# EXAMINING RELATIONSHIP BETWEEN SUPPLIER RELATIONSHIP MANAGEMENT AND OPERATIONAL EFFICIENCY CASE STUDY: PPDA AUTHORITY

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**M23B12/097**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR OF PROCUREMENT AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

**April, 2026**

UGANDA CHRISTIAN UNIVERSITY

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## DECLARATION

I NKAMUSIIMA RUTH declare that this is my original work and to the best of my knowledge, it has never been submitted to any University or institution for a degree award.

Signed ..... Date ....28th April 2026.....

NKAMUSIIMA RUTH

M23B12/097

## APPROVAL

This research report has been supervised and approved by me and is therefore ready for submission to the School of Business in Uganda Christian University.

Signature.....  Date...../...../.....

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(Supervisor)

## ACKNOWLEDGMENT

I sincerely acknowledge the Almighty God for His mercy and guidance, which have enabled me to complete this research and the entire course.

My heartfelt gratitude goes to my supervisor, Mr. Muloosi Percy, for his invaluable support and guidance throughout the preparation of this dissertation. I also extend special thanks to my relatives and friends for their encouragement and support.

I would like to particularly appreciate my dear friend, Ainembabazi Patience, for the cooperation, motivation, and friendship extended to me during my pursuit of a Bachelor's degree in Procurement and Logistics Management.

Finally, I am grateful to all procurement students and the Head of Department for the knowledge and insights imparted to me, which contributed significantly to the successful completion of this course.

## DEDICATION

I dedicate this research report to my family, relatives, friends and loved ones for the love, care and support they have rendered to me during my academic journey and in the process of writing this research report, may all might God bless you all abundantly.

**TABLE OF CONTENTS**

## Table of Contents

## LIST OF TABLES AND FIGURES

## ABBREVIATIONS

**RBV** - Resource-Based View

**PPDA** - Public Procurement and Disposal of Public Assets Authority,

**SRM** - Supplier Relationship Management

**PPDA.** - Public Procurement and Disposal of Public Assets Authority

**SPSS .** - Statistical Package for Social Sciences

**DV.** -Dependent Variable

**IV** -Independent Variable

**SD.** -Standard Deviation

**$R^2$** - Coefficient of Determination

**β (Beta)** -Standardized Regression Coefficient

## ABSTRACT

This study examined the influence of supplier relationship management practices on operational efficiency at the Public Procurement and Disposal of Public Assets Authority (PPDA). Specifically, the study focused on supplier collaboration, ethical procurement practices, and supplier performance monitoring as key dimensions of supplier relationship management. The study was guided by three objectives: to examine how supplier collaboration relates to cost efficiency, to assess the relationship between ethical procurement practices and service quality, and to determine how supplier performance monitoring relates to timely delivery. A cross-sectional research design was adopted, and data were collected from 24 respondents using structured questionnaires. Quantitative data were analyzed using the Statistical Package for Social Sciences (SPSS), employing both descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics (Pearson correlation and multiple regression analysis). The findings revealed that all the independent variables were positively associated with operational efficiency. Supplier performance monitoring showed a strong and statistically significant effect on operational efficiency ($\beta = 0.74$, $p = 0.036$), indicating that continuous evaluation and monitoring of suppliers play a critical role in improving timely delivery and overall organizational performance. Supplier collaboration ($\beta = -0.01$, $p = 0.965$) and ethical procurement practices ($\beta = 0.13$, $p = 0.661$), although positively correlated with operational efficiency, were not statistically significant predictors in the regression model. The model summary indicated that the independent variables collectively explained 72% of the variation in operational efficiency ($R^2 = 0.72$), suggesting that supplier relationship management practices play an important role in influencing organizational performance. However, the relatively high correlations among variables indicate possible overlap between constructs, and the findings should therefore be interpreted with caution. In addition, the small sample size limits the generalizability of the results. The study concludes that supplier performance monitoring is the most critical factor in enhancing operational efficiency at PPDA, while supplier collaboration and ethical procurement practices remain important supportive practices. The study recommends strengthening supplier performance monitoring systems, enhancing collaboration mechanisms, and maintaining ethical procurement standards to improve operational outcomes

## CHAPTER ONE

# INTRODUCTION

### 1.0 Introduction

In this study on the impact of Supplier Relationship Management on operational efficiency in public sector organizations, the researcher examined the background of the study, general objectives, research questions, problem statement, purpose of the study, limitations, delimitations, theoretical framework, and conceptual framework, all of which were presented in this chapter.

### 1.1 Background of the Study

Operational efficiency was a critical concern for public sector organizations, which were mandated to deliver timely, high-quality, and cost-effective services to citizens. In the context of increasing demands for accountability, transparency, and value for money, operational efficiency reflected the organization's ability to transform inputs into outputs that maximized public value while minimizing the waste of resources, time, and cost (Nguyen & Le, 2022). Efficient operations ensured that goods and services were procured and delivered on time, workflows were streamlined, resources were effectively utilized, and bureaucratic delays were minimized. However, many public sector organizations continued to experience inefficiencies, which were reflected in delayed service delivery, wasteful expenditure, and weak supplier engagement. These inefficiencies not only constrained institutional performance but also undermined public trust and confidence in government service delivery systems.

Against this background, Supplier Relationship Management (SRM) emerged as a strategic approach to addressing these operational challenges. SRM was defined as the systematic process of planning, developing, and sustaining long-term, mutually beneficial relationships with suppliers in order to achieve objectives such as cost reduction, improved quality, innovation, and reliable service delivery (Schiele, 2019). Beyond procurement, it represented a managerial philosophy that positioned suppliers as strategic partners rather than mere vendors. Through dimensions such as supplier collaboration, ethical procurement practices, and supplier performance monitoring, SRM enabled organizations to strengthen trust, reduce risks, encourage innovation, and enhance overall value creation. When effectively implemented, SRM supported public institutions in addressing inefficiencies by promoting better coordination, strengthening supplier accountability, and improving service delivery outcomes.

Globally, organizations that had implemented robust SRM practices reported improvements in procurement processes, cost reduction, and enhanced service delivery (Lee et al., 2021). In Sub-Saharan Africa, however, public sector organizations faced unique challenges in implementing SRM. Factors such as bureaucratic procurement processes, limited supplier engagement, and

instances of corruption often constrained the effectiveness of SRM initiatives (Kumar & Rahman, 2020). Nevertheless, empirical studies indicated that the adoption of SRM practices contributed to improved supplier collaboration, reduced procurement cycle times, and more efficient resource utilization, thereby enhancing operational efficiency (Nguyen & Le, 2022).

In Uganda, the public sector had increasingly recognized the importance of Supplier Relationship Management (SRM) in improving service delivery and operational performance. A study by Kazaara (2025) on Roofing's Group Uganda demonstrated that effective SRM practices, including robust inventory management and strategic supplier relationships, played a significant role in enhancing operational efficiency. The findings showed that the integration of digital inventory systems, the establishment of long-term supplier partnerships, and the adoption of Enterprise Resource Planning (ERP) technologies contributed to reduced delays and improved resource utilization. These findings were consistent with global evidence highlighting the importance of SRM in achieving operational excellence in manufacturing firms (Kazaara, 2025).

This study was anchored in Stakeholder Theory, which posited that organizations achieved better performance when they effectively managed relationships with key stakeholders, including suppliers (Freeman, 2018). The theory emphasized that organizational success depended on maintaining mutual trust, accountability, and collaboration among all parties that influenced or were influenced by the organization's activities. By prioritizing stakeholder interests and promoting ethical engagement, organizations enhanced cooperation, minimized conflicts, and established long-term relationships that contributed to improved operational efficiency.

### 1.2 Problem statement

Public sector organizations were expected to operate efficiently by ensuring timely procurement and delivery of goods and services, effective utilization of resources, and collaborative engagement with suppliers (Senvuma, Nduhura, Settumba, & Wanume, 2024). However, many government institutions experienced challenges such as weak supplier collaboration, bureaucratic delays, unethical procurement practices, and inadequate performance monitoring, which limited operational efficiency (Ntirandekura, Akakikunda, & Akankwasa, 2022).

Over the years, several studies examined Supplier Relationship Management (SRM) in the private sector and highlighted its association with enhanced competitiveness, innovation, and cost efficiency (Schiele, 2019; Lee et al., 2021). However, there remained limited understanding of how SRM practices related to operational efficiency in public sector organizations, where accountability, transparency, and value-for-money principles were more complex and often shaped by regulatory frameworks.

This gap indicated that, although SRM was widely recognized in theory, its relationship with operational efficiency in the public sector had not been sufficiently documented or empirically examined. As a result, many institutions tended to manage supplier relationships in a

transactional rather than strategic manner, which was associated with operational inefficiencies, higher costs, and variability in service quality.

