

**SUPPLIER RELATIONSHIP MANAGEMENT AND ORGANIZATIONAL
PERFORMANCE: A CASE STUDY OF MUKONO DISTRICT LOCAL
GOVERNMENT**

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M23B12/104

**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**

May, 2026

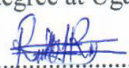


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DECLARATION

I NAKAYONDO RITAH certify that this is original research and it is submitted in partial fulfillment of the requirements for the award of a Bachelor of Procurement and Logistics management degree at Uganda Christian University.

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APPROVAL

This is to certify that the research report by NAKAYONDO RITAH, Registration Number M23B12/104 On the study of “Supplier Relationship Management and Organizational performance at the Mukono District Local Government” is carried out under my supervision and is hereby approved for submission to the School of Business in partial fulfillment of the requirements for the award of Bachelors of Procurement and Logistics Management degree at Uganda Christian University.

Signature.....

Date.....

MR. KABANDA MARTIN

ACKNOWLEDGMENT

I would like to thank everybody who contributed to the successful completion of this research.

I would like to thank my supervisor for his guidance, constructive criticism and constant encouragement throughout this research. Your comments and suggestions played a critical role in the direction and quality of this work.

I also appreciate the knowledge and skills that I acquired during my studies at Uganda Christian University School of Business, especially from its lecturers. This research was greatly aided by their academic base.

Thanks to the staff of the Mukono District Local Government who willingly engaged in the study and provided valuable information and insights that enabled this research.

I would also like to thank my family and friends for their encouragement, patience, moral support and helping me through this academic journey.

I would finally like to express my gratitude to God for his strength, wisdom, and perseverance, which helped me to accomplish this work successfully.

DEDICATION

I would like to dedicate this dissertation to my dear family who have always supported and encouraged me and led me through my academic life. To my parents, friends and my family at large, thank you for believing in me and inspiring me to strive for excellence in all my endeavors. This work is also dedicated to all my mentors and lecturers who provided invaluable knowledge and guidance that shaped my understanding of procurement and logistics management

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ABBREVIATIONS

MDLG – Mukono District Local Government

SRM – Supplier Relationship Management

PPDA – Public Procurement and Disposal of Public Assets Authority

SPSS – Statistical Package for Social Sciences

PDU – Procurement and Disposal Unit

TCT -Transaction Cost Theory

SET -Social Exchange Theory

AT – Agency theory

ABSTRACT

This study examined the effect of Supplier Relationship Management (SRM) on organizational operations in Mukono District Local Government, with a focus on supplier collaboration, supplier communication, and supplier trust. The study was guided by Transaction Cost Economics Theory, which explains that procurement performance is influenced by the costs incurred in managing transactions such as coordination, monitoring, and contract enforcement. The study adopted a cross-sectional descriptive survey design, combining quantitative and qualitative approaches. Data were collected from employees in key departments of Mukono District Local Government and selected suppliers using structured questionnaires and interview guides. Quantitative data were analyzed using SPSS, where descriptive statistics and inferential analyses were used to determine relationships between SRM practices and organizational operations, while qualitative data were analyzed thematically. The literature and empirical evidence suggest that supplier collaboration leads to greater efficiency due to better coordination and fewer delays, supplier communication promotes better procurement and operating performance from better information flow and decision making, and supplier trust fosters more effective procurement, as it reduces monitoring costs and increases reliability. But factors like inadequate systems, low transparency and procedural and administrative inefficiency in procurement were also found to be barriers to the efficient implementation of SRM. The study finds that the SRM practices are significantly affecting the working of public sector institutions. It suggests strengthening supplier collaboration, improving communication systems and developing trust-based relationships for improving procurement efficiency, service delivery and overall operational performance in the context of local government..

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides background information of the study, problem statement, study objective(s) and research question(s), scope of the study, significance of the study, and the conceptual frame work that will be analyzed in the study. The study is timely and necessary to explore how supplier relationship management can create the gap in the organizational operations in the Mukono district local government.

1.1 Background of the Study.

Supplier Relationship Management (SRM) is a systematic process of planning, managing, and improving supplier interactions for the purposes of improving operational efficiency, cost effectiveness, quality assurance, innovation and risk reduction (Asa et al.,2023). Modern procurement literature is focused on the need to engage suppliers as strategic partners, not transactional vendors, as they directly influence the delivery of the services, adherence to regulations, and value for money.

Across the world, procurement and supply chain management are responsible for 50-70% of the costs of organizations and supplier performance is a key factor in their operational success. Evidence-based research demonstrates that companies that invest in such SRM practices have more reliable deliveries, lower transaction costs, higher quality and better risk management (Chen, Paulraj & Lado, 2004).

Within the public sector, SRM is all the more important as it has the potential to influence public interest, public accountability and the efficient use of tax-payer funds. Poor supplier relationships can result in over budget, missed project deadlines, substandard product and high risk of corruption (Murithi et al., 2024). The key goals of public administration – transparency, compliance and the continuity of service delivery – are addressed with effective SRM.

The Public Procurement and Disposal of Public Assets Authority (PPDA) estimates that in Uganda, public procurement absorbs about 60-70% of the national public expenditure. Local governments have an important role in implementing a large share of public procurement activities, such as road construction, schools and health facilities. The proximity of Mukono

District Local Government (MDLG) to Kampala Metropolitan Area and the rapid population growth rate causes an increase in demand for infrastructure development and provision of public services in the district. Strengthening SRM within MDLG is essential for improving efficiency, timeliness, service quality, and accountability in public service delivery.

1.1.1 Historical Background of Supplier Relationship Management

As early as the 12th century AD, organizations in England had started focusing on performance as a key measure of success (Martins, Nutley, Dawne & Clive, 2016). In many countries, local government performance, evolved with the nature and systems of governance (Martins et al., 2016), where Supplier Relationship Management emerged globally in the late 20th century following a shift from transactional procurement approaches to strategic supply chain partnerships and therefore Organizations realized that long-term relationships with reliable suppliers improved operational stability, innovation, and competitive advantage (Chen et al., 2004) where Modern public sector performances can hardly do without proper suppliers' management, though a few studies have been explored how these that are related. With fast-growing economies in Africa in the 1990s and 2000s, the relevance of supplier relationship management (SRM) has gained precedence in many countries including Uganda.

