

**THE IMPACT OF PROCUREMENT PRACTICES ON SUPPLY CHAIN
PERFORMANCE IN MANUFACTURING FIRMS: A CASE STUDY OF ROOFINGS
UGANDA LIMITED**

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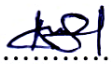
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DECLARATION

I, Namboozo Anna Sandra assert that the study project entitled “The impact of procurement practices on supply chain performance in manufacturing firms a case study roofings Uganda limited “ is my original work and was not submitted to any other institution to be academically awarded.

It has given due credit to the labor of others, though, where the work of others has been utilized, it has been cited properly according to the academic standards.

Signature: 

Date:16th April.....2026.....

APPROVAL

I certify that Namboozo Anna Sandra presented the research report with the title,” The impact of procurement practices on supply chain performance in manufacturing firms a case study roofings Uganda limited “, to my full consent as the university supervisor.

Signature:.....

Date: 16/04/2026

MS. NAGAWA PAMELA

DEDICATION

I now commit this dissertation to my adorable parents whose love, sacrifices, and constant support have been basic in my education and personal development. Your prayers, encouragement and faith in me have helped me all the way in this path.

ACKNOWLEDGEMENT

I would like to acknowledge my deepest gratitude to everyone who has helped in the successful completion Of this dissertation.

I am grateful to my parents who have not only been by my side with prayers and financial assistance, but also throughout my studies. Your support and sacrifice has been the pillar of My education and this is a measure of your commitment to my future.

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Lastly, I offer all the glory to God due to His grace, strength and wisdom during this journey. I could not do and write this dissertation without His guidance.

ABSTRACT

This study examined the impact of procurement practices on supply chain performance in manufacturing organizations with Roofings Uganda Limited as a case study. The paper discussed four basic procurement practices supplier selection, contract management, e procurement, and sustainable procurement and their impacts on main performance indicators like efficiency, cost-effectiveness, reliability, and the overall supply chain outcomes.

To determine the connections between these practices and supply chain performance, a mixed-methods research was utilized, as it used quantitative surveys and qualitative interviews. Findings showed that successful supplier selection improves the quality of inputs and reliability of suppliers, whereas good contract management promotes compliance, accountability, and risk mitigation. It was discovered that e-procurement systems enhanced procurement processes making it more efficient, transparent and quick. Sustainable procurement helped in saving costs in the long run, environmental stewardship, and increased reputation of the organization.

The research confirms that strategic procurement advances in the form of improved supplier evaluation, effective contract management, digital transformation, and sustainability integration have a strong impact on improving supply chains.

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CHAPTER ONE

Introduction

This chapter presents the background of the study, problem statement, and purpose of the study, specific objectives, research questions, scope, significance and justification of the study. The chapter ends with the description of the conceptual framework

1.0 Background of the study

Supply chain performance refers to the extent to which a supply chain achieves its objectives of efficiency, responsiveness, and customer satisfaction from sourcing raw materials to delivering finished products to end customers.(Gunasekaran et al., 2004) . It encompasses key metrics such as on-time delivery, product availability, inventory velocity, quality compliance, and overall responsiveness to market demands, ensuring the right product reaches the correct location at the appropriate time while optimizing cost, speed and minimizing inefficiencies (Mbonigaba, 2023).Effective supply chain performance is critical for organizational success, offering key benefits such as cost reduction, improved customer satisfaction, and a sustainable competitive advantage(Cagno et al. 2019; Oubrahim and Sefiani 2022). Despite this knowledge, significant gaps remain. Very little has been done to understand the impact of procurement practice on different aspects of supply chain Performance in emerging markets, where results may be influenced by a lack of digital infrastructure and institutional issues (Bag et al., 2021). Moreover, research on the role of the procurement practices in supporting the supply chain performance amid disruption and uncertainty, including the one caused by the COVID-19 pandemic, is deficient (Sharma et al., 2022).With the ever increasing disruptions of global Supply chains, increased sustainability requirements, and the impetus to digital transformation, organizations now realize the importance of seeing how an approach to procurement can enhance resiliency, flexibility, and environmental accountability (Farooque et al., 2023). The investigation of the interplay between procurement practices and supply chain performance thus not only addresses current gaps in the theoretical body of research but also the pressing practice-related issues in the current business environment.

1.1 Historical Background

The performance of the Supply Chain was significantly changed during the 20th century as it evolved to go beyond the cost and efficiency indicators and become more strategic and thorough. The performance evaluation in the early 1900s focused on the efficiency of logistics, and the introduction of standardized pallets in 1925 was beneficial managing and reducing operational expenses (Rushton et al., 2010). Military logistics became more prominent in the 1930s and 1940s, when reliability and timely delivery became central to the work, which formed the basis of initial performance standards (Bowersox et al., 2013). In the 1950s and 1960s, physical distribution was more formally established, and the following performance indicators emerged: inventory turnover and cost efficiency of transportation (Chopra and Meindl, 2016). One of the major shifts occurred in the 1980s, as Just-in-Time (JIT) principles were widely adopted due to the increasing competition in the world. This model focused on streamlined operations and minimization of inventory to enhance speed of delivery and low cost delivery (Schonberger, 1982).

Supply Chain Management (SCM) came into existence as a formal field in the 1990s and introduced new concepts like integrated networks that placed a greater focus on end-to-end visibility and performance indicators beyond cost to quality and responsiveness (Cooper et al., 1997). In the 2000s, a digital revolution brought by the internet and e-commerce accelerated the use of agility and collaboration measures. After 2010, the emphasis was switched to the creation of resilience in regard to disruptions like the COVID-19 pandemic, and the technologies such as the ERP systems and AI were utilized to predict the performance (Christopher and Peck, 2004). Today Supply chain performance is characterized by Sustainability and adaptability and has moved beyond the emphasis on tactical efficiency to become a strategic business excellence driver.

1.1.2 Theoretical Framework

The study is based on two main theoretical considerations: the Resource-Based View (RBV) and the Transaction Cost Theory (TCT).

Resource-Based View (RBV)

The Resource-Based View (RBV), which states that a firm can permanently gain competitive advantage through its access to value adding and rare, imitable and Nonsubstitutable (VRIN) resources and capabilities, was initially postulated by Birger Wernerfjelds (1984) and expanded upon by Jay Barney (1991) (Barney, 1991). Competitive differentiation is based on these resources that enable firms to distinguish themselves among the competitors within the same industry (Barney, 1991). Instead of the external conditions of the market, RBV concentrates on internal, firm-specific resources, arguing that the outstanding performance lies in the unique organizational resources. The theory is widely used in explaining the idea of internal capabilities such as supplier relationship management, procurement efficiency and digital integration to help in performance advantage (Barney, 1991; Ghoshal and Nohria, 1993).

The procurement practices in the context of the supply chain are considered to be strategic resources that facilitate operations performance, innovation, and responsiveness (Wernerfelt, 1984; Chen et al., 2004). Nonetheless, RBV has been criticized to be too much of a static model because it determines which of the resources can create competitive advantage but does not sufficiently explain how such resources are created and how they evolve through time (Priem and Butler, 2001). The model also has difficulties in clearly defining and quantifying what constitutes a resource Or a capability and tends to ignore the influence of external market forces, as well as inter-firm influences, which are especially pertinent in a supply chain context (Priem& Butler, 2001). In spite of these shortcomings, RBV offers a good internal lens to measure the performance of firms due to its emphasis on intangible resources like human expertise, organizational culture, and information systems (Wernerfelt, 1984).

Transaction Cost Theory (TCT)

Transaction Cost Theory (TCT), which was initially developed by Ronald Coase (1937) and subsequently by Oliver Williamson (1975, 1985) attempts to answer the question of why the existence of firms and how firms design the governance arrangements to minimize the costs involved in market transactions. The theory revolves around the ideas of governance structures, asset specificity and bounded rationality, all of which affect the decision making procedures in organizations (Williamson, 1985). TCT offers a framework within the scope of Supply chain

management that assists in understanding the procurement practices in terms of contract design, supplier selection, and governance arrangements. Transaction cost theory (TCT) is used to understand how governance systems may reduce costs and enhance coordination in supply chains particularly in the make-or-buy decisions, supplier choice, and contract formulations (Dubey et al., 2019).