### 1.3 General objective

i. To examine the relationship between Supplier Relationship Management and operational efficiency in public sector organizations.

### Objectives of the study

i. To investigate the relationship between supplier collaboration and cost efficiency.
ii. To assess the relationship between ethical procurement practices and service quality.
iii. To determine the relationship between supplier performance monitoring and timely delivery.

### Research questions

1 How does supplier collaboration relate to cost efficiency?
2 What is the relationship between ethical procurement practices and service quality?
3 How does supplier performance monitoring relate to timely delivery?

### 1.6 Scope of the study

#### 1.6.1 Content scope

The study focused on the relationship between Supplier Relationship Management (SRM) practices and operational efficiency in Uganda's public sector organizations. It specifically examined supplier collaboration, ethical procurement practices, and supplier performance monitoring in relation to efficiency outcomes such as cost management, timely delivery, service quality, and resource utilization.

#### 1.6.2 Geographical scope

The study was conducted in Uganda, where PPDA served as the case study due to its central role in government procurement and supplier management.

#### 1.6.3 Time scope

The study covered Supplier Relationship Management (SRM) practices and operational efficiency in Uganda's public sector over the period 2018 to 2025

### 1.7 Justification of the Study

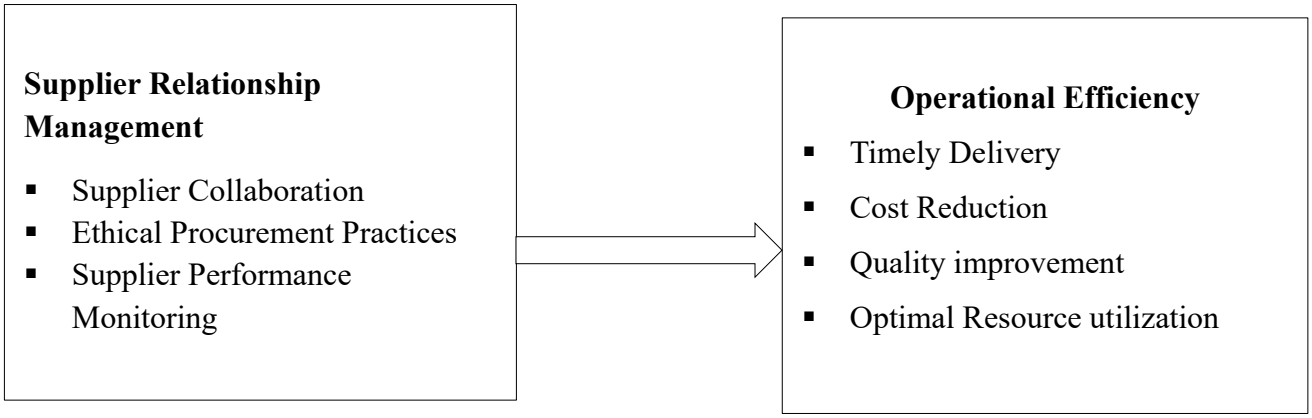
This study was important because it explored the relationship between Supplier Relationship Management (SRM) practices and operational efficiency in Uganda's public sector. While SRM had been widely studied in private organizations, limited evidence existed on its connection to service delivery and efficiency in public institutions. Challenges such as weak supplier

collaboration, delays, and procurement inefficiencies were associated with higher costs and reduced public trust. Using Stakeholder Theory, this research highlighted how managing suppliers as key partners related to organizational performance and provided recommendations for policymakers and procurement managers on strengthening relationships, promoting ethical practices, and enhancing monitoring. The findings aimed to support more effective resource use, timely service delivery, and improved public confidence.

## 1.8 Conceptual framework and Theoretical Framework

### 1.8.1 Conceptual Framework

**Independent variable** **Dependent variable**




### 1.8.2 Theoretical Framework- Stakeholder Theory

This study was grounded on Stakeholder Theory (Freeman, 2018), which asserted that organizational performance depended on effectively managing relationships with key stakeholders. In this study, suppliers were viewed as strategic stakeholders whose collaboration and trust directly influenced operational outcomes.

Supplier Relationship Management (SRM), the independent variable, reflected the practical application of this theory through supplier collaboration, ethical procurement, and performance monitoring. When these relationships were managed well, communication improved, delays were minimized, and service quality increased, thereby enhancing operational efficiency, the dependent variable.

## 1.9 limitations and delimitations of the study

### 1.9.1 Limitations

i. The study was confined to a single geographical area, focusing on PPDA in Uganda, which limited the generalization of the findings to other sectors or regions.
ii. The study relied on self-reported data from respondents, which may have been affected by bias or inaccurate responses.

iii. Time and resource constraints limited the sample size, which affected the depth of analysis.

### 1.9.2 Delimitations

The study was limited to public sector organizations in Uganda, with particular focus on PPDA. It concentrated on Supplier Relationship Management (SRM) practices, specifically supplier collaboration, ethical procurement practices, and supplier performance monitoring, and their impact on operational efficiency, rather than covering all aspects of procurement.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.0 Introduction

This chapter presented a comprehensive review of the literature on Supplier Relationship Management (SRM) and its impact on operational efficiency in public sector organizations. The review focused on the study objectives and discussed key concepts, theoretical foundations, and empirical findings. Specifically, it examined how supplier collaboration, ethical procurement practices, and supplier performance monitoring influenced operational outcomes such as timely delivery, cost reduction, and service quality.

## 2.1 Theoretical Review

A theoretical review provided the foundation upon which this study was built. It outlined the key theory that explained the relationship between Supplier Relationship Management practices and operational efficiency in public sector organizations. This study was guided by Stakeholder Theory, which offered an appropriate lens for understanding how managing relationships with key stakeholders, particularly suppliers, influenced organizational performance and efficiency.

### 2.1.1 Stakeholder Theory

The Stakeholder Theory, developed by Freeman (1984), posited that organizations existed within a network of relationships involving multiple stakeholders such as suppliers, employees, customers, government agencies, and the community. The theory emphasized that organizational success depended on how effectively the interests and expectations of these stakeholders were managed. Donaldson and Preston (1995) further argued that stakeholder relationships were essential for achieving sustainable performance, since they shaped the organization's strategic direction and legitimacy.

In the context of public procurement, suppliers were considered critical stakeholders whose collaboration directly influenced the efficiency of procurement operations and overall organizational performance. When public institutions engaged suppliers as partners rather than mere contractors, it promoted trust, commitment, and shared goals, which in turn led to improved delivery performance and operational efficiency (Freeman, Harrison, & Wicks, 2007). Stakeholder Theory was therefore relevant to this study as it explained the importance of strengthening supplier collaboration and fostering transparency in procurement processes. The theory also supported the need for fairness and openness in maintaining mutual trust and accountability among stakeholders (Miles, 2017).

## 2.2 Overview of main concept

### 2.2.1 Supplier Relationship Management (SRM)

Supplier Relationship Management (SRM) was understood as a strategic approach through which organizations developed and maintained long-term, mutually beneficial relationships with suppliers in order to improve performance outcomes (Schiele, 2019). Unlike traditional procurement, which mainly emphasized price and contract compliance, SRM emphasized trust, collaboration, communication, and continuous improvement. Existing literature indicated that effective SRM enhanced cost efficiency, service quality, innovation, and reliability.

Scholars further explained that SRM shifted suppliers from being transactional vendors to strategic partners. Strong supplier relationships promoted information sharing, joint planning, and collaborative problem-solving, which reduced procurement delays, minimized operational risks, and lowered costs (Lee, Lee, & Kim, 2021). In private sector organizations, these practices had consistently been associated with improved operational efficiency through better coordination and reduced supply chain uncertainty.

However, public sector organizations often experienced constraints that limited the effectiveness of SRM. Strict procurement regulations, bureaucratic procedures, and limited managerial flexibility restricted deep supplier engagement and collaborative decision-making (Kumar & Rahman, 2020). In developing country contexts such as Uganda, SRM was often implemented in a procedural rather than strategic manner, resulting in transactional supplier relationships. Institutional capacity limitations, approval delays, and limited digital integration further reduced potential efficiency gains (Nguyen & Le, 2022). Under the PPDA regulatory framework, although principles of fairness, accountability, and value for money were essential, they sometimes slowed decision-making processes and constrained continuous supplier engagement.

### 2.2.2 Concept of Operational Efficiency

Operational efficiency referred to an organization's ability to utilize resources effectively in order to deliver goods and services on time, at minimal cost, and without compromising quality (Nguyen & Le, 2022). In public sector organizations, efficiency carried greater significance because it directly influenced accountability, public trust, and value for money. Efficient systems minimized waste, reduced unnecessary delays, and ensured that service delivery processes were well coordinated.