In Uganda, structured public procurement was institutionalized following the enactment of the PPDA Act, 2003, which established regulatory frameworks for transparency, competition, and accountability in public procurement. However, there are implementation challenges at the local government level persist, including limited capacity, weak monitoring systems, and adversarial supplier relationships. Recent studies indicate that strengthening SRM practices within local governments can significantly improve procurement and operational performance (Ntirandekura et al., 2022; Senvuma et al., 2020). However, more studies are revealed that the Uganda's public sector is focused on ensuring smooth flow of inputs to facilitate quality effective and efficiency performance. And so, this relates to the need to have efficient supplier relationship management at all public centers of service, guided by the PPDA act of 2003.

1.1.2 Conceptual Background

The conceptual perspective of supplier relationship management on organizational performance/. operations at Mukono district local government in Uganda. There has been effort to define these concepts by scholars. Lambert and Shwieterman (2016) that revealed that Supplier Relationship Management is a business process that structures a firm's relationships

with its suppliers. Supplier Relationship Management as a practice of planning, implementing, developing and monitoring covers a firm's relationship with the current and/or potential supplier. Later in 2019, Supplier Relationship Management was described as a continuous process of carrying out activities, which create, build and maintain relationships with suppliers (Moeller, 3 Fassnacht & Klose, 2019) These scholars consider SRM as practices that link suppliers, and their activities in the operations of organizations, as sole providers of inputs. where Supplier Relationship Management covers all activities in this mutual relationship like supplier selection, supplier vendor rating, contract management and feasible purchasing strategies.

Organizational performance is a vital indicator of any organization's success (Ataullah et al., 2014; Zehir et al., 2016). Contu's (2020) study has described organizational performance as a narrative of how an organization positions itself for competitiveness in the industry by using the available resources. These studies generally explain that organizational performance is the overall outcome of organization's activities on target success collaboration and trust building. (Richter et al., 2017), In this study, where exploring the organizational performance of Mukono district local government focused on service delivery, transparency and accountability and stakeholder satisfaction levels, guided by theoretical perspectives.

1.2 Problem Statement

In spite of the procurement reforms and regulations, Mukono District Local Government is still facing operational problems associated with procurement problems. These encompass delayed deliveries, poor quality supplies, weak communication, restricted monitoring of suppliers, and poor contract terms (Senvuma et al., 2024). These issues have negative implications for service delivery, public trust and the use of public money.

While there were some studies that have paid attention to the procurement performance in Uganda, there is limited empirical evidence that explores the role of specific practices of SRM in enhancing district local government performance. The existing studies place greater importance on financial performance or compliance, with little focus on operational performance which is measured by efficiency, timeliness and service quality. This is a knowledge gap that requires an empirical study on the impact of SRM on the operations of an organization in Mukono District Local Government.

1.3 Objectives of the study

1.3.1 General objective

To assess the effect of supplier relationship management practices on organizational operations in Mukono District Local Government.

1.3.2 Specific objectives

- i. To examine the effect of supplier collaboration on the efficiency of organizational operations at Mukono District Local Government.
- ii. To assess the effect of supplier communication on procurement and operational performance at Mukono District Local Government.
- iii. To assess the effect of supplier trust on the effectiveness of procurement operations at Mukono District Local Government.

1.4 Research questions

- i. What effect does supplier collaboration have on organizational efficiency at Mukono District Local Government?
- ii. How does supplier communication influence procurement and operational performance at Mukono District Local Government?
- iii. What is the role of supplier trust in enhancing procurement effectiveness at Mukono District Local Government?

1.5 Significance of the Study

More than one stakeholder is interested in the study. The results will give practical learnings to the Mukono District Local Government (MDLG) on how the process of supplier relationship management can be strengthened to enhance service delivery and accountability. The study will provide policy and regulatory makers, especially planners and procurement authorities with evidence-based policy recommendations and supplier governance frameworks. Furthermore, the study will be valuable to the academy because it will add to the empirical body of knowledge relating to supplier relationship management and public sector operations, especially in developing countries like Uganda. Furthermore, the study will benefit procurement practitioners by providing guidance on how to effectively manage supplier

relationships in their routine operations in order to enhance efficiency, service quality, and overall organizational performance.

1.6 Scope of the Study

1.6.1 Geographical scope

The study is geographically limited to Mukono district Local Government in Uganda. the focus is on supplier relationship practices within the departments and units of the organization

1.6.2 Content scope.

The study examined the impact of Supplier Relationship Management practices (collaboration, communication, trust, and performance evaluation) and their influence on organizational operations (efficiency, timeliness, service quality, and compliance] at the Mukono district local government).

1.6.3 Time scope

The study will cover the period from 2016 to 2025.

1.7 Research hypothesis

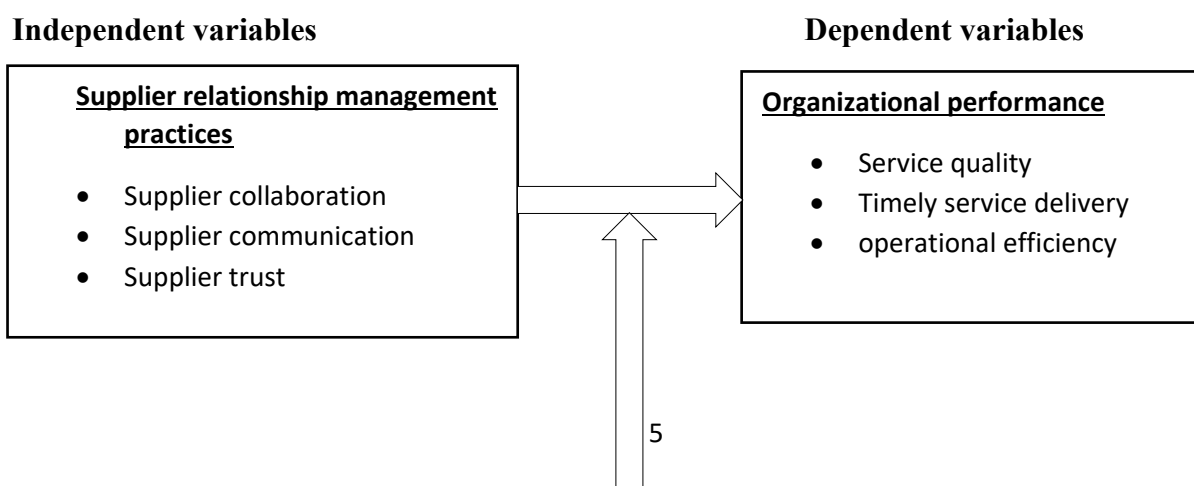
H0; Supplier relationship management has no significant effect on organizational operations in Mukono district local government.