Nevertheless, critics say that TCT pays too much attention to opportunism and limited rationality, which is not a characteristic of collaborative or trust-based supply chains in which innovation is important (Srai and Lorentz, 2019), and it does not have the capabilities of capturing how firms change their governance over time.

1.1.3 Conceptual framework

The procurement practices refer to the systematic approaches with the help of which the organizations purchase the goods and services, such as the selection of suppliers, tendering, contract management, sourcing strategies, relationship building, and ethical purchasing (Kumar et al., 2022; Love et al., 2014). Effective procurement has the potential to reduce expenses, enhance the quality of materials, and produce them reliably (Baily et al., 2015; Christopher, 2016). However, the literature does not consider the manufacturing-specific situations and is limited on the cost aspect, without considering other performance metrics such as lead time, inventory efficiency, and production continuity (Thai, 2017; Gunasekaran et al., 2004).

Supply chain performance indicators are used to measure the effectiveness of supply chain operations in achieving such objectives as cost management, timely shipment, quality, and reliability (Gunasekaran et al., 2004). In the manufacturing sector, this translates to streamlined processes, quick lead time, inventory efficiency and reliable delivery to customers (Christopher, 2016). Good performance enhances efficiency, flexibility and cost savings but empirical data, particularly in the developing economies, is thin. Most of the research is based on generic measures and does not inquire in-depth about manufacturing-specific performance such as supplier reliability and production up time (Monczka et al., 2015), leaving little practical implications to manufacturers. The effectiveness of the supply chain is necessary in manufacturing organizations to have consistent production, control costs, and remain competitive in their markets (Christopher, 2016). Poor performance of supply chains can plunge the company

into issues like inadequate inventory, disruptions in the production process, increased costs, and failure to meet the customer commitments in time.

1.1.4 Contextual background

The manufacturing sector is a major driver of the economy of Uganda, contributing 16.5 percent of the GDP in 2023/24 (as compared to 15.4 percent before) and contributing about UGX 8.16 trillion yearly in terms of tax payment (Ministry of Finance, Planning and Economic Development, 2024). The sector encompasses various activities including food processing, textile, building materials, and metal work where many small and medium-sized companies are significant (World Bank, 2023). The manufacturing activity includes the processing of raw materials, assembly of products, and the production of goods to be exported to other countries, which contribute to the economic growth and creation of jobs (National Planning Authority, 2023). The National Industrial Policy (2008) puts the sector in check with the encouragement of benefits of exports, quality standards and competitiveness via regulatory agencies such as UNBS (Ministry of Trade, Industry and Cooperatives, 2008). Another aspect of the policy is the integration with the East African Community standards, such as the common tariffs and elimination of trade barriers, to enhance the regional trade and cooperation (EAC, 2022). As part of the long-term development agenda of Africa, such as Africa Agenda 2063 and the Third National Development Plan, which recognize industrialization as the key to sustainable development, job creation, and economic prosperity, these efforts are aligned with the Uganda development agenda (National Planning Authority, 2023).

Nevertheless, the manufacturing industry in Uganda faces a lot of challenges that restrict its potential of expansion. The major obstacles are untrustworthy power supply, transport bottlenecks, high trade costs (especially to landlocked areas), high credit (average of 23.54), working capital, capacity deficit, and low use of modern technologies (World Bank, 2023; Musiita, 2025). This means that many businesses operate at half-capacity levels of about 50-percent, with little growth and product improvement (Musiita, 2025). Such operational flaws compromise purchasing effectiveness, provide a less resilient supply chain, and lower market competitiveness, particularly to those businesses that rely on importing materials. Roofings Uganda Limited is an autonomous business group dedicated to manufacturing high-end steel and plastic building materials, and is poised to be a one-stop-shop in terms of construction

requirements in East and Central Africa. Structurally, it comprises three subsidiaries: Roofings Limited (core steel production), Roofings Rolling Mills Limited, and RoofingsPolypipes (plastic pipes and fittings since 2012). The company's operational scope includes producing galvanized roofing sheets, reinforcement bars, coils, hollow sections, and PVC/HDPE pipes for domestic, commercial, and industrial use. The Government of Uganda supports manufacturing through infrastructure investments, legal reforms like the PPDA's e-GP system for transparent bidding, and Donor-led initiatives, like Trademark East Africa, streamline customs, while FDI promotion by UIA (e.g., US\$25 million IFC loan to Roofings in 2011) .

1.2Problem statement

Despite the widely acknowledged importance of supply chain performance there remains a critical gap in understanding how procurement practices influence performance in developing economies, particularly in Uganda. Supply chain performance offers key benefits such as cost reduction, improved customer satisfaction, and sustainable competitive advantage (Cagno et al., 2019; Oubrahim&Sefiani, 2022).

In Europe, for example, Germany has made significant progress in integrating procurement into strategic supply chain management. Instead, large German manufacturers have adopted state-of-the-art digital procurement platforms, partnering with suppliers, and analytics-based performance monitoring, which have led to increased operational flexibility, reduced delivery times, and resiliency of the supply chain (Wamba et al., 2020; Queiroz et al., 2021). Even with these developments, the literature is not knowledgeable enough about the impact of procurement strategies in SMEs, where digital modernization and strategic supplier partnerships are minimal (Bals et al., 2019; Srai and Lorentz, 2019). This shows that access to the procurement innovations that can enhance performance is not uniform within the organization in even developed economies.

South Africa is considered to be the leader in the modernization of the supply chain in Africa, with a growing focus on the digitization of procurement systems, environmentally friendly procurement, and wise involvement of suppliers (Bag et al., 2021; Sharma et al., 2020). Still, there are knowledge gaps on the role of procurement strategies in supply chain outcomes of contexts with weak institutions, insufficient infrastructure, and slow digital adoption- especially

among the SMEs. Many South African production companies still use the old-fashioned procurement procedures, have an unstable relationship with suppliers, and have high operational costs based on poor legal regulations and contract enforcement (Emuesiri and Ejairu, 2024). This deficiency demonstrates the challenges of attaining procurement-related performance benefits within constrained financial contexts. The problems are even more acute in Uganda.

The manufacturing sector continues to face persistent inefficiencies in procurement and supply chain operations. Many firms rely on manual procurement systems, imported raw materials, and unreliable supplier networks which hinder performance in terms of cost, speed, and reliability (Twinomuhwezi & Musiita, 2025). Despite the strategic importance of procurement in driving supply chain performance (Lysons & Farrington, 2016; Mbonigaba, 2023), there is a critical gap in understanding how procurement practices influence performance in Uganda's manufacturing sector particularly in small and medium-sized enterprises (SMEs). This study seeks to examine the relationship between procurement practices and supply chain performance at Roofings Uganda Limited.

1.3 Purpose of the study

The purpose of the study was to examine the relationship between procurement practices and supply chain performance at Roofings Uganda Ltd.

1.4 Specific objectives

- i. To examine the relationship between supplier selection and supply chain performance
- ii. To examine the relationship between contract management and supply chain performance
- iii. To examine the relationship between e-procurement and supply chain performance
- iv. To examine the relationship between sustainable procurement and supply chain performance

1.5 Research question

- i. What is the relationship between procurement practices and supply chain performance?
- ii. What is the relationship between supplier performance and supply chain performance?
- iii. What is the relationship between contract management and supply chain performance?
- iv. What is the relationship between e-procurement and supply chain performance?

- v. What is the relationship between sustainable procurement and supply chain performance?

1.6 Scope

1.6.1 Geographical scope

The study shall be conducted at roofing's ltd Uganda, Located on plot 126, Lubowa estate, Entebbe road, Kampala, Uganda

1.6.2 Content scope

The content of the study was to examine the Relationship between procurement practices and supply chain performance

1.6.3 Time scope

The study will cover procurement activities and supply chain performance data from the past five years (2020–2025) to ensure the relevance and timeliness of the findings.

1.7 Significance of the study

For managers, effective procurement strategies can enhance operational efficiency and reduce costs by adoption of digital procurement systems and e-tendering practices which improve transparency thereby supporting better supply chain performance.

The research findings highlight for government officials the critical need to develop and implement policies that encourage domestic purchasing practices. This includes initiatives like “Buy Uganda Build Uganda,” which seeks to expand opportunities for locally produced goods within the country’s internal market.