Literature further indicated that operational efficiency extended beyond cost reduction to include timeliness, service quality, and resource utilization. In public procurement systems, efficiency was commonly assessed through procurement cycle times, budget adherence, timely delivery, and compliance with established standards (Wanyama et al., 2024). Achieving efficiency required alignment between operational processes and organizational objectives, as well as stakeholder expectations. However, an excessive focus on cost reduction had been noted to

sometimes compromise service quality and long-term performance outcomes (Schiele, 2019), reflecting differing perspectives in the literature on cost-efficiency versus value-for-money approaches.

Public sector organizations faced structural and institutional challenges that affected efficiency. Regulatory frameworks, approval hierarchies, and oversight mechanisms, although necessary for transparency and accountability, often introduced delays and reduced flexibility (Nguyen & van Dijk, 2020). In Uganda, operational efficiency was further influenced by institutional capacity, bureaucratic procedures, and the level of technology adoption. While electronic procurement systems and regulatory reforms had been introduced to improve efficiency, limited technical capacity and inconsistent utilization of digital tools continued to constrain their effectiveness (Wanyama et al., 2024).

### 2.2.3 Supplier Collaboration

Supplier collaboration referred to the extent to which organizations and suppliers worked jointly through information sharing, coordinated decision-making, and joint planning to achieve shared objectives (Chauhan, Singh, & Patel, 2022). Unlike traditional procurement approaches that emphasized contractual compliance, collaboration focused on relationship building, trust, and joint problem-solving. In public sector organizations, collaboration was viewed as a mechanism for improving coordination and reducing inefficiencies arising from fragmented procurement processes.

Empirical studies indicated that supplier collaboration was associated with improved operational efficiency, particularly through cost reduction and timely delivery. Practices such as joint forecasting, early supplier involvement, and shared logistics planning reduced uncertainty, minimized duplication of effort, and lowered transaction costs (Lee, Lee, & Kim, 2021). However, some studies noted that these benefits were not always fully realized in public sector environments. Bodendorf et al. (2022) observed that rigid procurement rules and bureaucratic approval structures limited flexibility, reducing opportunities for open communication and joint planning.

Further literature highlighted capacity-related challenges on both sides of the procurement relationship. Where procurement officers lacked strategic engagement skills or suppliers lacked the capacity to participate meaningfully, collaboration tended to remain superficial and failed to generate significant efficiency gains. Nguyen and Le (2022) emphasized that without institutional support, clear frameworks, and capacity building, supplier collaboration risked becoming symbolic rather than functional.

### 2.2.4 Ethical Procurement Practices

Ethical procurement practices referred to the conduct of procurement activities in a fair, transparent, and accountable manner in accordance with legal and moral standards (Smith,

2018). In public sector organizations, ethical conduct was particularly critical because procurement decisions involved public resources and directly influenced public trust. Ethical procurement ensured that supplier selection and contract execution were based on merit, fairness, and compliance rather than favoritism or external influence.

Literature showed that transparency and fairness were closely associated with improved service outcomes. Open procurement processes and clearly defined evaluation criteria increased the likelihood of selecting competent suppliers, thereby reducing disputes and improving contract performance (Olwor, 2022). However, some studies argued that ethical procurement alone was not sufficient to guarantee improved outcomes. Ntirandekura, Akakikunda, and Akankwasa (2022) found that weak internal controls and inconsistent enforcement could reduce the effectiveness of ethical systems, indicating the need for strong oversight mechanisms.

Organizational culture and institutional capacity also influenced outcomes. In contexts where procurement officers lacked adequate ethical training or where guidelines were inconsistently applied, compliance often remained procedural rather than substantive. Holt (2021) noted that suppliers were more likely to maintain quality commitments when procurement systems were not only fair but also consistently enforced. In Uganda, the PPDA framework provided a strong ethical foundation emphasizing transparency, competition, and value for money. However, bureaucratic delays, political influence, and limited monitoring capacity sometimes weakened the practical impact of ethical procurement on service delivery outcomes.

### 2.2.5 Supplier Performance Monitoring

Supplier performance monitoring referred to the continuous assessment of suppliers to ensure compliance with contractual obligations such as delivery timelines, quality standards, cost requirements, and responsiveness (Schiele, 2019). In public sector organizations, monitoring functioned as a key control mechanism that enhanced accountability and improved service delivery outcomes.

Literature indicated that regular monitoring enabled organizations to identify performance gaps early and implement corrective actions, thereby reducing delays and improving procurement cycle efficiency (Rashid, 2025). Continuous feedback and clear performance expectations encouraged suppliers to align their operations with organizational goals and prioritize timely delivery (Holt, 2021). However, the effectiveness of monitoring systems was often constrained by limited technical capacity, poor data management systems, and delayed feedback mechanisms, which reduced their preventive capability (Lubwama, 2016).

## 2.4 Conceptual Framework

The conceptual framework illustrated the relationship between Supplier Relationship Management (SRM) practices and operational efficiency in public sector organizations. Guided by Stakeholder Theory, suppliers were conceptualized as key external stakeholders whose

management influenced organizational performance outcomes (Freeman, 1984; Donaldson & Preston, 1995). The framework emphasized associations between variables rather than strict causality, consistent with the descriptive nature of the study design (Schiele, 2019).

SRM was operationalized through three dimensions: supplier collaboration, ethical procurement practices, and supplier performance monitoring. Supplier collaboration involved joint planning, information sharing, and coordinated decision-making, which literature associated with improved cost efficiency (Lee, Lee, & Kim, 2021; Chauhan et al., 2022). Ethical procurement practices emphasized transparency, fairness, and accountability, which supported service quality by ensuring merit-based supplier selection and effective contract management (Smith, 2018; Olwor, 2022). Supplier performance monitoring focused on compliance tracking and performance evaluation, which contributed to timely delivery and reduced delays in procurement processes (Rashid, 2025; Wanyama et al., 2024).

Operational efficiency was represented through cost efficiency, service quality, and timely delivery (Nguyen & Le, 2022). The framework suggested that improvements in SRM practices were associated with enhanced efficiency outcomes, although the strength of these relationships was influenced by contextual factors such as regulatory requirements, institutional capacity, and technological adoption within the public sector (Nguyen & van Dijk, 2020; PPDA, 2023).

### 2.3 Empirical Review

#### 2.3.1 To investigate the relationship between supplier collaboration and cost efficiency.

Collaboration between public sector organizations and their suppliers was increasingly recognized as a key mechanism for improving cost efficiency, yet the degree to which it was effective depended heavily on context and execution. International studies indicated that when organizations shared information such as demand forecasts, capacity constraints, and process data with suppliers, they could jointly manage uncertainties and reduce the need for high safety stock, ultimately lowering buffer and holding costs (Bodendorf et al., 2022). Similarly, coordinated procurement and knowledge-sharing networks enabled public institutions to pool resources, reduce administrative burdens, and leverage economies of scale (OECD, 2025), whereby collaboration created sustainable cost savings and more efficient use of resources. However, some researchers pointed out that the rigid regulatory frameworks in public institutions, bureaucratic delays, and limited organizational capacity often impeded such collaborative efforts. For instance, while the theoretical benefits of strategic partnerships were clear, practical challenges such as lengthy approval processes and strict compliance requirements prevented effective information sharing, leading to outcomes that differed from predictions in more flexible private sector environments.

The impact of supplier consolidation on cost efficiency further illustrated areas of agreement and disagreement among scholars. Reducing the number of suppliers simplified procurement

processes, decreased administrative workload, and allowed organizations to negotiate volume discounts or long-term contracts, resulting in lower overall operational costs (Thameera Galkaduwa, 2023). Conversely, some critics contended that over-consolidation introduced vulnerability, as reliance on a small number of suppliers increased the risk of supply disruption if one supplier failed. In addition, the role of innovation in cost reduction showed mixed results. Studies such as Levadata (2024) demonstrated that involving suppliers early in decision-making could generate innovative solutions, including alternative materials, component redesigns, and optimized logistics, which reduced total costs without compromising quality. Yet, in many public sector environments, suppliers hesitated to suggest such innovations due to regulatory restrictions or fear of non-compliance penalties. Digital procurement platforms were often recommended as tools to facilitate collaboration by providing real-time visibility into operations, aligning production schedules, and reducing waste (Herold et al., 2022; JAGGAER, 2024).

Despite the wealth of international literature, there remained a significant knowledge gap regarding how supplier collaboration affected cost efficiency in Uganda's public sector. Most studies had focused on private sector contexts, where flexibility, trust, and relational dynamics were easier to establish. In Uganda, public institutions often contended with strict procurement laws, political interference, and limited capacity for monitoring supplier performance, which hindered the full realization of collaborative benefits. Trust-building, which was central to cost-reduction strategies elsewhere, was particularly challenging in this environment. Additionally, there was limited empirical evidence on the specific practices, such as joint cost-reduction initiatives, digital collaboration platforms, or strategic supplier consolidation, and how these translated into measurable cost savings in Ugandan public organizations.