H1; Suppliers relationship management has a significant effect on the organizational operations in Mukono district local government.

H3; Supplier performance evaluation significantly influences organizational operations in Mukono district local government.

1.8 Conceptual framework;

Figure 1: Conceptual Framework



Procurement ethics

- Transparency
- Accountability
- Trust and consistency

The conceptual frame work illustrates the relationship between the independent variable which is the supplier relationship management and the dependent variable which is the organizational operations/ performances helps to visualize how the different aspects of supplier relationship management influence the achievement of organization's operations in public organizations like the Mukono district local government Effective SRM is expected to positively influence efficiency, service quality, timeliness, and compliance .

In this study, the supplier relationship management is seen to be the main driver because, while the organization operations represent the outcomes, the frame work assumes that the effective implementation of supplier relationship practices such as trust building communication, and timely delivery, will enhance transparency.

1.9 Justification of the Study

The study on supplier relationship management has become a critical component in modern procurement particularly in the public sector where service delivery depends heavily on effective supplier performance.

Despite fact that the existence of procurement regulations and reforms in Uganda, the Mukono district local government continues to face challenges such as delayed deliveries, poor contract compliance, inefficiencies, and interruptions in service delivery. therefore, these challenges outline weaknesses in how supplier relationships are managed, thereby justifying the need for focused study on supplier relationship management and organizational operations.

Practically, the Mukono district local government relies on suppliers for the delivery of essential goods works and services that directly affect public service delivery. ineffective supplier communication, weak performance monitoring and poor contract management can negatively impact operational efficiency and service continuity so the study will provide

practical insights to procurement officers, contract managers on how effective SRM practices can improve organizational operations and enhance public funds.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the review of literature on the objectives of the study. It entails the overview of the main concepts and empirical review on the objectives of the study.

2.1 Theoretical framework

2.1.1 Transaction Cost Economics Theory (TCT),

Transaction Cost Economics (TCT) was developed by Oliver Williamson and further applied by scholars such as Hobbs (1996). The theory explains that organizations seek to minimize the costs associated with economic exchanges, including costs related to searching for suppliers, negotiating contracts, monitoring supplier performance, and enforcing agreements. TCT emphasizes that these transaction costs arise due to factors such as uncertainty, opportunism, and bounded rationality among parties involved in an exchange. These costs are incurred in procurement and supply chain management when the supplier is selected, negotiations are made, monitoring and evaluation costs are incurred and compliance costs are incurred.

The theory also holds that transaction-cost-reducing governance and management in organizations can enhance the efficiency of these organizations. Supplier collaboration, communication, trust building and performance monitoring are elements of Supplier Relationship Management (SRM) that are used to reduce uncertainties and opportunistic behaviour to reduce transaction costs and operational efficiency. TCT has been used extensively in research related to organizational performance and supplier relationships (Carlson & Bitsch, 2019; Chou & Ramser, 2021; Rindfleisch, 2019). The studies found that the procurement outcomes, such as service delivery, effective management of supplier relations and procurement costs, are reduced.

The theory of Transaction Cost Economics is applicable because the DCIG incurs a number of transaction costs in its supplier management processes such as contract management, monitoring and enforcement costs. These costs can be raised by weak supplier relationships, delays, delivery of poor-quality goods and disputes over contracts. These costs, however, can be mitigated and organizational processes improved—such as organizational efficiency, timeliness and service quality pby effective SRM practices, including through improved communication, collaboration and trust. Hence, TCT gives a theoretical base to understand how the practices of SRM affect the working of an organization at Mukono District Local Government.

2.2 Empirical Review

2.2.1 Effect of supplier collaboration on organizational efficiency at Mukono District Local Government

In this section, the researchers explore the impact of collaboration among suppliers on the efficiency of the organizations. Here the researchers examine how efficient the organizations were due to collaboration among the suppliers at Mukono District Local Government.

The importance of supplier collaboration as one of the key components of Supplier Relationship Management (SRM) to improve organizational efficiency in the public and private sectors has been valued more and more. It is about the level of collaboration between an organization and its suppliers, based on information sharing, joint decision making, joint problem solving and the creation of long-term partnerships to enhance operational performance (Cao & Zhang, 2017). The research findings show that co-operative business relationships with the suppliers play an important role in increasing efficiency, reducing costs, increasing service level, and providing flexibility in business operations (Flynn et al. 2016).

Businesses that involve suppliers in joint planning and sharing information are more likely to see a decrease in work delays and increased efficiency in the process. This is partly due to the fact that collaboration contributes to better coordination in the supply chain, reduces uncertainty and guarantees the timely availability of the inputs needed for the production or delivery of services (Flynn et al. 2016). Furthermore, supplier partnerships foster coordinated operations and streamline transactional expenses, helping businesses to meet changing operational needs and uncertainties more effectively (Cao & Zhang, 2017). The involvement of suppliers also enhances the efficiency of the organization by fostering transparency, trust, and collaboration among supply chain partners. These are key determinants in reducing duplication of activity, minimizing errors and maximizing resource use overall (Walker 2018). Collaboratives increase transparency in sharing vital data, including demand forecasts, inventory levels, and production schedules, improving decision-making and alignment of operations between the organization and suppliers (Touboulic 2018).

Furthermore, collaboration helps make the supply chains resilient, which is one of the key factors affecting organizational efficiency. Collaborative relationships with suppliers are a key element in ensuring resilience to disruption when it occurs such as delay, shortage and external shock. This is because collaboration leads to mutual understanding and flexibility, enabling supply chain partners to be able to adjust quickly to changing conditions, and operate without interruption (Wieland & Handfield 2020). The collaborative approach with suppliers also plays a vital role in improving organizational efficiency as demonstrated through empirical evidence. Research indicates that collaboration results in better organizational coordination and collaboration with suppliers, quicker procurement cycle, and increased supplier

responsiveness, which contributes to faster delivery of products and services. Furthermore, collaboration can contribute to knowledge sharing and innovation, allowing organizations to leverage on better processes and technologies to boost productivity and performance (Amoako-Gyampah et al 2020).