For fellow researchers, the study highlights the need for further investigation into how procurement practices can be tailored to the unique challenges of Uganda's manufacturing sector

1.8conceptual framework

Independent variable

Dependent variable

Procurement practices

- Supplier selection
- contract management
- e procurement
- sustainable procurement

Supply chain performance

- Efficiency
- Cost reduction
- Responsiveness and reliability
- Product quality
- Customer satisfaction

Source: Adopted fromSimatupang & Sridharan (2005) and modified by the researcher 2025

The independent variable is measured by supplier selection, contract management, e procurement and technology adoption and sustainable procurement(Flynn A,2018).The dependent variable is measured by efficiency, cost reduction, responsiveness and reliability (,Deepa et.al, 2018)

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews related literature on procurement practices and supply chain performance. It covers theoretical review, conceptual review, empirical review, research gaps.

2.1 Theoretical literature review

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory was developed by Barney (1991). RBV emphasizes that firm performance differences arise from the possession and effective utilization of strategic resources and capabilities (Barney, 1991; Wernerfelt, 1984). The theory argues that an organization's competitive advantage and performance depend on its internal resources and capabilities that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). RBV is relevant to this study because procurement practices are internal organizational capabilities that can enhance supply chain performance when effectively managed (Ghoshal&Nohria, 1993).

The Resource-Based View (RBV) framework comprises four main elements: valuable resources, scarcity, difficulty of replication, and firm capabilities, collectively known as VRIN (Barney, 1991). In the case of procurement, these resources include skilled procurement staff, strong supplier relationships, well-developed procurement technologies, and advanced contract management procedures. The interplay of these resources leads to efficiency of the supply chain, responsiveness speed, and reliability. Procurement strategies play a crucial role in manufacturing operations by ensuring the delivery of materials on time, cost control, and product quality, which are key to the success of the operation and its competitiveness in the market (Chopra and Meindl, 2019). RBV offers a theoretical basis of how strategic procurement strengths can be used to improve supply chain outcomes. The explanatory power of RBV is confirmed by numerous empirical studies which have shown that organizations that have developed procurement competencies achieve better operational results, reduce their spending, and manage their suppliers better. On the contrary, some studies show that the focus of RBV on internal aspects can ignore external factors like competition and policy demands.

One of the major shortcomings of RBV is its inward approach, which may overlook the external supply chain risks and market uncertainty. In underdeveloped economies like Uganda, external factors like infrastructure constraints and institutional constraints might reduce the extent to which internal capabilities are converted into quantifiable performance benefits.

Transaction Cost Theory (TCT) is a theory of organizational existence developed by Ronald Coase (1937) and then elaborated by Oliver Williamson (1975, 1985) and others to explain why organizations choose to use governance arrangements to minimize costs related to the conduct of market transactions. The framework identifies the design of governance, customization of investment, and rational restrictions as variable that determine firm strategy (Williamson, 1985). TCT is especially useful to examine the impact of procurement strategies on the outcomes of supply chains within manufacturing companies, such as Roofings Uganda Limited. The theory explains the mechanisms behind the procurement practices such as vendor assessment, agreement. Digital procurement, environmentally conscious sourcing and administration can reduce the cost of transactions and enhance supply chain results. Transaction costs are the monetary cost of carrying out economic transactions (Coase, 1937) which include the costs of gathering information, negotiating prices, and overseeing an agreement. Asset specificity refers to the degree to which the expenditures are specific to specific exchanges and cannot be easily used in other exchanges without incurring financial losses (Williamson, 1985).

The costs of procurement transactions in a production environment result in such activities as the solicitation of bids, the analysis of proposals, the negotiation of an agreement, and the supervision of the supplier. Williamson (1985) suggests that organizations should design their structures in such a way as to minimize such costs. This view is in line with the findings of Grover and Malhotra (2003), whose work has proved that sound governance structures enhance supply chain coordination and performance. Joskow (1988) also noted that greater asset specificity prompts a firm to enter into long-term relationships to protect the investments and unpredictability caused by commodity price volatility, disruption of supply, or changes in regulations determines the governance strategies.

Broadly, the Transaction Cost Theory is empirically validated. Rindfleisch and Heide (1997) were able to consistently confirm that asset specificity and unpredictability contribute significantly to governance preferences, whereas Grover and Malhotra (2003) confirmed that

good governance removes transactional hazards and enhances operational performance. Nonetheless, TCT has significant limitations. It focuses more on cost reduction than on creative progress and strategic vision, pays scant attention to interpersonal, social and institutional factors and transaction costs in themselves are hard to quantify accurately. In the less developed economies such as Uganda, decisions in procurement are often affected by the institutional structures, policy environment, and informal partnering relationships that are beyond the realms of transaction cost-based arguments.

2.2 Conceptual literature review

2.2.1 Procurement practices

Procurement practices refer to the systematic processes and activities through which an organization plans, sources, acquires, and manages goods and services required for its operations in a cost-effective and efficient manner (Lysons& Farrington, 2016). Procurement goes beyond purchasing and includes strategic decision-making aimed at ensuring value for money, quality assurance, supplier reliability, and continuity of supply (Monczka et al., 2015).

The literature identifies several key indicators of procurement practices these include Procurement Planning which involves identifying organizational needs, forecasting demand, budgeting, and scheduling procurement activities to ensure timely availability of inputs (Thai, 2017), Supplier Selection is a strategic procurement function where by organisations systematically identify, evaluate and choose suppliers who are capable of satisfying both immediate operational requirements and long term strategic objectives.(Monczka et al.,2016) , Contract Management is the systematic process of planning, creating ,implementing, monitoring and closing contracts to achieve value for money and performance. (Van Weele, 2018) and E-Procurement involves the use of electronic systems to conduct procurement activities, including ordering, tendering, and supplier communication.(kumar et al.,2022).

Effective procurement practices aim to reduce costs, improve quality, enhance transparency, and ensure timely delivery of inputs, which directly influence supply chain performance. According to Monczka et al. (2015), organizations with well-structured procurement practices achieve higher efficiency, improved supplier relationships, and stronger competitive advantage.

The application of the procurement strategies is demonstrated in research in several African settings. Kakwezi and Nyeko (2019) showed that strategic procurement strategies improved the supply chain performance of manufacturing businesses in Uganda, especially the aspects of cost savings and timely supply. The Amayi and Ngugi (2013) Kenyan study demonstrated that the selection of the vendors and the care in the administration of the agreements enhanced the functioning of the manufacturing firms, whereas the study conducted by Mutai (2017) revealed that the procurement forecasting and the evaluation of the vendors were closely connected with the availability of stocks and manufacturing production. Such studies emphasize the core contribution of procurement to the outcomes of the supply chain.

Nevertheless, there is still a gap in research. The majority of current research focuses on the aspects of procurement separately and does not set any definite links between the specific practices and the specific supply chain measures. Moreover, there is a paucity of empirical studies that consider the manufacturers in the private sector in Uganda since most studies have concentrated on government organizations. This paper aims to fill these gaps procurement practices are the upstream basis of the supply chain. The correct procurement planning will lead to higher reliability in delivery and decreased stockouts, whereas the selection of suppliers will boost the quality and responsiveness (Christopher, 2016). Thus, procurement practices directly influence supply chain performance in terms of cost, reliability, responsiveness, and efficiency.

2.2 .2 Supply Chain Performance

Supply chain performance refers to the extent to which supply chain activities meet organizational goals in terms of efficiency, effectiveness, and customer satisfaction (Gunasekaran et al., 2004). It evaluates how well the supply chain delivers products at the right cost, quality, quantity, and time. Indicators include delivery reliability, responsiveness, cost efficiency, inventory performance, quality, and customer satisfaction (Chopra &Meindl, 2019).

Empirical evidence shows that high-performing supply chains enhance competitiveness and profitability in manufacturing firms (Oketch, 2016). High supply chain performance enables organizations to Improve customer satisfaction and loyalty, Reduce operational costs and waste and also respond effectively to market uncertainties (Christopher, 2016).

Research shows that; According to Chopra and Meindl (2019), firms with high-performing supply chains are better positioned to achieve sustainable competitive advantage, Oketch (2016)

found that effective supply chain performance significantly improved the competitiveness of manufacturing firms in East Africa and A Ugandan study by Kakwezi (2018) showed that improved procurement and logistics coordination enhanced delivery reliability and reduced lead times in manufacturing firms.

