgon Millers Ltd?

12 Any other information?

Thank you.

Nyadoi Jennifer

Researcher

END