In a similar fashion, it has been found that collaborative supplier relationships can lead to a more efficient project delivery process due to lower delays, improved communication with the supplier, and improved goal alignment between the buyer and supplier. The relationships help both parties to have a shared goal, minimizing the inefficiencies caused by misalignment and lack of coordination between the two (Osei-Kyei & Chan 2021). In Africa, collaboration with suppliers has been linked to increased supplier reliability, shorter lead times, and better quality of goods/services, which are all related to organizational efficiency (Ngugi 2022). Long term collaborative relationships with suppliers are therefore associated with organizations having fewer disruptions in their operations and better consistency in service delivery outcomes (Mugo 2022). Additionally, joint efforts facilitate trust and engagement among organizations and suppliers, minimizing opportunistic behavior and improving coordination in procurement processes (Sithole & Chinomona 2023).

Although there are many advantages to supplier collaboration, there are some obstacles to its successful implementation, especially within public sector organizations. It takes investment in communication systems, trust building and relationship management, which can be limited by bureaucratic systems and financial resources, especially to ensure the effective collaboration needed to achieve operational efficiency and sustainability (Khan et al 2021). Apart from this, the shortage of skilled people and inadequate technological infrastructure could pose challenges in information sharing and coordination between organizations and suppliers (Khan et al 2021). A second challenge has to do with traditional procurement methods with a focus on compliance and cost minimization instead of strategic relationship management. Supplier relationships in many public sector environments tend to be limited to a transactional and short-term relationship that does not provide opportunities for collaboration and joint problem-solving. This decreases the possible value that could be gained from supplier cooperation, including innovation, efficiency gain, and long-term value creation. While collaboration between suppliers is underdeveloped, it has potential to enhance the efficiency of the organization, especially in local government contexts. Many local governments continue to follow the traditional method of procurement, concentrating on competitive bidding and

contract compliance, and less exploiting strategic partnerships with suppliers. This leaves a disconnect between the theory of supplier collaboration and practice.

2.2.2 The influence of supplier Communication on Procurement and Operational performance in Mukono District Local Government

Supplier communication is one of the key aspects of Supplier Relationship Management (SRM) which can play an important role in procurement and operational performance of organizations. The real-time, accurate and consistent sharing of information between an organization and its suppliers about orders, forecasting, specifications, delivery schedules and performance evaluation (Munyoki, 2019). Communication helps both parties to have shared expectations, thereby minimizing misunderstandings and improving coordination in procurement activities.

Empirical research indicates that effective communication between suppliers and customers makes procurement more efficient, thus lowering order processing error rates, decreasing order processing delays and increasing the accuracy of demand planning. Well communicated organizations can effectively link suppliers to the purchasing processes, ensuring that goods and services are delivered on time and minimizing stock-outs (Kariuki 2020). This is because communication can facilitate the sharing of information in real time, aiding in quicker decision making and responsiveness in procurement operations. Supplier communication is also vital to the improvement of operational performance because of better supply chain visibility. Having open lines with suppliers allows businesses to track orders, track deliveries, and proactively identify any potential issues. This helps to enhance the accuracy of planning and continuity of operations (Nyaga & Whipple 2018).

Stakeholder cooperation and trust are also improved through effective communication between buyers and suppliers, leading to better collaboration. Regular updates and feedback mechanisms to help jointly address problems, enhance product quality and simplify the procurement process (Paulraj 2017). This co-operation and coordination minimize conflict and facilitate the seamless functioning of the supply chain. Also, supplier communication is known to drive down costs and maximize resource utilization. Effective communication helps to prevent wasted procurement expenditure including emergency procurement, late delivery penalties and poor planning inefficiencies (Wang et al 2020). Better communication also enables suppliers to make more accurate production and delivery plans, further minimizing wastage and inefficiency. In the contexts of developing countries, supplier communication is

severely affected by poor technological infrastructure, insufficient digital integration and the use of manual systems. These constraints hinder procurement activities by slowing the flow of information, and making it easy for errors and delays to occur (Achieng & Kiarie 2021). But companies that have implemented digital procurement solutions and e-communication tools report better efficiency in procurement processes and better results in operation.

Additionally, supplier communication provides more flexibility for the operation as it allows organizations to adapt procurement plans to varying demand situations quickly. Organizations can continuously engage with suppliers to make changes to orders, specifications, and more, and better adapt to unexpected disruptions (Choi & Krause 2018). In such a dynamic setting, this adaptability becomes crucial for maintaining smooth operations. Supplier communication is still a critical factor in the performance of procurement in public sector organizations, especially local government institutions. Yet the problems of bureaucratic procedures, slow approval process, and the lack of integrated communication systems between the organization and suppliers can make it difficult to communicate with suppliers. These difficulties have an impact on efficiency in procurement cycles and the results of services. Even with all of these difficulties, research and research findings are clear that companies with better communication between them and suppliers have better procurement outcomes, more efficient operations and even better service delivery performance. But most of the previous work has been carried out with private sector organizations; there is a lack of knowledge about how communication practices affect the performance of the procurement process in public sector organizations, especially in local governments.

2.2.3. Importance of supplier trust to improve the effectiveness of procurement in Mukono District Local Government.

Procurement trust is not the same as communication or collaboration; rather it is more of a foundation for relationships that will affect how the procurement activities operate over time. It is a measure of trust that exists between an organization and suppliers that they will behave in a consistent, honest and in accordance with their obligations, even if the relationship is not strictly monitored (Nyaga & Whipple 2019). In real-world procurement situations, trust helps minimize uncertainty in transactions and increases a party's willingness to contribute to the relationship. Perhaps the most significant impact of supplier trust is the decreased control and monitoring demands on procurement systems. In situations with high trust, organizations need not continually monitor supplier activities or have to implement strong monitoring devices, since suppliers will be more likely to adhere to the terms agreed upon (Handfield et al 2018).