### 2.3.2 To assess the relationship between ethical procurement practices and service quality.

Ethical procurement practices were widely acknowledged as key for ensuring service quality in public sector organizations, yet the extent of their impact varied across contexts. International studies, such as Smith (2018) and Olwor (2022), indicated that transparent and fair procurement processes, clear supplier evaluation criteria, and adherence to legal guidelines improved the selection of competent suppliers, thereby enhancing the quality of goods and services delivered. However, some scholars argued that ethical procurement alone did not guarantee high service quality, particularly when organizational capacity was limited or bureaucratic delays undermined timely implementation. In Uganda, Wanyama et al. (2024) observed that ministries with well-documented ethical procurement policies experienced more consistent service delivery and adherence to quality standards, but other agencies struggled to enforce these standards fully due to administrative bottlenecks and limited monitoring resources.

The relationship between ethical procurement and supplier behavior also presented contrasting findings. Suppliers were more likely to meet quality standards and invest in innovation when

they perceived procurement decisions as merit-based and transparent (Holt, 2021). Conversely, some studies suggested that even with ethical frameworks in place, suppliers exploited gaps in unclear contractual terms, reducing the expected quality outcomes. In Uganda, public organizations prioritizing fairness and transparency generally enjoyed improved supplier cooperation, reduced conflicts, and better-quality outputs (Kakwezi and Nyeko, 2019). Yet, other evidence showed that smaller agencies with limited procurement expertise often failed to translate ethical policies into measurable improvements, revealing a tension between policy intention and practical execution.

Beyond immediate service delivery, ethical procurement contributed to long-term institutional efficiency and public trust. By enforcing accountability, encouraging feedback loops, and documenting procurement activities systematically, organizations identified inefficiencies, corrected deviations, and continuously improved processes (Rashid, 2025). Ethical procurement also strengthened governance by reducing corruption risks, fostering fair competition, and motivating suppliers to compete based on quality rather than unethical advantages (Smith, 2018; Holt, 2021). In Uganda, ministries and agencies adhering to strict ethical standards demonstrated improved supplier engagement, higher compliance with quality specifications, and enhanced institutional reputation (Ntirandekura et al., 2022). Nevertheless, challenges remained as inconsistent policy application, limited monitoring capacity, and regulatory constraints limited the potential benefits, indicating that ethical procurement was necessary but not sufficient for achieving service quality.

### 2.3.3 To determine the relationship between supplier performance monitoring and timely delivery.

Supplier performance monitoring was a key mechanism for ensuring that public sector organizations received goods and services on time and in accordance with contractual standards. Studies consistently showed that systematically tracking supplier activities such as delivery schedules, responsiveness, and compliance with timelines enabled organizations to identify potential delays early and implement corrective measures (Rashid, 2025; Wanyama et al., 2024). Ugandan ministries indicated that consistent oversight of supplier performance significantly reduced late deliveries and improved project completion rates (Kazaara, 2025).

Monitoring further fostered accountability, communication, and supplier alignment with organizational goals. Regular performance evaluations and feedback sessions encouraged suppliers to prioritize timely delivery, allocate adequate resources, and adopt process improvements (Holt, 2021). However, some studies noted potential tensions, as overly rigid monitoring could be perceived as punitive, reducing supplier motivation or creating adversarial relationships. The Ugandan context demonstrated that when monitoring was applied constructively, suppliers viewed it as fair, which strengthened trust and collaboration, resulting in more reliable and punctual deliveries (Kakwezi & Nyeko, 2019).

Technology increasingly enhanced the ability of public institutions to monitor supplier performance effectively. Electronic procurement systems, real-time dashboards, and automated alerts provided accurate, timely information that allowed organizations to detect potential delays and coordinate corrective measures quickly (UEDCL, 2024; Teece, 2018; Nguyen & van Dijk, 2020). In Uganda, ministries employing technology-enabled monitoring reported higher adherence to delivery schedules, improved procurement cycle times, and enhanced operational efficiency (Wanyama et al., 2024). Hence, combining systematic monitoring with digital tools strengthened oversight, accountability, and supplier responsiveness.

### 2.3.4 Summary and gap in the literature review

The reviewed literature highlighted that Supplier Relationship Management (SRM) significantly influenced operational efficiency in public sector organizations. Supplier collaboration improved communication, trust, and joint problem-solving, which reduced costs and delays (Kim, 2021; Chauhan, Singh, & Patel, 2022). Ethical procurement practices ensured transparency and accountability, promoting fair competition and higher quality service delivery (Nguyen & van Dijk, 2020). Supplier performance monitoring supported timely delivery and continuous improvement, enhancing resource utilization and operational outcomes (Rashid, 2025; Wanyama et al., 2024).

However, most studies focused on the private sector, leaving limited evidence on SRM practices in public sector organizations, especially in developing countries like Uganda. Additionally, there was a lack of integrated studies examining the combined effect of supplier collaboration, ethical procurement, and performance monitoring on overall operational efficiency. Contextual factors such as organizational capacity, leadership commitment, and regulatory frameworks were also underexplored.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

This chapter presented the research methodology used in the study titled Supplier Relationship Management and Operational Efficiency in the Public Sector: A Case of PPDA. It described the research design, sampling techniques, sample size, data sources, data collection instruments, data collection procedures, reliability and validity measures, as well as the study's limitations and delimitations.

## 3.1 Research Design

The study adopted a descriptive and quantitative research design. A descriptive design allowed the researcher to obtain clear and detailed information on how Supplier Relationship Management (SRM) practices were implemented at PPDA and their influence on operational efficiency. A quantitative approach was also used, where numerical data was collected through structured questionnaires.

## 3.2 Sampling Techniques

The study used purposive sampling and simple random sampling. Purposive sampling targeted key staff who were directly involved in supplier relationship management and procurement processes, such as procurement officers, contract managers, and supply chain coordinators, as they possessed practical experience with SRM practices and operational procedures. Following this, simple random sampling was applied to select other employees in operational and administrative roles, ensuring that every staff member had an equal chance of participation and enhancing the reliability of the study findings.

## 3.3 Target population

The study targeted a population of 25 employees working in different departments of the PPDA. This population included staff involved in procurement & Contract Staff, Supply Chain & Logistics Staff, Monitoring & Compliance Officers and Administrative and support Staff.

### 3.3.1 Sample Size

According to Katamba & Nsubuga (2014), sample size was the portion or subset of the total population. The sample size was determined by the sample calculation formula using Slovin's formula as follows;

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

The sample size (n) will be calculated using Slovin's formula, where N represents the total population of 24 employees, and e denotes the margin of error, set at 0.05.

$$n = \frac{25}{1 + 25(0.05)^2}$$

$$n = \frac{25}{1 + 25(0.0625)}$$

$$n = \frac{25}{1 + (0.0625)}$$

$$n = \frac{25}{1.0625}$$

**n = 24**

Thus, the study will use a sample size of 24 respondents, from PPDA.

**Table 1: Target Population, Size and Selection**

| **Category of Respondents** | **Population** | **Sample Size** |
|---|---|---|
| **Procurement & Contract Staff** | **10** | **9** |
| Supply Chain & Logistics Staff | 5 | 5 |
| Monitoring & Compliance Officers | 8 | 8 |
| Administrative and support Staff | 2 | 2 |
| **Total** | 25 | 24 |

**Source: Primary data 2025**

### 3.4 Data Collection Sources

Data was collected from only primary sources.

#### 3.4.1 Primary Data Sources

Primary data was collected directly from PPDA employees using structured questionnaires

### 3.5 Data Collection Instruments

Data were collected using structured questionnaires administered to selected respondents within the study population. The questionnaires consisted of closed-ended questions designed to capture quantitative data on Supplier Relationship Management practices and operational efficiency. A five-point Likert scale was used to measure respondents' levels of agreement with the statements provided.

Questionnaires were considered appropriate because they allowed for the collection of standardized data from a relatively large number of respondents within a short time. This method

also ensured objectivity and consistency in responses, making the data suitable for statistical analysis such as correlation and regression. The use of questionnaires aligned with the descriptive quantitative design of the study and the study objectives, which focused on examining relationships between variables.

### 3.7 Reliability and Validity of Data

#### 3.7.1Reliability of the Research Instrument

Reliability of the questionnaire was tested using Cronbach's alpha coefficient to assess internal consistency of the measurement items. A Cronbach's alpha value of 0.70 or higher was considered acceptable, indicating that the instrument reliably measured the study constructs.