Despite existing research, gaps persist many procurement models are borrowed from developed economies without being tailored to developing countries.

2.3 Empirical Literature Review

2.3.1 Supplier Selection and Supply Chain Performance

Supplier selection is a strategic process in which organizations can identify, evaluate and select suppliers that satisfy short-term and long-term objectives. It includes considering such aspects as price, quality, reliability of delivery, technical capability, and the reputation (Monczka et al., 2016). It is not a single event but a long-term move that has effects on supply chain efficiency and competitiveness.

Research all over the world has established that operational efficiency, reduction of lead times, and enhancement of product quality increase with structured, multi-criteria selection of suppliers (Ho, Xu, and Dey, 2010). According to Chopra and Meindl (2019), suppliers play a crucial role in supply chain responsiveness and cost management, which is why the choice of a supplier is a performance driver. Market limitations and regulations influence selection of suppliers in Africa. Nevertheless, open and objective practices enhance procurement outcomes together with organizational performance (Mwikali&Kavale, 2012). Formal selection processes are present in Uganda, although issues such as low supplier capacity and inefficient performance are obstacles to efficiency (Basheka, 2018). Empirical studies have been largely lacking that have associated particular selection criteria with the quantifiable performance measures particularly within the developing economies. Large companies in developed markets are the subject of most research, and manufacturers in Uganda tend to rely on informal, manual systems and to have unreliable suppliers (Emuesiri and Ejairu, 2024).

Ha: There is a positive and significant impact on supply chain performance by supplier selection at Roofings Uganda Limited.

2.3.2 Contract Management and Supply Chain Performance

Contract management entails the management of procurement contracts in a manner that ensures that suppliers perform on cost, quality, delivery, and compliance obligations (CIPS, 2020). It is essential to have clear expectations, accountability and manage risk (Tay and Hsiao, 2015) and address all the aspects of execution, monitoring, evaluation and closure.

Best contract management is associated with enhanced supplier responsibility, decreased conflicts, and increased predictable operations around the world (Lumineau and Henderson, 2012). Proper monitoring aids in regulating the costs and timely delivery. Poor enforcement and oversight in Africa are prone to delays and cost overruns (Ameyaw et al. 2015). Contract management is also highly regarded as the most challenging procurement stage in Uganda, which influences effectiveness in service delivery and supply chain (Basheka&Bisangabasaija, 2010). There is little research on the impact of particular contract practices on such performance measures as delivery reliability, cost control, or compliance knowledge essential to enhance oversight, minimizing risk, and improving coordination.

Hb: There is a positive and significant impact on supply chain performance by contract management at Roofings Uganda Ltd.

2.3.3 E-Procurement and Supply Chain Performance.

E-procurement is the process of using electronic technologies and online systems to simplify procurement procedures, including the selection of suppliers, bidding, contract management, and evaluation of the vendors (Kumar et al., 2022). E-procurement plays a crucial role in facilitating procurement procedures, lowering transaction expenses, and making the supply chain more transparent(Gunasekaran et al. (2019)).Moreover e -procurement allows information to be shared real time and makes decision-making more agile and responsive, thereby creating a more agile and responsive supply chain (Croom and Brandon-Jones (2017). The world has come up with research that e-procurement is a crucial facilitator that improves procurement performance, increases transparency and enhances coordination of supply chain activities. Research shows that using e-procurement in organizations leads to lower transaction expenses, shorter processing time, and increased coordination with suppliers (Gunasekaran et al., 2017). E-procurement

systems are also helpful in improved data control and real time sharing of information, which are the key to successful control and planning of the supply chain (Davila, Gupta, & Palmer, 2003).

These capabilities contribute positively to supply chain performance.

Within the African context, the adoption of e-procurement is increasing although infrastructural and skill-related challenges persist. (Ambe and Badenhorst-Weiss (2016) argue that e-procurement significantly enhances efficiency and accountability in public and private sector procurement processes. Their research, based on South African enterprises, found that e-procurement reduces procurement cycle times, lowers operational costs, and mitigates the risk of corruption. E-procurement leads to more transparent procurement processes and improved supplier performance. (Omogbai and Newell (2018) These studies illustrate the potential of e-procurement to drive performance improvements across African organizations

In Uganda, electronic procurement systems have been introduced to improve transparency and efficiency, empirical literature reveals a growing recognition of the benefits of e procurement for enhancing organizational performance .(Nduhura and Mugurusi (2020) provides a comprehensive analysis of e-procurement's impact on public sector performance in Uganda. The study found that e-procurement adoption led to significant improvements in procurement efficiency, cost savings, and transparency in public procurement processes. Additionally, research by Kitembo and Tukamuhabwa (2021) demonstrates that e-procurement enhances supplier collaboration, reduces lead times, and improves overall supply chain performance.

There is limited empirical evidence on how the level of e-procurement usage influences overall supply chain performance in developing economies. Understanding this relationship helps organizations maximize the benefits of digital procurement systems and improve supply chain effectiveness.

Hc: E-procurement demonstrates a meaningful positive correlation with supply chain effectiveness at Roofings Uganda Ltd.

2.3.4 Sustainable Procurement and Supply Chain Performance

Sustainable procurement entails the process of purchasing goods and services that will minimize negative environmental, social and economic impacts (Seuring and Muller, 2008). This is a

strategy that enhances the corporate social responsibility programmes and enhances competitive strength in the long run.

Sustainable procurement is internationally considered as a key to developing resilient and competitive supply chains. Findings show that sustainability programs enhance environmental risk management, create more effective business relationships with suppliers, and increase corporate integrity (Carter and Rogers, 2008). The companies that use sustainable procurement also tend to benefit in terms of operational performance as there is a reduction in waste and more effective resource management (Walker and Jones, 2012). In addition, the methods assist companies to satisfy environmental and social needs within their supply chains. In Africa and Uganda in particular, sustainability is a part of policy documents but adoption is slow. Research shows that insufficient knowledge and inadequate enforcement prevent sustainability from becoming embedded in procurement processes (Twinoburyo&Muhwezi, 2020).

A research gap exists regarding how sustainable procurement directly impacts measurable supply chain results, especially in emerging economies. Addressing this gap enables better strategic choices, ethical acquisition methods, and environmentally responsible supply chain growth.

Sustainable procurement creates a significant positive impact on supply chain performance at Roofings Uganda Ltd.

Hd: Sustainable procurement demonstrates a meaningful positive correlation with supply chain performance at Roofings Uganda Ltd.

2.3.5 Procurement Practices and Supply Chain Performance

Procurement practices encompass organized processes organizations use to purchase goods, services, and materials while achieving value, quality, and punctuality (Musiita, 2025). These typically involve choosing suppliers, strategic planning, managing agreements, digital purchasing systems, and responsible sourcing.

Supply chain performance measures how effectively and productively supply chain operations meet business goals (Talib et al., 2020). Key performance metrics include spending efficiency, on-time delivery, speed of response, stock control, adaptability, and customer contentment (Flynn et al., 2010).

Internationally, research confirms procurement practices meaningfully enhance supply chain results. Flynn et al. (2010) demonstrated that supply chain management approaches substantially boost operational results through improved coordination and alignment across supply chain. Zimmermann and Foerstl (2014) demonstrated the role of involving suppliers in the planning and selecting the suppliers carefully to lower costs and enhance the performance of the delivery. According to their study, well-organized vendor evaluation procedures can result in an excellent supply chain performance. It was shown that responsible sourcing enhances stability and performance in the production environment in terms of supply chains and that purposeful vendor relationships and automated purchasing mechanisms enhance flexibility and reduce disruptions (Bag et al. 2020). There is academic agreement that planned procurement planning, vendor outreach, contingency planning, and technology implementation are all effective in enhancing the supply chain outcomes.

In African markets, research tends to be consistent with global trends but it also reveals regional challenges such as administrative incompetence, lack of digital instruments, and gaps in the vendor capabilities. A South African study conducted by Chinomona and Pooe (2013) revealed that trust in suppliers and long-term relationships significantly enhanced supply chain performance in production industries. In Kenya, which is the neighbor of Uganda, Kiriri et al. (2022) reported that responsible sourcing had a significant positive impact on the supply chain outcomes in retail operations with respect to cost management and product quality.