This cuts down on administration tasks and enables procurement people to concentrate on the planning process, sourcing strategy, and performance boosting instead of being constantly 'on the job'.

Trust also directly impacts on the reliability of procurement and delivery performance. If suppliers have confidence in their clients, they place a high value on their orders, honour deadlines and keep a promised service when the pressure is on. This ensures greater certainty and stability in procurement processes and reduced delays in operational activities (Zaheer et al 2020). This puts organizations in a better position to ensure uninterrupted service delivery. Another significant aspect is that trust enhances the quality of interaction in the procurement negotiations as well as problem-solving. In cases of trust, the negotiation process is not as adversarial, parties can discuss their constraints openly, negotiate with each other to reach an agreement, and both can be solution-oriented without fear of being taken advantage of by the other party (Cao & Zhang 2017). This helps to make decisions quickly and cut down on the time lag in procurement processes.

In terms of costs, supplier trust helps optimize procurement processes by reducing hidden transaction costs like repeated verification, dispute management, and contract enforcement. In trusted relationships, suppliers will be more willing to offer competitive prices and flexible terms because they think that if they are cooperating for a long time, they are not only short-term, but also long-term profitters (Villena et al 2019). This enhances the procurement value for money. In some of the developing economy procurement contexts, however, trust is often fragile because of inconsistencies in payment practices, low contract enforcement rates, and lack of transparency in procurement processes (Tang 2021). This can lead to a lack of suppliers' responsiveness and hinder the effectiveness of procurement.

Trust is even more important in public sector contracts like those in local government, as contracts have many layers of approval. In the absence of trust, suppliers could be hesitant to engage in the procurement process fully, resulting in slower competitions and delays. On the other hand, higher levels of trust make suppliers more committed and willing to assist in achieving long-term service delivery objectives (Tukamuhabwa et al 2017).

2.5. Summary of the literature review

The literature reviewed revealed that Supplier Relationship Management (SRM) is one of the major factors that would improve the procurement and operational performance of the companies. Theoretical models like the Transaction Cost Economics explain how the outcomes

of procurement are determined by the costs, relationships and the principal agent dynamics. Empirical research also suggests that supplier collaboration, communication and trust creates efficiencies by improving the coordination of the suppliers, lowering transaction costs, and improving service delivery.

But there are also limitations like weak systems, lack of transparency and bureaucratic processes, particularly in the public sector, which are also mentioned in the literature. In general, the positive relationships between SRM practices and performance have been established, but there is insufficient evidence in the literature that examines the links between these practices and performance in the context of local government procurement systems.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the methods adopted in the study of the supplier relationship management and Organizational operations / performances in the Mukono district Local Government. It is the research framework that includes the research design, population studied, sample size and sampling techniques, research instruments in data collection, data analysis, reliability and validity of research instruments, ethical aspects and limitations of the research.

3.1 Research Design

This study used a descriptive cross sectional research design. This design was suitable, as it allowed the researcher to gather quantitative data at one time point and describe the relationship between the two variables supplier relationship management practices (specifically supplier collaboration, communication and trust) and organizational performance. The design was designed to use structured questionnaires to allow the participant to give a standardized response; thus, the data could be collected in a standardized manner. It also helped in the application of descriptive and inferential statistics to analyse the data.

3.2 Study Population

The study population included staff in different departments of Mukono District Local Government to enable good representation of all departments of the institution. These units included Procurement and Disposal Unit, Administration, Education Department, Finance Department, Planning Unit, Health Department, Works and Technical Services, Community Based Services, Production and Marketing, Natural Resources and Internal Audit. The wide representation of departments was done in order to get a broad spectrum of views on supplier relationship management practices and organizational performance throughout the district.

3.3 Census Approach

The study was census based involving all 100 staff members of Mukono District Local Government. A census was considered appropriate because it allows data to be collected from the entire population, thereby eliminating sampling bias and improving the accuracy and reliability of the findings.

However, out of the 100 questionnaires issued, only 82 were successfully returned and used in the analysis.

Table 1: Target Population (Census Approach)

Department	Target Population (Staff)	Percentage (%)
Procurement & Disposal Unit	10	10%
Administration	12	12%
Education Department	9	9%
Finance Department	11	11%
Planning Unit	8	8%
Health Department	13	13%
Works & Technical Services	10	10%
Community-Based Services	7	7%
Production & Marketing	8	8%
Natural Resources	6	6%
Internal Audit	6	6%
Total	100	100%

Source: Primary data 2026

3.4 Census Procedure

Since a census approach was used, no sampling technique was applied. All employees within the selected departments were included in the study. This ensured that every respondent had an equal opportunity to participate, thereby enhancing the representativeness of the data.

3.5 Data collection

3.5.1 Survey questionnaires

A questionnaire is a research instrument consisting of compiled questions and other prompts on the general information about the participants to gather quantitative information from the respondents (Mugenda & Mugenda, 2013). A well-structured questionnaire with close ended questions was prepared to capture primary data from respondents. It consisted of close-ended questions on respondents' bio-data, and Likert scale questions on the study objectives. Here Respondents were left with the printed questionnaires to read and answer the questions by themselves. For example, this was in line with precautions against COVID-19 and its Standard Operations procedures (SOPS) requirements. The questionnaire was appropriate because of its convenience in the collection of quantitative data from complex populations in their natural settings without influence of the researcher (Sekaran, 2013). this helped to ensure consistency. during data collection.

3.5.2 Interviews

An Interview guide is a document which contains a set of pre-determined questions used to direct the interview session (Amin, 2005). An interview guide is utilized for the face-to-face interview session of about 30 minutes between the researcher and the Head of procurement, and also between the researcher and the selected suppliers. The guide consists of open-ended questions to explore and provide further information about SRM and Organizational Performance at the Mukono district local government. This guide's answers are to enrich statistics obtained from questionnaires (Creswell, 2018). This will provide contextual explanations to support quantitative findings of the study.