#### 3.7.3 Validity of the Research Instrument

Content validity was ensured by developing questionnaire items based on existing literature and the study objectives. In addition, the research instrument was reviewed by the supervisor to confirm clarity, relevance, and adequacy of the items in capturing the constructs under investigation. This process ensured that the instrument measured what it was intended to measure.

### 3.7 Data analysis

#### 3.7.1 Analysis of quantitative data

After data collection, responses were coded and entered into the Statistical Package for Social Sciences (SPSS) for analysis. Descriptive statistics such as frequencies, percentages, and means were used to summarize the data. The Likert-scale responses were analyzed to determine the degree of agreement among respondents regarding Supplier Relationship Management practices and operational efficiency indicators.

To facilitate further analysis, composite variables were generated for each construct under study. These included supplier collaboration, ethical procurement practices, supplier performance monitoring, and operational efficiency. Each construct was measured using multiple Likert-scale items rated on a five-point scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The responses for each construct were aggregated by computing the average (mean) score of the respective items. Prior to computing these averages, negatively worded items were reverse-coded to ensure consistency, such that higher scores reflected higher levels of the construct.

Inferential analysis focused on examining the relationships between supplier collaboration and cost efficiency, ethical procurement practices and service quality, and supplier performance monitoring and timely delivery. Correlation and regression analyses were used to determine the strength and significance of these relationships. Data were presented using tables, charts, and graphs to enhance clarity and interpretation of the findings.

### 3.8 Ethical Considerations

i. Respondents were informed that participation was voluntary and that they could withdraw at any time.
ii. All information provided was kept confidential and used only for research purposes.
iii. Participants were given sufficient information about the study and consented to participate willingly.
**iv.** Collected data were securely stored to prevent unauthorized access.

### 3.8 Measurement of Variables

The study variables were measured using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Supplier collaboration was measured through items on information sharing, joint planning, coordination, and mutual problem-solving. Ethical procurement practices were measured using indicators of transparency, fairness, accountability, and compliance with procurement regulations. Supplier performance monitoring was assessed through items relating to supplier evaluation, performance feedback, compliance monitoring, and delivery tracking. Operational efficiency was measured using indicators of cost efficiency, service quality, and timely delivery, reflecting the effective use of organizational resources

# CHAPTER FOUR

# RESEARCH FINDINGS AND INTERPRETATION OF RESULTS.

## 4.0 Introduction

This chapter presents, analyses and interprets the study findings. It specifically presents the response rate, background of the respondents, description of variables and findings of the study objective by objective.

## 4.1 Response Rate

A total of 24 questionnaires were issued and 24 were turned as shown in table 4.1 below.

Table 4.1: Response rate

| **Respondents** | **Questionnaire issue** | **Questionnaire returned** | **Response rate (%)** |
|---|---|---|---|
| Procurement & Contract Staff | 9 | 9 | 100 |
| Supply Chain & Logistics Staff | 5 | 5 | 100 |
| Monitoring & Compliance Officers | 8 | 8 | 100 |
| Administrative and support Staff | 2 | 2 | 100 |
| Overall rate | 24 | 24 | 100 |

Source: Primary data 2026

Table 4.1 shows an overall response rate of 100%, which represents the highest possible response rate, suggesting that all targeted respondents participated in the study. This enhances the completeness of the data collected.

## 4.2 Background of the respondents

This section reflects the distribution of respondents by sex, age, experience and education level as shown in Table 4.2.

**Table 4.2: Background Information on the Respondents**

| Variable | Category | Frequency | Percentage (%) |
|---|---|---|---|
| Sex of the respondent | Male | 13 | 54.2% |
| | Female | 11 | 45.8% |
| Age groups of the respondent | 18-29 years | 7 | 29.2% |
| | 30-39 years | 8 | 33.3% |
| | 40-49 years | 4 | 16.7% |
| | 50 and above | 5 | 20.8% |
| Academic Qualifications | Certificate/Diploma | 3 | 12.5% |
| | Bachelor's Degree | 13 | 54.2% |
| | Master's degree | 5 | 20.8% |
| | Phd | 3 | 12.5% |
| Working experience | Below 1 years | 7 | 29.2% |
| | 1-4 years | 5 | 20.8% |
| | 5-9 years | 7 | 29.2% |
| | 10 and above | 6 | 25.0% |

Source: Primary data 2026

Table 4.2 presents the demographic characteristics of the respondents who participated in the study, including sex, age group, academic qualifications, and working experience.

Regarding the sex of the respondents, the findings indicate that 13 respondents (54.2%) were male while 11 respondents (45.8%) were female. This suggests that the study involved respondents from both genders, although males constituted a slightly higher proportion. The relatively balanced gender representation indicates that the responses obtained reflect perspectives from both male and female employees involved in procurement and operational activities at PPDA.

In terms of age distribution, the majority of respondents were within the 30–39 years age group with 8 respondents (33.3%), followed by those aged 18–29 years with 7 respondents (29.2%). Respondents aged 50 years and above were 5 (20.8%), while 4 respondents (16.7%) were between 40–49 years. These results indicate that most respondents are within the active working age bracket, suggesting that they possess sufficient energy and professional engagement in procurement and supplier

relationship activities within the organization.

With regard to academic qualifications, the findings reveal that the majority of respondents held a Bachelor's Degree, accounting for 13 respondents (54.2%). This was followed by Master's degree holders with 5 respondents (20.8%), while 3 respondents (12.5%) held a Certificate/Diploma and another 3 respondents (12.5%) held a PhD. This indicates that most respondents are well educated, which suggests that they possess the necessary professional knowledge and skills required to understand supplier relationship management practices and operational efficiency within the organization.

In terms of working experience, the results show that 7 respondents (29.2%) had less than one year of experience, while another 7 respondents (29.2%) had between 5–9 years of experience. Additionally, 6 respondents (25.0%) had 10 years and above of working experience, while 5 respondents (20.8%) had between 1–4 years of experience. These findings indicate that the respondents had varying levels of work experience, which provides a balanced perspective in the study since both relatively new employees and highly experienced staff were represented..

### 4.3 Description of the Dependent Variable

The dependent variable, operational efficiency comprised of 6 quantitative items. These were measured using a five-point Likert scale ranging from 1 – 5. Where (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree and (5) = strongly agree as shown in Table 4.3.

**Table 4.3: Description of Operational Efficiency**

| | Agree F (%) | | Not sure F (%) | Disagree F (%) | | Mean | SDV |
|---|---|---|---|---|---|---|---|
| | SA | A | NS | DA | SDA | | |
| Operational activities in public institutions are often inefficient despite existing management systems. | 1 (4.3%) | 3 (13.0%) | 3 (13.0%) | 11 (47.8%) | 5 (21.7%) | 2.30 | 1.08 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Streamlined procedures contribute to reduced operational costs in public organisations | 9 (37.5%) | 10 (41.7%) | 2 (8.3%) | 2 (8.3%) | 1 (4.2%) | 4.00 | 1.08 |
| Proper utilisation of resources enhances overall operational performance in public institutions. | 7 (29.2%) | 12 (50.0%) | 3 (12.5%) | 1 (4.2%) | 1 (4.2%) | 3.96 | 0.98 |
| Efficient procurement processes improve timely service delivery in the public sector | 10 (41.7%) | 10 (41.7%) | 1 (4.2%) | 2 (8.3%) | 1 (4.2%) | 4.08 | 1.08 |
| Effective coordination among departments reduces delays in service provision | 5 (20.8%) | 11 (45.8%) | 6 (25.0%) | 1 (4.2%) | 1 (4.2%) | 3.75 | 0.97 |
| Delays and wastage of resources are common in public sector operations. | 2 (8.3%) | 2 (8.3%) | 4 (16.7%) | 5 (20.8%) | 11 (45.8%) | 2.13 | 1.30 |

Source: Primary data 2026

Table 4.3 presents respondents' perceptions of operational efficiency at PPDA, measured across six key indicators. The results show that respondents generally disagreed that operational activities in public institutions are often inefficient despite existing management systems (mean = 2.30, SD = 1.08). This indicates that employees perceive operations to be fairly efficient, suggesting that current management systems are helping to maintain operational order.

On the other hand, respondents agreed that streamlined procedures contribute to reducing operational costs (mean = 4.00, SD = 1.08). This reflects that simplifying workflows and reducing unnecessary bureaucratic steps can effectively improve cost management and overall organizational efficiency. Similarly, respondents agreed that proper utilization of resources enhances operational performance (mean = 3.96, SD = 0.98), indicating that careful planning and use of resources play a significant role in achieving better operational outcomes.

The statement on efficient procurement processes improving timely service delivery received the highest agreement (mean = 4.08, SD = 1.08), reflecting the critical role of organized procurement in ensuring that projects and services are delivered on schedule. Furthermore, respondents agreed that effective coordination among departments reduces delays in service provision (mean = 3.75, SD = 0.97). This suggests that collaboration and clear communication between departments are essential for minimizing bottlenecks and improving overall operational flow.