CHAPTER 3

METHODOLOGY

3.0 Introduction

In this chapter, the researcher explains the methodology employed in the research on the impact of procurement practices on the performance of supply chains. It includes details of the research design, the target population, sampling approaches, the source of data, data collection procedures, analytical procedures, and ethical considerations that will guide the research process. The chapter will offer a clear road map on how data will be gathered, analysed and interpreted to respond to the objectives of the study and answer the research questions.

3.1 Research design

This study will adopt a mixed methods research design, integrating both quantitative and qualitative approaches. The quantitative approach will be used to examine the relationship between procurement practices namely supplier selection, contract management, e-procurement, and sustainable procurement and supply chain performance at Roofings Uganda Limited. The qualitative approach will provide deeper insights into how these procurement practices influence supply chain performance from the perspectives of key personnel.

The mixed methods design is considered suitable because it enables the researcher to collect numerical data that can be statistically analysed while also obtaining detailed explanations that enhance understanding of the results and combining methods improves the validity and credibility of research findings through triangulation (Saunders, Lewis and Thornhill(2019).

3.2 Study population

According to Amin (2005), this is the total number of respondents from which the sample size is derived. The study population targeted was 46 people. These included the finance officers (7), stores Officers (10), procurement officers (10), production officers (9), internal auditors (7) and department Heads (03). The above categories of respondents were considered because they are directly involved in supply chain activities at roofing's Uganda limited.

3.3 Sample size and selection method

The study used the Kricje and Morgan table 1970 to determine the study sample size.

Table 1:Population and Sample size distribution.

Respondents	Population	Sample size	Sampling technique
Department heads	03	03	Purposive sampling
Finance officers	07	06	Simple random sampling
Stores officers	10	08	Simple random sampling
Procurement Officers	10	08	Simple random sampling
Internal auditors	07	07	Simple random sampling
Production officers	09	08	Simple random sampling
Total	46	40	

Source: Primary data 2026

3.4 Sampling techniques

The researcher used purposive and simple random sampling methods.

3.4.1 Simple random sampling

Simple random sampling is the type of probability sampling where every element in the population has a known and equal chance of being selected as a subject (Kothari 2004). This was used to select finance officers, stores offices, auditors and production officers. In this study these respondents were randomly selected to eliminate elements of bias in the research process by giving almost all respondents an equal chance to participate in the study. The process of selection involved allocating each of the members of the accessible population a number as proposed by (Amin 2005); whoever had corresponding numbers was included in the sample. For purpose of accuracy a number that was picked and selected for the second time was ignored.

3.4.2 Purposive Sampling

This is a judgmental, selective or subjective sampling technique (Sekaran, 2013). It was used to select respondents with required characteristics. The sampling method was used to select the heads of departments and procurement officers. These respondents are chosen because of their experience and in-depth knowledge of procurement practices and supply chain operations at the firm (Saunders et al., 2019).

3.5 Data Sources

The study will use both primary and secondary data.

3.5.1 Primary data

Primary data is data that is collected by a researcher from first-hand sources. In this study, Primary data will be collected from employees basically through structured questionnaires and interview primary.

3.5.2 Secondary data

Secondary data will be obtained from company reports, procurement records, journals, textbooks, and previous research studies.

3.6 Data Collection Methods

3.6.1 Questionnaires

Structured questionnaires will be used to collect quantitative data from selected employees. This method is suitable because it is cost-effective, saves time, and allows respondents to provide information freely. Questionnaires also enable the use of standardized questions, which makes data analysis using SPSS easier and more reliable (Mugenda, 2003).

3.6.2 Document Review

Secondary data will be obtained through document review. This will involve reviewing records to systematically extract relevant data from reviewed documents, ensuring consistent and organised collection of secondary information.

3.7 Data collection instruments

3.7.1 Structured Questionnaire

The main research instrument will be a structured questionnaire with closed-ended questions measured on a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. The questionnaires will be developed based on literature review and aligned with research objectives to ensure content validity, clarity, and relevance.

3.7.2 Interview Guide

A semi-structured guide with open-ended questions for key informant interviews, allowing in-depth exploration of managerial and operational insights.

3. 8.1 Validity of Research Instruments

Validity refers to the extent to which the research instruments measure what they are intended to measure (Cresswell (1997).

Content validity will be ensured by designing the research instruments in line with the study objectives. This will be through expert review by the supervisor and procurement professionals. A Content Validity Index (CVI) of 0.70 and above will be considered acceptable as recommended by Amin (2005) .

3.8.2 Reliability of research instruments

An instrument is considered reliable if it produces similar results under consistent conditions. In this study, several measures will be undertaken to ensure the reliability of the data collection instruments

Firstly, the questionnaire will be carefully designed using clear, simple, and unambiguous language, ensuring that all respondents interpret questions in the same way. The study will also conduct a pre-test (pilot test) of the questionnaire and interview guide with a small group of respondents similar to the study population. The pre-test will assess whether the instruments produce consistent responses and will help identify items that may cause confusion or varied

interpretation among respondents. Necessary adjustments will be made to improve the reliability of the instruments before actual data collection.

3.9 Data Management and Analytics

This section details the steps that will be taken to ensure that there is systematic organisation, processing and analysis of data collected to come up with accurate, credible and meaningful results to the study. Any data collected will be handled with maximum confidentiality, and organized in a systematic way to maintain integrity in the research process.

3.9.1 Quantitative Data Analysis

The quantitative data will undergo editing, coding, and entry processes. Editing will include reviewing of responses to identify errors, discrepancies, and incomplete information to ensure validity and efficiency. The coding stage will entail coding of categorical responses into numeric values so as to facilitate quantitative analysis. The data would then be inputted in a statistical program like SPSS that would be utilized to generate descriptive statistics like frequencies, percentages, means and standard deviations. To investigate the source of relationship between procurement practices and supply chain performance, inferential statistical tools, including correlation and multiple regression analysis will be used.

3.9.2 Qualitative Data Analysis

Thematic analysis will be used to analyze qualitative data in the form of interviews. The analysis of the responses will be organized into themes that will be consistent with the study goals to provide meaningful interpretation in addition to the quantitative findings. Tables, charts, and descriptions will be used to present the results to enhance a clear and understandable presentation (Pallant, 2020).

3.10 Ethical Considerations

This research will uphold the utmost ethical principles in its planning and implementation to protect the rights, dignity, and well-being of all the participants. The Uganda Christian University Research Ethics Committee will provide ethical clearance on the research prior to the start of data collection and will also ensure that there is adherence to institutional and national

rules and regulations regarding research involving human subjects. The consent will be obtained with Roofings Uganda Ltd and will ensure confidentiality, anonymity and voluntary participation. Participants will be treated with respect and dignity. The study will be conducted in a manner that does not disrupt their work schedules or impose any physical or psychological harm. The researcher will ensure that interviews and questionnaires are administered at times convenient to respondents and that their privacy is maintained throughout the process.

3.11 Limitations of the Study

The study may be limited by time constraints, respondent bias, and restricted access to some company information. However, these limitations will be minimized through proper planning and assurance of confidentiality.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.

4.0 introduction

This chapter presents data presentation, interpretation and analysis of research findings. The chapter presents characteristic of respondent's background followed by presentation of study objectives. This chapter also includes the findings by the researcher through use of questionnaires, presentation of data in table forms, and computation of the response rate.

4.1Response rate

The study sought 40 respondent s and 40 questionnaires were distributed. Forty were returned representing a response rate of 100% .This response rate was considered adequate for analysis.

Table 2 Response rate

Expected number of respondents	Actual number of respondents	Response rate in percentage (%)
40	40	100

Source primary data 2026

4.2 Characteristics of respondents

This section presents the demographic information of the respondents, including gender, age, **education level, and work experience.**

4.2.1 Gender of respondents

Out of 40 respondents, 17 were male (42.5%) and 23 (57.5%) were female. This indicates balanced gender participation in procurement and supply chain functions.

Table 3 Gender of respondents

Gender	Frequency	Percentage (%)
Male	17	42.5
Female	23	57.5
Total	40	100

Source primary data 2026

4.2.2 Age distribution of respondents

Majority of respondents were aged between 20-29 years, representing 57.5%, followed by those aged 30-39 years (30%). This suggests that most respondents were in their active working age with sufficient professional exposure.