3.6 Data analysis

3.6.1 Quantitative data analysis

A well-structured questionnaire was used to gather quantitative data. Where the Data collected, checked and edited each day to check for consistency and accuracy. The questionnaire was structured according to the research objectives and employed a 5-point Likert scale After data collection; data was entered in Statistical Package for Social Sciences (SPSS) software programmer Ver. 23 for analysis. Quantitative analysis focused on descriptive and inferential statistics. Descriptive statistics utilized the mean and standard deviation, giving a description status of SRM practices; supply chain attributes and organizational performance of Mukono district local government. Additionally, inferential statistics were used to establish the relationship between SRM and organizational operations / performance, and the moderating effect of Supply chain attributes on this relationship. Inferential statistics utilized correlations and multiple regression analyses. Null Hypotheses were accepted as significant at p-value was less than 0.05. Correlation coefficient (R) and coefficient of determination (R²) were used to determine variable relationships. Findings were presented in tables and graphs.

3.6.2 Qualitative data analysis

All the qualitative data collected from interviews were edited to ensure completeness. Data collected by interview guides was summarized into meaningful and exhaustive categories. Content analysis was the main method of analyzing data collected to determine adequacy of the information, credibility, usefulness and consistency (Mugenda & Mugenda, 2013). Narrative analysis was also done by reporting verbatim some outstanding respondents' statements and expressions about the study topic and objectives. here Semi-structured

interviews were conducted to explore challenges in adopting to supplier relationships were Each interview lasted 10–15 minutes due to their busy schedule, conducted face-to-face or via secure online platforms. Participant consent was obtained prior to recording. and so, Interview responses will be analyzed using thematic analysis and the regression analysis which appropriate for determining the strength and direction of relationships between variables (Field, 2026).

3.7 Validity and reliability

3.7.1 Validity

Validity is the extent to which the instrument is relevant in measuring what it intends to measure, indicating the degree of its accuracy (Sekaran, 2013). In this study; tools are pre-tested for face and content validity. this study will have experts in procurement, sustainability, and public policy review the questionnaire and interview guides to ensure they cover all relevant areas like the challenges outcomes in the study. this is mainly to ensure content validity. so here Face validity will be checked through pilot testing among group of staff members in a similar public institution to spot unclear items. However, necessary adjustments are made to those question items that were ranked Irrelevant (IR) before deciding to use them to collect study data.

3.7.2 Reliability

Reliability is the extent to which an instrument generates consistent results over time (Creswell, 2018). Here The researcher pre-testes the instrument on a certain number of employees from an organization, the results of which are analyzed in SPSS Ver. 23. From reliability test, Cronbach alpha values were attained and considered reliable if their alpha values were 0.7 and above, which had also been used in earlier studies and recommended (Mugenda & Mugenda, 2013). that will be tested using Cronbach's Alpha ($\alpha \geq 0.7$ acceptable).

3.8 Data analysis

3.8.1 Quantitative data analysis

Data collected was checked and edited each day to check for consistency and accuracy. After data collection, data was entered in Statistical Package for Social Sciences (SPSS) software programme Ver. 23 for analysis. Quantitative analysis focused on descriptive and inferential statistics. Descriptive statistics utilized the mean and standard deviation, giving a description

status of SRM practices; supply chain attributes and organizational performance of Mukono district local government. But Addition, the inferential statistics were used to establish the relationship between SRM and organizational performance / operations, and the moderating effect of Supply chain attributes on this relationship with suppliers. the Inferential statistics utilized correlations and multiple regression analyses. Null Hypotheses were accepted as significant at p-value was less than 0.05. Correlation coefficient (R) and coefficient of determination (R²) were used to determine variable relationships. Findings were presented in tables and graphs.

3.8.2 Qualitative data analysis

All the qualitative data collected from interviews were edited to ensure completeness. Data collected by interviews guides were analyzed thematically using NVivo software and was summarized into meaningful and exhaustive categories and the Content analysis was the main method of analyzing data collected to determine adequacy of the information, credibility, usefulness and consistency (Mugenda & Mugenda, 2013). Data collected was categorized according 37 to emerging variables from each question in the interview guide. Narrative analysis was also done by reporting verbatim some outstanding respondents' statements and expressions about the study topic and objectives.

3.8.3 Ethical considerations

Ethical standards were observed throughout the study. This has Informed that the consent was obtained from participants after explaining the study's purpose, confidentiality, and voluntary participation was also encouraged from members. Data was collected and stored on password-protected devices like phones and laptops. therefore, Ethical approval will be sought from relevant authorities. Participants will be informed about the purpose of the study, and their consent will be obtained prior to participation. Confidentiality and anonymity will be maintained, and participation will be voluntary. Data will be securely stored and used solely for academic purposes in accordance with ethical research principles (APA, 2017).

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the analysis and interpretation of data collected from respondents at Mukono District Local Government (MDLG). The analysis is aligned with the study objectives, which examine the effect of supplier relationship management practices specifically supplier collaboration, communication, and trust on organizational operations. Here both descriptive statistics and visual interpretations are used to explain the findings. The chapter 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 82 respondents participated in the study. This size sample was thought to be sufficient to give a reliable picture of the supplier relationship management practices and the operations of MDLG.

Table 4.1: Response rate

Respondents	Questionnaire issue	Questionnaire returned	Response rate (%)
Procurement & Disposal Unit	10	8	80
Administration	12	10	83
Education Department	9	7	78
Finance Department	11	9	82
Planning Unit	8	7	88
Health Department	13	11	85
Works & Technical Services	10	8	80
Community-Based Services	7	6	86
Production & Marketing	8	6	75
Natural Resources	6	5	83
Internal Audit	6	5	83
Overall response rate	100	82	82%

Source: Primary data 2026

One hundred questionnaires were administered in various departments of Mukono District Local Government with 82 questionnaires being returned and used in the analysis which resulted to an overall rate of 82%. A response rate of 70% and above is very good for analysis according to research standards meaning that the data obtained is reliable and representative of the study population.

The spreadsheet of respondents by department indicates that the departments with relatively high responses included key operational departments like Health, Procurement, Finance and Administration, which are central in their operations and in their supplier-related activities. The responses of the different departments were found to be slightly different but the overall pattern of response was found to be balanced to represent all the important functional areas of the district in the study.

This type of responses therefore gives a very good basis for analyzing SRM practices and their impact on the performance of the organization and specifically Mukono District Local Government (MDLG)

4.2 Demographic characteristics of respondents

The bio-data in table below is obtained from background of information of respondents; it's obtained to cover gender, age, and number of years of working with MDLG.