Conversely, respondents disagreed that delays and wastage of resources are common in public sector operations (mean = 2.13, SD = 1.30). This indicates that inefficiencies such as resource wastage and operational delays are not perceived as widespread within the organization, reflecting a reasonable level of operational control.

### 4.4 Description of independent variables

#### 4.4.1 How does supplier collaboration relate to cost efficiency?

The first objective of the study was to examine how supplier collaboration relates to cost efficiency was measured using 6 items scored on a five-point Likert scale ranging from 5= Strongly Agreed, 4=Agree,3=NotSure,2=Disagree,1=Strongly Disagree and the findings are presented in Table 4.4

**Table 4.4: Description on how supplier collaboration relates to cost efficiency**

| | Agree F (%) | | Not sure F (%) | Disagree F (%) | | Mean | SDV |
|---|---|---|---|---|---|---|---|
| | SA | A | NS | DA | SDA | | |
| Joint planning with suppliers does not improve resource utilisation and often leads to unnecessary expenses | 2 (8.3%) | 1 (4.2%) | 2 (8.3%) | 14 (58.3%) | 5 (20.8%) | 2.21 | 1.15 |
| Supplier collaboration reduces procurement delays and lowers operational cost | 13 (54.2%) | 7 (29.2%) | 2 (8.3%) | 1 (4.2%) | 1 (4.2%) | 4.21 | 1.07 |
| Sharing procurement information with suppliers improves cost efficiency. | 5 (20.8%) | 13 (54.2%) | 3 (12.5%) | 2 (8.3%) | 1 (4.2%) | 3.71 | 0.99 |
| Supplier involvement in decision-making increases opportunities for cost savings. | 11 (45.8%) | 9 (37.5%) | 2 (8.3%) | 1 (4.2%) | 1 (4.2%) | 4.13 | 0.97 |
| Collaborative problem-solving with suppliers increases duplication of work and raises administrative costs | 1 (4.2%) | 2 (8.3%) | 4 (16.7%) | 7 (29.2%) | 10 (41.7%) | 2.04 | 1.18 |
| Coordinated communication with suppliers improves budget adherence and cost control. | 15 (62.5%) | 4 (16.7%) | 3 (12.5%) | 1 (4.2%) | 1 (4.2%) | 4.21 | 1.09 |

Source: Primary data 2026

Table 4.4 presents respondents' perceptions regarding the relationship between supplier collaboration and cost efficiency at PPDA. The results indicate that respondents disagreed that joint planning with suppliers does not improve resource utilization and often leads to unnecessary expenses (mean = 2.21, SD = 1.15) which reflects that employees generally perceive joint planning as a useful approach that enhances resource utilization rather than causing inefficiencies.

Respondents agreed that supplier collaboration reduces procurement delays and lowers operational costs (mean = 4.21, SD = 1.07). This suggests that actively engaging suppliers in procurement activities can help streamline operations and minimize delays, leading to cost savings. Similarly, sharing procurement information with suppliers was perceived positively, with a mean of 3.71 and SD of 0.99, indicating that transparency and information sharing enhance cost efficiency by enabling suppliers to plan and align their operations effectively.

The statement on supplier involvement in decision-making increasing opportunities for cost savings received a mean of 4.13 and SD of 0.97, suggesting that including suppliers in key procurement decisions fosters collaboration and identifies areas where costs can be reduced. Conversely, respondents disagreed that collaborative problem-solving with suppliers increases duplication of work and raises administrative costs (mean = 2.04, SD = 1.18). This disagreement reflects the perception that collaboration, when managed properly, is more likely to reduce duplication and improve efficiency rather than increase administrative burdens.

Finally, coordinated communication with suppliers was highly rated, with respondents agreeing that it improves budget adherence and cost control (mean = 4.21, SD = 1.09). This highlights that effective communication channels and regular coordination are essential for ensuring suppliers operate within budget and support the organization's financial objectives.

**4.5 What is the relationship between ethical procurement practices and service quality**

The second objective of the study was to examine the relationship between ethical procurement practices and service quality was measured using 6 items scored on a five-point Likert scale ranging from 5= Strongly Agreed, 4= Agree, 3=Not Sure, 2=Disagree, 1=Strongly Disagree and the findings are presented in Table 4.5

**Table 4.5: Description of the relationship between ethical procurement practices and service quality**

| | Agree F (%) | | Not sure F (%) | Disagree F (%) | | Mean | SDV |
|---|---|---|---|---|---|---|---|
| | SA | A | NS | DA | SDA | | |
| Unethical procurement practices do not significantly affect the quality of goods and services delivered. | 1 (4.2%) | 2 (8.3%) | 3 (12.5%) | 11 (45.8%) | 7 (29.2%) | 2.13 | 1.11 |
| Transparent supplier selection processes improve service reliability. | 13 (54.2%) | 5 (20.8%) | 2 (8.3%) | 3 (12.5%) | 1 (4.2%) | 4.04 | 1.30 |
| Fair and merit-based evaluation of suppliers promotes consistent service quality. | 6 (25%) | 11 (45.8%) | 3 (12.5%) | 3 (12.5%) | 1 (4.2%) | 3.63 | 1.04 |
| Adherence to procurement regulations reduces errors and service defects. | 8 (33.3%) | 9 (37.5%) | 4 (16.7%) | 1 (4.2%) | 2 (8.3%) | 3.79 | 1.06 |
| Ethical procurement increases supplier commitment to meeting quality standards. | 7 (29.2%) | 11 (45.8%) | 2 (8.3%) | 2 (8.3%) | 2 (8.3%) | 3.79 | 1.04 |
| Clear and accountable procurement procedures enhance timely delivery of high-quality services. | 6 (25%) | 12 (50%) | 3 (12.5%) | 1 (4.2%) | 2 (8.3%) | 3.88 | 0.99 |

Source: Primary data 2026

Table 4.5 presents respondents' perceptions regarding the influence of ethical procurement practices on service quality at PPDA. The results indicate that respondents disagreed with the statement that unethical procurement practices do not significantly affect the quality of goods and services delivered (mean = 2.13, SD = 1.11). This suggests that staff recognize the negative impact of unethical practices on service quality, emphasizing the importance of integrity and compliance in procurement processes.

Respondents agreed that transparent supplier selection processes improve service reliability (mean = 4.04, SD = 1.30). This finding suggests that clear and open procedures in selecting suppliers promote trust, minimize errors, and enhance the consistent delivery of goods and services. Similarly, respondents agreed that fair and merit-based evaluation of suppliers promotes consistent service quality (mean = 3.63, SD = 1.04), indicating that selecting

suppliers based on competence and fairness supports reliable and high-quality outcomes.

Adherence to procurement regulations was also rated positively, with respondents agreeing that it reduces errors and service defects (mean = 3.79, SD = 1.06). This highlights the role of regulatory compliance in preventing mistakes, ensuring contractual obligations are met, and maintaining service standards. Likewise, ethical procurement was perceived to increase supplier commitment to meeting quality standards (mean = 3.79, SD = 1.04), suggesting that suppliers respond positively to fair and transparent procedures by aligning their performance with organizational expectations.

Finally, respondents agreed that clear and accountable procurement procedures enhance timely delivery of high-quality services (mean = 3.88, SD = 0.99). This reflects the perception that structured processes, accountability, and oversight contribute to both efficiency and quality in service delivery.

**4.6 How does supplier performance monitoring relate to timely delivery at PPDA?**

The third objective of the study was to examine how supplier performance monitoring relates to timely delivery and it's construct was measured using 5 items scored on a five-point Likert scale ranging from 5= Strongly Agreed, 4= Agree, 3=Not Sure, 2=Disagree, 1=Strongly Disagree and the findings are presented in Table 4.6

**Table 4.6: Description of how supplier performance monitoring relates to timely delivery**

| | Agree F (%) | | Not sure F (%) | Disagree F (%) | | Mean | SDV |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| | SA | A | NS | DA | SDA | | |
| Monitoring supplier performance has no significant impact on the punctuality of deliveries. | 1 (4.2%) | 1 (4.2%) | 5 (20.8%) | 12 (50%) | 5 (20.8%) | 2.21 | 1.11 |
| Regular assessment of suppliers ensures adherence to delivery schedules. | 12 (50%) | 7 (29.2%) | 1 (4.2%) | 3 (12.5%) | 1 (4.2%) | 4.04 | 1.17 |
| Tracking supplier compliance reduces delays in goods and services delivery. | 6 (25%) | 13 (54.2%) | 2 (8.3%) | 2 (8.3%) | 1 (4.2%) | 3.88 | 0.95 |
| Performance monitoring | 7 | 11 | 4 | 1 | 1 | 3.83 | 1.01 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| strengthens supplier accountability and commitment to deadlines. | (29.2%) | (45.8%) | (16.7%) | (4.2%) | (4.2%) | | |
| Technology-enabled monitoring tools improve timely delivery of supplies. | 8 (33.3%) | 11 (45.8%) | 3 (12.5%) | 1 (4.2%) | 1 (4.2%) | 3.92 | 1.03 |
| Effective communication of performance expectations to suppliers enhances on-time delivery | 6 (25%) | 13 (54.2%) | 3 (12.5%) | 1 (4.2%) | 1 (4.2%) | 3.79 | 0.96 |

Source: Primary data 2026

Table 4.6 presents respondents' perceptions on how supplier performance monitoring influences timely delivery at PPDA. The results show that respondents disagreed with the statement that monitoring supplier performance has no significant impact on delivery punctuality (mean = 2.21, SD = 1.11). This indicates that employees recognize the positive role of supplier monitoring in ensuring suppliers meet delivery deadlines and maintain service reliability.