Table 4 respondent's age

Age category	Frequency	Percentage (%)
20-29	23	57.5
30-39	12	30
40-49	2	5
50 years and above	3	7.5
Total	40	100

Source primary data 2026

4.2.3 Education level of respondents

Most respondents (70%) held a bachelor's degree, while 20% held a postgraduate. This indicates that respondents possessed the academic qualifications necessary to understand supply chain practices and performance.

Table 5 education level of respondents

Education level	Frequency	Percentage (%)
Diploma	4	10
Bachelors degree	28	70
Post graduate	8	20
Total	40	100

Source primary data 2026

4.2.4 Work experience of respondents

The results show that 62.5% of respondents had between 6–10 years of work experience, suggesting reliable institutional knowledge. This distribution indicates a strong presence of respondents with substantial experience in supply chain.

Table 6 experience of respondents

Years of experience	Frequency	Percentage
Less than 2 years	7	17.5
2-5 years	5	12.5
6-10	25	62.5
Above 10 years	3	7.5
Total	40	100

Source primary data 2026

4.2.5 Respondents occupation

The respondents were asked to provide information about their occupation and the findings were presented in table 7 below

Table 7 respondent's occupation

Department	Frequency	Percentage(%)
Procurement	10	25
Finance	6	15
Stores	8	20
Production	7	17.5
Internal audit	6	15
Head of department	3	7.5
Total	40	100

Source primary data 2026

4.3 Descriptive analysis of study variables

Descriptive analysis in research summarizes, organizes and presents raw data in a meaningful way to identify patterns, trends and characteristics of a dataset. As well as understanding the respondents perceptions regarding procurement practices and supply chain performance.

4.3.1 The relationship between supplier selection and supply chain performance

The variable was measured using 6 items scored on five points Likert scale of 5=strongly agree, 4= agree, 3=Not sure, 2=Disagree, 1= strongly disagree. The descriptive statistics show that supplier selection practices are positively perceived and are likely contributing to supply chain performance. The mean scores range between 3.70 and 4.10, indicating general agreement among respondents.

Table 8 showing descriptive statistics on the relationship between supplier selection and supply chain performance (n=40)

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
The company follows clear criteria when selecting suppliers.	2 (5%)	1(2.5%)	3(7.5%)	21 (52.5%)	13(32.5%)	4.05	0.99
Supplier evaluation is conducted regularly.	3 (7.5%)		10 (25%)	20 (50%)	7 (17.5%)	3.70	1.05
Suppliers are selected based on quality standards.	3(7.5%)	1 (2.5%)	3 (7.5%)	15 (37.5%)	18 (45%)	4.10	1.19
Supplier selection decisions consider delivery reliability.	1(2.5%)	2 (5%)	3 (7.5%)	20 (50%)	14 (35%)	4.10	0.97
Effective supplier selection has improved supply chain efficiency.	2 (5%)	2 (5%)	5 (12.5%)	15(37.5%)	16(40%)	4.03	1.07
Supplier selection contributes to reduced procurement costs.	2 (5%)	2 (5%)	11 (27.5%)	13(32.5%)	12(30%)	3.78	1.14

Source primary data 2026

The strong agreement that the organization uses well-defined criteria in the selection of suppliers is indicated by a mean score of 4.05 with about 85% of the respondents agreeing. A standard deviation of 0.99 (almost equal to 1) indicates that there is a high degree of agreement between,

that is there is a high level of understanding of structured supplier evaluation guidelines throughout the departments. This consistency lends credibility to this result.

Although most respondents (67.5) also admitted that evaluations of suppliers are conducted at regular intervals, the item scored the lowest mean score of all the six aspects that were investigated (3.70). The higher standard deviation of 1.05 indicates a more varied opinions which means that even though evaluations are done, there may not be a consistent implementation process across all departments which may lead to inconsistency in performance.

The results also suggest that quality is a major consideration in the choice of suppliers since one of the highest mean scores in the section is 4.10. However, the standard deviation of 1.19, which is the largest recorded in this section indicates that there is a broader distribution of the responses with the perception of how quality is prioritized being more evident among the respondents.

While many strongly agree, some respondents disagreed or were neutral. This dispersion suggests that although quality is emphasized, its implementation may vary depending on supplier category or department.

With 85% agreement, respondents strongly believe delivery reliability is considered with a mean of (4.10) and standard deviation of (0.97) .The low SD (0.97) shows relative agreement. This indicates that supplier selection contributes to timely deliveries and reduced delays.

Most respondents (77.5%) agreed that effective supplier selection improves supply chain efficiency with a mean of (4.03) and standard deviation of(1.07).The SD of 1.07 shows moderate variation, indicating that while most respondents perceive efficiency improvements, some may not strongly observe these benefits.

Although majority agreed that supplier selection contributes to reduced procurement costs, this element has a relatively lower mean (3.78) and higher standard deviation (1.14). The SD of 1.14 suggests more dispersed opinions. This implies that cost reduction benefits may not be consistently experienced across departments as strongly perceived as efficiency and quality improvements.

Overall, supplier selection shows a strong positive perception with moderate consistency. The relatively low standard deviations (mostly around 1) indicate acceptable consensus, strengthening the credibility of the findings.

Nonetheless, the elements like cost cutting and the frequency of appraisals have more variation in the answers, which means that further enhancement of these aspects can be achieved.

4.3.2 Relationship between Contract Management and Supply Chain Performance.

This variable was measured by 6 items with the five-point Likert scale, with 5 being Strongly Agree, 4 being Agree, and 3 Not Sure, 2 being Disagree, and 1 being Strongly Disagree. In Table 9, the data, as it is presented, shows consistently high levels of agreement with the mean scores in the range of 3.80 to 4.45. These findings are indicative of robust respondent perceptions on the immense role that contract management has in improving the performance of the supply chain. Table 9 below shows in detail the results of this analysis.

Table 9; Descriptive statistics on the relationship between contract management and supply chain performance. (n=40)

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	mean	Standard deviation
Contract terms are monitored and enforced effectively.		1(2.5%)	9 22.5%	22 55%	8 20%	3.93	0.73
The company regularly reviews supplier contract performance.	12.5 %		10 25%	18 45%	11 27.5%	3.95	0.88
Contract terms are monitored and enforced effectively.	12.5%	1	9	15	14 35%	4.00	0.96

Proper contract management reduces supply disruptions.	1 2.5	512.5%	6 15%	17 42.5%	11	3.80	1.07
Contract management improves supplier accountability.	1	1	9	17	12	4.05	0.82
Effective contract management enhances supply chain performance.	1	2	5	10	22	4.45	0.78

Source: primary data 2026

The respondents gave responses that the terms of contracts are well monitored and enforced with an average score of 3.93 bordering on 4 indicating that there are solid contract monitoring mechanisms. The ignorance aids in making sure that the suppliers keep their promises in the contract thus avoiding risks and inefficiencies in their operations. This is evidenced by the fact that the standard deviation is relatively low at 0.73 and indicates that monitoring systems are consistently identified and perceived across the organization and this increases confidence in these results. The average of 3.95 indicates that the respondents agree that the review of contracts is carried out on a regular basis and reasonably uniformly throughout the organization. Having a standard deviation of 0.88 (not exceeding 1) the responses demonstrate a moderate level of alignment, which means that these review processes improve supplier accountability and quality of services provided.

The interaction of the mean score of 3.80, though showing congruence, the standard deviation of 1.07, that is greater than 1, indicates a significant difference in responses. This inconsistency indicates that although contract management plays a role in minimizing operational disruptions, certain disruptions might still be evident, and the effectiveness of the practices related to contract management can be different under the influence of the type of supply in question.

Overall, well-designed contracts foster supplier responsibility and adherence to agreed-upon terms. The mean of (4.05) and low standard deviation of (0.82). Respondents consistently believe contract management improves accountability.

This is the highest mean(4.45) in this variable, showing very strong agreement that contract management significantly improves supply chain performance. The standard deviation of 0.78 indicates strong consensus, meaning respondents overwhelmingly agree that contract management enhances performance.