Table 4.2: Showing Demographic characteristics of respondents

Variable	Category	Frequency	Percentage (%)
Sex of the respondent	Male	68	82.9
	Female	14	17.1
Age groups of the respondent	18-29 years	18	22.0
	30-39 years	32	39.0
	40-49 years	22	26.8
	50 and above	10	12.2
Working experience	Below 1 years	12	14.6
	1-4 years	20	24.4
	5-9 years	25	30.5
	10 and above	25	30.5

Source: Primary data 2026

Table 4.2 shows the demographic profile of the 82 respondents from Mukono district local government which includes the age distribution, gender and working experience. The results

reveal that 82.9% (68 respondents) were male and 17.1% (14 respondents) were female. This shows a distinct sex disparity within the study sample and could be attributed to the staffing pattern in the selected departments with higher proportion of male employees in technical and operational roles.

As far as age distribution is concerned, the results showed that most of the respondents were in the active working age group. The highest was in the 30 - 39 years age group with 39.0% (32 respondents) and the lowest was 50 - 59 years with 10.9% (10 respondents). The age group from 18 to 29 years represented the highest number of respondents with 22.0% (18 respondents) and the age group 50 years old and above the least number of respondents with 12.2% (10 respondents). This indicates that the sample population of this study is mostly relatively young and middle-aged workers who are likely to be actively engaged in procurement, administrative and operational functions in the district.

For working experience, the results indicate a relatively equal spread of experience levels. A large number of respondents (25) had 5 to 9 years' experience (30.5%) and 10 years or more (25) (30.5%). Individuals who had 1-4 years of experience represented 24.4% (20 respondents) and respondents who had less than 1 year of experience was 14.6% (12 respondents). This meant that the study received input from highly experienced employees and those who had been at work for a shorter time, increasing the reliability and diversity of responses. The demographic profile indicates that the respondents in the study were reasonably experienced and mature enough to give valid and meaningful views on the practice of supplier relationship management and performance of the organization at the Mukono District Local Government.

In terms of working experience, the findings show a fairly balanced distribution across experience levels. Respondents with 5–9 years and those with 10 years and above each accounted for 30.5% (25 respondents), indicating a significant proportion of experienced staff. Those with 1–4 years of experience represented 24.4% (20 respondents), while respondents with less than 1 year of experience constituted 14.6% (12 respondents). This implies that the study captured views from both highly experienced personnel and relatively new employees, thereby enhancing the reliability and diversity of responses provided. The demographic profile suggests that the study involved respondents who are sufficiently mature and experienced to provide informed opinions on supplier relationship management practices and organizational performance at Mukono District Local Government.

4.3 Description of the Dependent Variable

The dependent variable, Organizational performance comprised of 05 quantitative items. These were rated on a five-point Likert scale 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 4.2: Description of Organizational Performance

	Agree F (%)		Not sure F (%)	Disagree F (%)		Mean	SDV
	SA	A	NS	DA	SDA		
The organization delivers services and works within the expected timeframes and quality standards.	41 (50.0)	10 (12.2)	17 (20.7)	3 (3.7)	11 (13.4)	3.83	1.43
Procurement processes in the organization are transparent and ensure accountability.	24 (29.3)	34 (41.5)	17 (20.7)	3 (3.7)	4 (4.9)	3.88	1.03
Stakeholders are satisfied with the services provided by the organization.	7 (8.5)	7 (8.5)	14 (17.1)	17 (20.7)	37 (45.1)	2.23	1.34
Delays and inefficiencies in procurement processes often affect service delivery outcomes.	3 (3.7)	10 (12.2)	14 (17.1)	27 (32.9)	28 (34.1)	2.21	1.18
The organization does not adequately meet stakeholder expectations in service provision.	34 (41.5)	14 (17.1)	14 (17.1)	10 (12.2)	10 (12.2)	3.63	1.47

Source: Primary Data 2026

The results of the study organization's organizational performance are shown in Table 4.3. Respondents indicated that the organization provides services and operates within the expected time frame and quality (mean = 3.83, SDV = 1.43). This suggests that service delivery is broadly seen to happen in a timely manner and that it is perceived to meet the required standards, but there is some variation in responses, indicating that there can be inconsistencies in the experiences of staff. Also, the findings show the procurement processes within the organization are transparent and are held accountable (mean = 3.88, SDV = 1.03). A mean above 3 indicates that people generally consider the procurement systems to be transparent and supportive of accountability in organizational operations. In addition, the members of the public indicated that they are not satisfied with the services that are offered by the organisation

(mean = 2.23, SDV = 1.34). This suggests that although there is a structure in place, stakeholders are not very satisfied with the services, which means that there are other issues related to responsiveness of service delivery and service outcomes. On the other hand, respondents disagreed with the statement that delays and inefficiencies in procurement processes do not affect service delivery outcomes (mean = 2.21, SDV = 1.18). This suggests that procurement inefficiencies are widely recognized as a challenge negatively influencing organizational performance and service delivery effectiveness. Likewise, respondents generally agreed with the statement that the organization does not adequately meet stakeholder expectations in service provision (mean = 3.63, SDV = 1.47). This implies that while some aspects of performance are satisfactory, there are still perceived gaps in meeting stakeholder needs and expectations, which may affect overall organizational effectiveness.

4.4 Description of independent variables

4.4.1 What effect does supplier collaboration have on organizational efficiency at Mukono District Local Government?

The first objective of the study was to examine what effect does supplier collaboration have on organizational efficiency at Mukono District Local Government measured using 5 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 4.4.1: Description on what effect does supplier collaboration have on organizational efficiency

	Agree F (%)		Not sure F (%)	Disagree F (%)		Mean	SDV
	SA	A	NS	DA	SDA		
Supplier collaboration enhances the efficiency of procurement processes within the organization	44 (53.7)	14 (17.1)	14 (17.1)	7 (8.5)	3 (3.7)	4.08	1.18
Joint problem-solving with suppliers improves operational performance.	14 (17.1)	55 (67.1)	7 (8.5)	3 (3.7)	3 (3.7)	3.88	0.97