Respondents agreed that regular assessment of suppliers ensures adherence to delivery schedules (mean = 4.04, SD = 1.17), suggesting that consistent oversight allows the organization to anticipate delays and enforce timely execution of contractual obligations. Similarly, tracking supplier compliance was perceived to reduce delays in goods and services delivery (mean = 3.88, SD = 0.95), highlighting the importance of structured monitoring in minimizing operational disruptions.

Performance monitoring was also seen to strengthen supplier accountability and commitment to deadlines (mean = 3.83, SD = 1.01). This indicates that when suppliers know their performance is tracked, they are more likely to allocate sufficient resources and prioritize timely delivery. Technology-enabled monitoring tools were rated positively (mean = 3.92, SD = 1.03), indicating that digital solutions improve the organization's ability to track progress in real-time and respond proactively to potential delays.

Finally, respondents agreed that effective communication of performance expectations to suppliers enhances on-time delivery (mean = 3.79, SD = 0.96). This finding emphasizes that clear guidance and feedback reinforce accountability, improve coordination, and promote reliable supply chain performance.

### 4.7 Inferential Analysis: Relationships Between Variables, Regression and the Coefficients table on table 4.7, table 4.8 and table 4.9 respectively.

Correlation analysis in Pearson revealed the following:

**Table 4.7 Correlation Matrix**

| Variable | | AVEG(DV) - Operational Efficiency | AVEG(IV) - Supplier Collaboration | AVEG(IV) - Ethical Procurement Practices | AVEG(IV) - Supplier Performance Monitoring |
|---|---|---|---|---|---|
| **AVEG(DV) - Operational Efficiency** | Correlation | 1.00 | 0.66 | 0.79 | 0.85 |
| | p-value | – | <0.001 | <0.001 | <0.001 |
| **AVEG(IV) - Supplier Collaboration** | Correlation | 0.66 | 1.00 | 0.70 | 0.79 |
| | p-value | <0.001 | – | <0.001 | <0.001 |
| **AVEG(IV) - Ethical Procurement Practices** | Correlation | 0.79 | 0.70 | 1.00 | 0.91 |
| | p-value | <0.001 | <0.001 | – | <0.001 |
| **AVEG(IV) - Supplier Performance Monitoring** | Correlation | 0.85 | 0.79 | 0.91 | 1.00 |
| | p-value | <0.001 | <0.001 | <0.001 | – |

Source: Primary data 2026

Table 4.7 presents the Pearson correlation coefficients between operational efficiency (dependent variable) and the independent variables: supplier collaboration, ethical procurement practices, and supplier performance monitoring.

The results indicate that supplier collaboration is positively correlated with operational efficiency ($r = 0.66$, $p < 0.001$), suggesting that increased collaboration with suppliers, such as through information sharing and joint planning, is associated with improved operational efficiency. This indicates that closer working relationships with suppliers may contribute to better coordination and reduced inefficiencies within the organization.

Similarly, ethical procurement practices show a strong positive correlation with operational efficiency ($r = 0.79$, $p < 0.001$). This suggests that transparent and accountable procurement processes are associated with better service delivery and resource utilization. It can be inferred that adherence to procurement standards may enhance trust, consistency, and effectiveness in operations.

The strongest correlation is observed between supplier performance monitoring and operational efficiency ($r = 0.85$, $p < 0.001$), indicating that regular evaluation of supplier performance is closely associated with improved operational outcomes such as timely delivery and accountability.

However, although these relationships are statistically significant and relatively strong, they should be interpreted with caution. The high correlation coefficients may suggest the presence of

multicollinearity, indicating possible overlap among the independent variables and that they may be capturing related dimensions of supplier relationship management rather than entirely distinct constructs.

In addition, given the relatively small sample size (n = 24), the strength of these relationships should be interpreted carefully, as the findings may have limited generalizability beyond the study context.

**Table 4.8: Model Summary for the Examining Relationship Between Supplier Relationship Management And Operational Efficiency**

| **Model Statistics** | **Value** |
|---|---|
| **R (Correlation Coefficient)** | 0.85 |
| $R^2$ (Coefficient of Determination) | 0.72 |
| Adjusted $R^2$ | 0.68 |
| Standard Error of the Estimate | 0.42 |

Source: Primary Data 2026

**Table 4.8** presents the regression model summary examining the relationship between supplier relationship management practices and operational efficiency. The correlation coefficient (R = 0.85) indicates a strong positive association between the combined independent variables and operational efficiency. This suggests that variations in supplier collaboration, ethical procurement practices, and supplier performance monitoring are collectively related to changes in operational efficiency.

The coefficient of determination ($R^2 = 0.72$) shows that approximately 72% of the variation in operational efficiency can be explained by the independent variables included in the model. This indicates that the model provides a substantial explanation of the dependent variable.

The adjusted $R^2$ value of 0.68 further confirms that, even after accounting for the number of predictors in the model, a considerable proportion of the variability in operational efficiency remains explained. This suggests that the model retains reasonable explanatory power.

The standard error of the estimate (0.42) reflects the average deviation of the observed values from the predicted values, indicating a moderate level of prediction accuracy.

However, despite these relatively strong model statistics, the results should be interpreted with caution. The high explanatory power may partly reflect overlap among the independent variables, which could influence the strength of the relationships observed. Furthermore, the relatively small sample size (n = 24) may affect the stability and generalizability of the model estimates.

**Table 4.9 Coefficients Table**

| Coefficients | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Model** | **Unstandardised Coefficients** | | **Standardised Coefficients** | **t** | **p-value** | **95% CI Lower** | **95% CI Upper** |
| | **B** | **Std. Error** | **Beta (β)** | | | | |
| (Constant) | 0.71 | 0.56 | — | 1.28 | 0.217 | -0.45 | 1.88 |
| Supplier Collaboration | -0.01 | 0.23 | -0.01 | -0.04 | 0.965 | -0.48 | 0.46 |
| Ethical Procurement Practices | 0.10 | 0.23 | 0.13 | 0.45 | 0.661 | -0.38 | 0.59 |
| Supplier Performance Monitoring | 0.72 | 0.32 | 0.74 | 2.25 | 0.036 | 0.05 | 1.39 |
| a. Dependent Variable: Operational Efficiency<br>Predictors:(constant) Supplier Collaboration, Ethical Procurement Practices and Supplier Performance Monitoring | | | | | | | |

Source: Primary data 2026

**Table 4.9** presents the regression coefficients showing the individual contribution of each independent variable to operational efficiency. The results indicate that supplier performance monitoring has a positive and statistically significant effect on operational efficiency ($\beta = 0.74$, $p = 0.036$). Since the p-value is less than 0.05, this suggests that supplier performance monitoring is a significant predictor of operational efficiency. The relatively high standardized coefficient further indicates that it has the strongest influence among the variables included in the model.

This finding may be explained by the operational context, where continuous monitoring of supplier performance such as tracking delivery timelines, compliance, and responsiveness directly affects service delivery outcomes. Effective monitoring enhances accountability and reduces delays, which are key components of operational efficiency.

In contrast, supplier collaboration shows a negative and statistically insignificant effect ($\beta = -0.01$, $p = 0.965$), suggesting that it does not have a meaningful independent influence on operational efficiency when other variables are considered simultaneously. Similarly, ethical procurement practices exhibit a positive but statistically insignificant effect ($\beta = 0.13$, $p = 0.661$), indicating that although the relationship is positive, its independent contribution is not statistically strong within this model.

However, these results should be interpreted with caution. The relatively strong associations observed in earlier analyses, together with the high Beta value for supplier performance monitoring, may suggest some degree of overlap among the independent variables. In addition, the small sample size ($n = 24$) may limit the robustness and generalizability of the regression results.