Overall, Contract management demonstrates strong agreement with relatively low variability, meaning responses are both positive and consistent. This strengthens the argument that contract management significantly contributes to supply chain performance

4.3.3 The relationship between e-procurement and supply chain performance

The variable was measured using 6 items scored on five points Likert scale of 5=strongly agree, 4= agree, 3=Not sure, 2=Disagree, 1= strongly disagree. Means range from 3.92 to 4.17, and Standard deviation range from 0.60 to 0.89, indicating strong agreement with high consistency. The relatively low SD values show that respondents have similar perceptions regarding e-procurement. The results from the analysis are displayed in Table 10 below.

Table 10 Descriptive statistics on the relationship between e procurement and supply chain performance.(n=40)

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	mean	Standard deviation
The company uses electronic procurement systems.	1	3	8	17	11	3.92	0.89
E-procurement has improved	1	1	3	23	12	4.17	0.68

transparency in purchasing.							
E-procurement has reduced procurement processing time.		1	5	21	13	4.15	0.75
E-procurement has reduced procurement errors.		2	2	27	9	4.02	0.77
E-procurement enhances communication with suppliers.	1		6	25	8	4.10	0.60
E-procurement contributes to overall supply chain efficiency.	1	1	9	22	7	3.94	0.72

Source primary data 2026

The mean of (3.92) indicates agreement that the company uses electronic procurement systems. The standard deviation of (0.89), shows relatively low dispersion meaning most respondents consistently acknowledge the use of digital systems. The slight variation may indicate differences in exposure to the system across departments .this suggests that while e procurement systems are implemented ,their utilization may vary depending on functional roles.

E-procurement has improved transparency in purchasing with the highest Mean(4.17) indicating strong agreement that e procurement enhances transparency and standard deviation(0.68) is relatively low, meaning there is strong consensus among respondents .This implies that digital procurement systems are reduce information asymmetry, minimize corruption risks, and enhance accountability in purchasing processes.

E-procurement has reduced procurement processing time throughout the supply chain. High agreement with mean(4.15) indicates that respondents agree that e procurement shortens procurement cycles. and standard deviation (0.75) shows low variability suggesting respondents consistently perceive time efficiency improvements. This implies automation eliminates paperwork delays, accelerates approvals and improves operational responsiveness, which directly enhances supply chain performance.

Respondents agree that automation minimizes human errors in the supply chain. This is seen with a mean of (4.02) and a standard deviation of (0.77) indicates strong agreement with limited dispersion. This suggests system automation improves data accuracy ,reduces duplication and enhances record keeping contributing to operational reliability.

Enhanced supplier communication within the supply chain. The study shows a mean of 4.10 and a standard deviation of 0.60 indicating very strong consensus among respondents. Digital platforms enhance information sharing , order tracking and real time coordination strengthening supplier relationships and improving interaction and coordination within the supply chain.

Electronic procurement improves overall efficiency within the supply chain and this shown in the study with a mean of(3.94) .Standard deviation of(0.72) confirms that this perception is widely spread. This demonstrates that the cumulative benefits of transparency, speed, accuracy and communication translate into improved supply chain performance.

Collectively, electronic Procurement has a strong positive relationship with supply chain performance. The company has adopted e-procurement and respondents see transparency and efficiency benefits, but mixed scores point to implementation gaps (infrastructure, integration and adoption).

4.3.4 The relationship between sustainable procurement and supply chain performance

The variable was measured using 6 items scored on five points Likert scale of 5=strongly agree, 4= agree, 3=Not sure, 2=Disagree, 1= strongly disagree. Means range from 3.85 to 4.33, and standard deviations range from 0.52 to 0.87, showing strong agreement and very high consistency. The lowest SD in this section is 0.52, which indicates very strong agreement with minimal disagreement. The results from the analysis are displayed in Table 11 below.

Table 11 Descriptive statistics on the relationship between sustainable procurement and supply chain performance.(n=40)

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
The company considers environmental factors when selecting suppliers.		3	6	27	4	3.85	0.52
The company promotes ethical procurement practices.	2		6	24	8	4.10	0.60
Sustainable procurement reduces long-term operational costs.	1	1	4	17	17	4.30	0.76
The company encourages suppliers to follow environmental standards.	2	2	5	15	16	4.21	0.87
Sustainable procurement improves company reputation.			6	18	16	4.33	0.66
Sustainable procurement positively affects supply chain performance.			4	27	9	4.15	0.62

Source primary 2026

Although this item has the lowest mean(3.85) in this section, the slightly lower mean suggests sustainability practices may still be developing but the strong agreement indicates organizational awareness. The standard deviation of (0.52) is very low meaning responses are highly concentrated around the mean. This shows strong consensus that environmental factors are considered in supplier selection.

The mean of (4.10) indicates strong agreement that ethical practices are promoted; Strong agreement shows ethical standards are prioritized. The standard deviation of(0.60) shows high consensus meaning respondents share similar perceptions. This suggests the company prioritizes integrity, fairness and compliance in procurement activities .

High mean (4.30) indicates strong belief that sustainability reduces long-term operational expenses. The standard deviation below 1 suggests consistent perception. This implies respondents recognize that environmentally friendly practices may reduce waste, improve efficiency and minimize long term risks.

Majority agreement suggests supplier sustainability compliance is encouraged with a mean of (4.21) and a standard deviation (0.87) shows moderate but acceptable variability. This suggests the company actively promotes sustainability compliance among suppliers.

This is one of the highest mean(4.33) in the entire study. Showing strong perception that sustainability enhances reputation. The relatively low standard deviation (0.66) indicates strong consensus that sustainable Procurement enhances corporate image. This implies stake holders perceive sustainability as a strategic advantage.

Strong agreement with a mean of (4.15) and standard deviation of (0.62) indicates sustainability practices positively influence overall performance.

Collectively, this variable records some of the lowest standard deviations in the entire study, implying high agreement and minimal disagreement among respondents that sustainable procurement enhances performance and that sustainability practices are well recognized and valued within the organization.

4.4 Supply chain performance

The variable was measured using 6 items scored on five points Likert scale of 5=strongly agree, 4= agree, 3=Not sure, 2=Disagree, 1= strongly disagree. The descriptive results in Table 12 present respondents' perceptions regarding supply chain performance.

Table 12 showing descriptive statistics on supply chain performance. (n=40)

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
The company delivers products to customers on time.	1	2	11	16	10	3.92	0.87
Inventory levels are effectively managed.	1		9	21	9	4.0	0.68
There are minimal stock-outs in the company.	1	4	14	15	6	3.61	0.87
Procurement processes support production efficiency.	1		7	23	9	4.0	0.68
The company has reduced operational costs in recent years.		2	12	21	5	3.75	0.74
Overall, the company's supply chain performance is satisfactory.	1		10	18	11	4.07	0.73

Source: primary data 2026

The organization has reliable delivery services but the consistency in the different regions of operation might not be consistent.

The inventory management has a good approval with a mean score of 4.00, which indicates that the stock control procedures work properly, and they have tracking systems, reorder levels, and demand forecasting tools. The low standard deviation of 0.68 shows that there is a great deal of

consensus among the participants, with the responses being centered around positive ratings. Inventory management is, therefore, a strong component of the supply chain of the organization.

The lowest performance measure in this category is stock-outs with a mean of 3.61 which implies a moderate level of agreement which is inclined towards the neutral point of view. The fact that the standard deviation of 0.87 is significantly greater indicates that there are considerable variations in the frequency of stock-outs between different departments. Although stock-outs

They are manageable, periodically, which indicates possible flaws in sales forecasting, inventory placement, or supplier performance. This is an important issue since stock-outs affect customer satisfaction and continuity of production.

The production operations that procurement supports are rated at 4.00, meaning that it is highly supported. The low standard deviation (0.68) indicates cohesive views among the respondents indicating a good fit between the procurement and production departments. This co-ordination improves general performance of the operations.

Cost cutting activities are moderately supported with an average of 3.75. Although the respondents report the cost improvement in the recent past, the agreement is less than with other measures. The standard deviation is 0.74, which means that there are quite homogenous perspectives. Cost-control measures seem to be in place but they might not be generating much impact or be equally spread throughout the organization, which can be improved.

The overall performance of supply chain has the greatest mean score of 4.07 which is high in terms of satisfaction. The value of standard deviation is 0.73, which means that there are similar respondent views. The supply chain is considered functional and satisfactory, although there might be slight issues with stock management and cost reduction.