### 4.8 Summary of Findings

This chapter presented the analysis of data on the relationship between supplier relationship management practices and operational efficiency at PPDA. The descriptive findings indicated that respondents generally agreed that effective procurement processes, ethical procurement practices, and proper coordination improve operational efficiency.

Correlation results showed that supplier collaboration, ethical procurement practices, and supplier performance monitoring are positively associated with operational efficiency. However, regression analysis revealed that only supplier performance monitoring had a statistically significant influence, while the other variables were not significant predictors when considered together. These findings should be interpreted with caution due to the relatively small sample size and the possibility of overlap among the independent variables.

# CHAPTER FIVE

# DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.

## 5.0 Introduction

This section presents the discussion of findings, conclusions, and recommendations of the study based on the results obtained from the analysis. The discussion interprets the findings in relation to the study objectives, existing literature, and the underpinning Stakeholder Theory, while also providing explanations for the observed relationships

## 5.1 Discussion of finding

### 5.1.1 Supplier Collaboration and Cost Efficiency

The first objective of the study was to examine how supplier collaboration relates to operational efficiency at PPDA. The findings revealed a positive association between supplier collaboration and operational efficiency, although the regression results did not show a statistically significant independent effect. This finding can be understood in the context of procurement operations where collaboration enhances coordination through joint planning, shared information, and early supplier involvement. These practices reduce duplication of effort, minimize procurement delays, and support better utilization of resources, which contributes to cost efficiency. From the perspective of Stakeholder Theory, suppliers are critical stakeholders whose involvement in organizational processes enhances value creation and performance outcomes. When organizations actively engage suppliers, mutual trust and alignment of objectives are strengthened, leading to improved operational outcomes. However, the lack of statistical significance in the regression model suggests that supplier collaboration does not operate in isolation. Instead, its effect appears to be intertwined with other supplier relationship management practices such as performance monitoring and ethical procurement. This observation points to possible overlap among constructs. These findings are consistent with studies by Cousins et al. (2008) and Cao and Zhang (2011), who found that supplier collaboration improves operational performance through enhanced coordination and information sharing. At the same time, their studies also indicate that collaboration often works in combination with other practices rather than as a standalone driver of performance.

### 5.1.2 Supplier Performance Monitoring and Timely Delivery

The second objective examined how ethical procurement practices relate to operational efficiency at PPDA. The findings showed a positive relationship, although the independent effect was not statistically significant in the regression analysis. Ethical procurement practices such as transparency, accountability, and fairness strengthen procurement processes by reducing the risk of corruption and ensuring compliance with established regulations. These practices enhance trust among stakeholders and promote consistency in decision-making, which contributes to improved service delivery and operational outcomes. Stakeholder Theory emphasises the importance of fairness and accountability in managing relationships with stakeholders. By adhering to ethical procurement standards, organisations protect stakeholder interests and strengthen institutional credibility, which supports long-term performance. The absence of statistical significance may be attributed to the close relationship between ethical procurement and other variables in the model. Ethical practices often reinforce collaboration and performance monitoring mechanisms, making it difficult to isolate their independent contribution. This suggests the presence of multicollinearity among the constructs. The findings align with the ethical procurement practices that enhance transparency and accountability in public procurement systems (Basheka and Mugabira, 2008), However, these studies also acknowledge that ethical practices tend to function alongside other governance mechanisms in influencing organisational performance.

## 5.2 Conclusions

Based on the outcomes of the hypothesis tests, the study concludes that:

i) Supplier collaboration is positively associated with operational efficiency, as it enhances coordination, reduces inefficiencies, and supports cost control, although its independent effect is not statistically significant.

ii) Ethical procurement practices contribute to improved service quality and operational efficiency by promoting transparency, fairness, and accountability, but their independent influence is not statistically significant when other variables are considered.

iii) Supplier performance monitoring has a significant and positive effect on operational efficiency, making it the most influential factor in improving timely delivery, accountability, and overall operational outcomes..

### 5.3 Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed

i) The organisation should strengthen supplier performance monitoring systems by establishing clear performance indicators, conducting regular evaluations, and ensuring timely feedback to suppliers. This will enhance accountability and improve delivery performance.

ii) PPDA should improve supplier collaboration by encouraging joint planning, effective communication, and information sharing with suppliers. This will help reduce inefficiencies and enhance cost management.

iii) The organisation should continue to enforce ethical procurement practices by maintaining transparency, fairness, and adherence to procurement regulations. This will improve service quality and build trust with suppliers.

iv) A more integrated approach to supplier relationship management should be adopted, recognising that collaboration, ethical practices, and performance monitoring are interconnected and collectively influence operational efficiency.

v) Given the small sample size used in the study, future research should consider larger samples to improve the reliability and generalisability of the findings.

# APPENDIX

## Appendix I: Study Questionnaire

Dear Respondent,

My name is **NKAMUSIIMA RUTH M23B12/097,** pursuing a BACHELORS IN PROCUREMENT AND LOGISTICS MANAGEMENT from Uganda Christian University Mukono. You have been selected as one of the respondents in this research as I am EXAMINING THE RELATIONSHIP BETWEEN SUPPLIER RELATIONSHIP MANAGEMENT AND OPERATIONAL EFFICIENCY**.** All responses given should be genuine so as we come up with accurate data.

**INSTRUCTIONS**

Tick and fill in where necessary.

**SECTION A: DEMOGRAPHIC INFORMATION**

1. Gender

a) Male ☐

b) Female ☐

2. Age bracket (years)

a) 18-29 ☐
b) 30-39 ☐
c) 40-49 ☐
d) 50 and above ☐

3. Academic qualifications

a) PhD
b) Master's degree ☐
c) Bachelor's degree ☐
d) Certificate / diploma ☐

4. Category of respondents

a) Procurement Officers ☐
b) Supply Chain & Logistics Staff ☐
c) Monitoring & Compliance Officers ☐
d) Administrative and support Staff ☐

5. Work Experience at PPDA?

a) Less than a year ☐
b) 1-4 years ☐
c) 5-9 years ☐
**d)** Above 10 years ☐

**SECTION B: How does supplier collaboration relate to cost efficiency? (Tick as Appropriate)**

Indicate the extent to which you agree with the following observations on how does supplier collaboration relate to cost efficiency at PPDA on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

| Scale | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Joint planning with suppliers does not improve resource utilization and often leads to unnecessary expenses | | | | | |
| Supplier collaboration reduces procurement delays and lowers operational cost | | | | | |
| Sharing procurement information with suppliers improves cost efficiency. | | | | | |
| Supplier involvement in decision-making increases opportunities for cost savings. | | | | | |
| Collaborative problem-solving with suppliers increases duplication of work and raises administrative costs | | | | | |
| Coordinated communication with suppliers improves budget adherence and cost control. | | | | | |

**SECTION C: What is the relationship between ethical procurement practices and service quality? (Tick as Appropriate)**

Indicate the extent to which you agree with the following observations on What is the relationship between ethical procurement practices and service quality at PPDA on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

| Scale | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Unethical procurement practices do not significantly affect the quality of goods and services delivered. | | | | | |
| Transparent supplier selection processes improve service reliability. | | | | | |
| Fair and merit-based evaluation of suppliers promotes consistent service quality. | | | | | |
| Adherence to procurement regulations reduces errors and service defects. | | | | | |
| Ethical procurement increases supplier commitment to meeting quality standards. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Clear and accountable procurement procedures enhance timely delivery of high-quality services. | | | | | |

**SECTION D: How does supplier performance monitoring relate to timely delivery at PPDA? (Tick as Appropriate)**

Indicate the extent to which you agree with the following observations on How does supplier performance monitoring relate to timely delivery at PPDA on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

| Scale | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Monitoring supplier performance has no significant impact on the punctuality of deliveries. | | | | | |
| Regular assessment of suppliers ensures adherence to delivery schedules. | | | | | |
| Tracking supplier compliance reduces delays in goods and services delivery. | | | | | |
| Performance monitoring strengthens supplier accountability and commitment to deadlines. | | | | | |
| Technology-enabled monitoring tools improve timely delivery of supplies. | | | | | |
| Effective communication of performance expectations to suppliers enhances on-time delivery | | | | | |

**SECTION E: Dependent variable (operational efficiency in public sector) (Tick as Appropriate)**

Indicate the extent to which you agree with the following observations on operational efficiency in public sector on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

| Scale | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Operational activities in public institutions are often inefficient despite existing management systems. | | | | | |
| Streamlined procedures contribute to reduced operational costs in public organizations | | | | | |
| Proper utilization of resources enhances overall operational performance in public institutions. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Efficient procurement processes improve timely service delivery in the public sector | | | | | |
| Effective coordination among departments reduces delays in service provision | | | | | |
| Delays and wastage of resources are common in public sector operations. | | | | | |

**THANK YOU**

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