Overall, the supply chain has good performance characterized by good inventory management, reliable delivery, and good procurement-production partnership. Nevertheless, average differences in inventory control and lowering expenses are the areas that should be strategized on. The low standard deviations are consistent and confirm reliability of the responses of the participants.

CHAPTER FIVE

5.0 introduction

This chapter summarizes the research findings based on the study objectives, draws conclusions based on the findings and provides a recommendation based on both findings and literature in the field to improve in the future.

5.1. Summary of key findings

5.1.1. The relationship between supplier selection and Supply chain performance.

The selection of suppliers comes up as a key contributor to the performance of the supply chain, especially with regard to improving the quality standards, delivery reliability, and efficiency of operations. The large mean scores on measures indicate that formal selection processes are in place, and performing well. However, some discrepancies in the answers to the questions about continuous performance reviews and the management of costs suggest that the practice of monitoring of suppliers might be not consistent throughout the organizational units. This indicates that, although the original supplier screening is effective, the continuous monitoring of performance should be strengthened. In turn, the selection of suppliers has a beneficial effect on performance, however, to maintain the beneficial effects, systematic evaluation and control mechanisms should be implemented.

5.1.2 The relationship between Contract Management and Supply Chain Performance.

Contract management has a significant positive impact on supply chain performance as it is an active form of governance. The high level of respondent concurrence regarding the extent of supervision, implementation, and responsibility economy show that contracts serve as operational control tools. The high mean in terms of the general performance improvement is an indication that intensive contract management will reduce self-serving behavior, regulatory compliance, and buyer-supplier cooperation. Contract management will thus work as a stabilizing mechanism which reduces the operational risk and uncertainty.

5.1.3 The relationship between E-Procurement and Supply Chain Performance.

E-procurement improves significantly the supply chain performance through the following aspects; visibility, faster transaction cycles, minimizes mistakes and enhances communication with stakeholders.

The standard deviation remains low across the board, indicating that there are homogenous positive experiences with digital procurement platforms, which demonstrates effective organizational adoption. The results also indicate that the use of technology enhances coordination, enhances oversight, and data exchange which are essential elements of supply chain success. E-procurement is a competitive tool and not just a technical development.

5.1.4 The relationship between Sustainable Procurement and Supply Chain Performance.

Sustainable procurement boosts long-term performance of the supply chain through boosting organizational image, reducing costs and promoting responsible business practices. Coherent respondent opinions indicate that the organization is committed towards sustainability efforts and this indicates that sustainability is being viewed as a strategic investment, but not a compliance tool. Nevertheless, the relative small average of environmental practices implies that the areas of sustainability implementation are still at the stages of development. Generally, sustainable procurement enhances short term operational efficiency and long term strategic positioning.

5.2 Conclusions

The combination of procurement strategies shows significant positive effect on the performance of supply chain through: Strategic selection of suppliers that enhances reliability and product quality

Well-constructed contract management that establishes a lasting resilience and market positioning, as well as, cross-functional alignment and visibility e-procurement, improving productivity.

Procurement functions should be viewed as strategic resources and not operations support activities.

5.3 Recommendations

On the basis of the empirical evidence, the following recommendations can be given:

Supplier Improvement Performance. Despite the clearly spelled-out supplier selection frameworks, there is a need to enhance the consistency of evaluation. The Organization ought to implement formal supplier rating systems, implement regular performance evaluations, and link.

Review performance to renewal of contracts. Systemic control ensures that the capabilities of suppliers stay in tune with organizational supply chain priorities.

Standardize Administration of Contracts. As a measure to enhance more compliance to contracts and avoid supply disruptions, Roofings Uganda Limited ought to implement the digital platforms of contract management, set up the systematic notifications in case of contract deadlines and performance results, and conduct the pre-contract risk assessment. Improved contract management eliminates risk and preserves the company resources.

Maximize E-Procurement Capabilities. Though e-procurement is functioning effectively, further benefits can be realized by integrating e-procurement with inventory and accounting systems, providing constant employee training, and ensuring an increase in the involvement of suppliers in electronic solutions. Digital procurement becomes more responsive and enables the development of evidencebased strategies.

Include Sustainability at Procurement Strategy Level. Sustainable procurement must go beyond compliance and become a key strategic concern. Roofings Uganda limited ought to institutionalize the sustainability procurement procedures, institutionalize ecological and societal considerations in the criteria used to select suppliers, set up supplier development programs towards environmental compliance, and conduct supplier sustainability audits. This is a way of achieving sustainable competitiveness and resilience within the organization.

Take Procurement to Strategic. The leadership must move procurement beyond transactional operations to a strategic role by introducing procurement specialists in the organizational planning, interdepartmental team work and adopting resultsoriented procurement methodologies. This is the positioning where procurement can directly increase competitiveness in the market of the organization.

Industry-Level Policy Recommendations. The prominence of the sector demands the development of progressive adoption of digital procurement platforms, ensuring sustainability policies across the supply chain, strengthening procurement governance frameworks, and on professional training of contract management and supplier evaluation. Supply chain effectiveness is enhanced across the industry by these measures.

Overall, the approaches to procurement are the ones that define the performance of the supply chain. Companies with well-organized and planned suppliers, contracts, digital procurement, and sustainability programs perform optimally regarding their operations, financial performance, and competitive advantage.

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QUESTIONNAIRE

IMPACT OF PROCUREMENT PRACTICES ON SUPPLY CHAIN PERFORMANCE IN MANUFACTURING FIRMS:

A CASE STUDY OF ROOFINGS UGANDA LIMITED

Dear Respondent,

I am from Ugandan Christian University (UCU) undertaking a bachelor of degree in Procurement and logistics management. My research is examining how the procurement practices are impacting the performance of the supply chain at Roofings Uganda Limited. Kindly take some of your time and answer the questions listed below. Your Responses will help in the success of this study and will be handled with maximum Confidentiality. The answers will be utilized exclusively in the study.

Thank you

NAMBOOZO ANNA SANDRA (Researcher)

Mark with(✓)the appropriate answer .

SECTION A: DEMOGRAPHIC INFORMATION

Department

- ☐ Procurement
- ☐ Finance
- ☐ Stores
- ☐ Production
- ☐ Internal Audit

- ☐ Head of Department

Gender

- ☐ Male
- ☐ Female

Age Bracket

- ☐ 20–29 years
- ☐ 30–39 years
- ☐ 40–49 years
- ☐ 50 years and above

Highest Level of Education

- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Postgraduate
- ☐ Other (Specify) _____

Years of Experience at Roofings Uganda Limited

- ☐ Less than 2 years
- ☐ 2–5 years
- ☐ 6–10 years
- ☐ Above 10 years

SECTION B: PROCUREMENT PRACTICES

(Use the scale below)

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

B1: Supplier Selection and Supply Chain Performance

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
The company follows clear criteria when selecting suppliers.					
Supplier evaluation is conducted regularly.					
Suppliers are selected based on quality standards.					
Supplier selection decisions consider delivery reliability.					
Effective supplier selection has improved supply chain efficiency.					
Supplier selection contributes to reduced procurement costs.					

B2: Contract Management and Supply Chain Performance

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Contract terms are monitored and enforced effectively.					
The company regularly reviews supplier contract performance.					
Contract terms are monitored and enforced effectively.					
Proper contract management reduces supply disruptions.					
Contract management improves supplier accountability.					
Effective contract management enhances supply chain performance.					

B3: E-Procurement and Supply Chain Performance

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The company uses electronic procurement systems.					
E-procurement has improved transparency in purchasing.					
E-procurement has reduced procurement processing time.					
E-procurement has reduced procurement errors.					
E-procurement enhances communication with suppliers.					
E-procurement contributes to overall supply chain efficiency.					

B4: Sustainable Procurement and Supply Chain Performance

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The company considers environmental factors when selecting suppliers.					
The company promotes ethical procurement practices.					
Sustainable procurement reduces long-term operational costs.					
The company encourages suppliers to follow environmental standards.					
Sustainable procurement improves company reputation.					
Sustainable procurement positively affects supply chain performance.					

SECTION C: SUPPLY CHAIN PERFORMANCE

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The company delivers products to customers on time.					
Inventory levels are effectively managed.					
There are minimal stock-outs in the company.					
Procurement processes support production efficiency.					
The company has reduced operational costs in recent years.					
Overall, the company's supply chain performance is satisfactory.					