Involving suppliers in planning helps to reduce delays in service delivery.	27 (32.9)	27 (32.9)	7 (8.5)	14 (17.1)	7 (8.5)	3.67	1.34
The organization rarely involves suppliers when making important procurement decisions	3 (3.7)	7 (8.5)	24 (29.3)	17 (20.7)	31 (37.8)	2.21	1.21
Limited collaboration with suppliers reduces the efficiency of organizational operations.	3 (3.7)	10 (12.2)	14 (17.1)	31 (37.8)	24 (29.3)	2.25	1.15

Source: Primary data 2026

The findings of organizational efficiency due to supplier collaboration at Mukono District Local Government are presented in Table 4.4.1 below. The results showed that the respondents have a strong agreement that "supplier collaboration has a positive effect on the efficiency of procurement processes in the organization" (mean = 4.08, SDV = 1.18). This indicates that suppliers are generally considered as an important element of increased efficiency in operations. The results also indicate consensus about operational performance improvements as a result of joint problem solving with suppliers (mean = 3.88, SDV = 0.97). That means that when service providers work together to solve problems, the service is more effective and the organizations are more successful. Furthermore, the respondents also felt that it is better to take the suppliers into planning process to minimize the delays in service delivery (mean = 3.67, SDV = 1.34). The results indicate that supplier involvement in planning is thought to help with the smooth running of operations and with timeliness in operations, but there is some variation in responses. On the opposite side, respondents disagreed that the organization seldom engages suppliers in key procurement decisions (mean = 2.21, SDV = 1.21). This indicates that supplier involvement in decision-making is relatively present, and the perception of exclusion is generally low across respondents. Similarly, respondents disagreed with the view that limited collaboration with suppliers reduces the efficiency of organizational operations (mean = 2.25, SDV = 1.15). This suggests that collaboration practices are considered sufficiently in place, and inefficiencies are not strongly attributed to poor supplier engagement within the organization.

4.4.2 How does supplier communication influence procurement and operational performance at Mukono District Local Government?

The second objective of the study was to examine how does supplier communication influence procurement and operational performance at Mukono District Local Government 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 4.5

Table 4.4.2: Description of How does supplier communication influence procurement and operational performance at Mukono District Local Government

	Agree F (%)		Not sure F (%)	Disagree F (%)		Mean	SDV
	SA	A	NS	DA	SDA		
Effective communication with suppliers improves procurement performance.	27 (32.9)	31 (37.8)	10 (12.2)	10 (12.2)	4 (4.9)	3.83	1.16
Timely sharing of information with suppliers enhances operational efficiency.	27 (32.9)	34 (41.5)	10 (12.2)	7 (8.5)	4 (4.9)	3.96	1.05
Clear communication of procurement requirements reduces errors in service delivery.	31 (37.8)	31 (37.8)	14 (17.1)	3 (3.7)	3 (3.7)	4.00	1.02
Poor communication with suppliers leads to delays in procurement processes	3 (3.7)	14 (17.1)	10 (12.2)	27 (32.9)	28 (34.1)	2.25	1.19
Suppliers are not adequately informed about procurement changes within the organization.	3 (3.7)	10 (12.2)	7 (8.5)	14 (17.1)	48 (58.5)	1.88	1.19

Source: Primary data 2026

Table 4.4.2 presents the responses regarding how supplier communication influences procurement and operational performance at Mukono District Local Government. The findings indicate that respondents agreed that effective communication with suppliers improves procurement performance (mean = 3.83, SDV = 1.16). This suggests that clear and consistent interaction between the organization and suppliers plays an important role in strengthening procurement outcomes. The results further show agreement that timely sharing of information with suppliers enhances operational efficiency (mean = 3.96, SDV = 1.05). This means that absence of delays during the transmission of information enhances the coordination of activities and overall effectiveness of operations. In addition, respondents strongly agreed that

clear communication of procurement requirements reduces errors in service delivery (mean = 4.00, SDV = 1.02). This indicates that precise and well-structured communication is essential in minimizing mistakes and ensuring accurate service delivery processes. On the other hand, respondents disagreed that poor communication with suppliers leads to delays in procurement processes (mean = 2.25, SDV = 1.19). This suggests that communication breakdowns are not strongly perceived as a major cause of delays within the procurement system. Similarly, respondents strongly disagreed with the statement that suppliers are not adequately informed about procurement changes within the organization (mean = 1.88, SDV = 1.19). This implies that communication of procurement updates is generally effective and suppliers are sufficiently kept informed about changes affecting procurement activities.

4.4.3 What is the role of supplier trust in enhancing procurement effectiveness at Mukono District Local Government?

The third objective of the study was to examine what is the role of supplier trust in enhancing procurement effectiveness at Mukono District Local Government and its 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 4.4.3: Description of what is the role of supplier trust in enhancing procurement effectiveness

	Agree F (%)		Not sure F (%)	Disagree F (%)		Mean	SDV
	SA	A	NS	DA	SDA		
Trust between the organization and suppliers improves procurement effectiveness	44 (53.7)	21 (25.6)	10 (12.2)	3 (3.7)	4 (4.9)	4.21	1.04
Reliable suppliers contribute to better operational outcomes.	27 (32.9)	31 (37.8)	14 (17.1)	7 (8.5)	3 (3.7)	3.92	1.10
Mutual trust enhances long-term relationships with suppliers.	34 (41.5)	27 (32.9)	14 (17.1)	3 (3.7)	4 (4.9)	4.04	1.03
The organization often doubts the reliability of its suppliers	3 (3.7)	7 (8.5)	21 (25.6)	27 (32.9)	24 (29.3)	2.25	1.15

Lack of trust between the organization and suppliers weakens procurement performance.	7 (8.5)	7 (8.5)	10 (12.2)	27 (32.9)	31 (37.8)	2.17	1.24
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Source: Primary data 2026

Table 4.4.3 presents the responses regarding the role of supplier trust in enhancing procurement effectiveness at Mukono District Local Government. The findings indicate that respondents strongly agreed that trust between the organization and suppliers improves procurement effectiveness (mean = 4.21, SDV = 1.04). This suggests that mutual confidence between the organization and its suppliers is viewed as a key factor in achieving efficient procurement outcomes. The results further show agreement that reliable suppliers contribute to better operational outcomes (mean = 3.92, SDV = 1.10). This implies that consistency and dependability among suppliers positively influence the smooth execution of organizational activities and service delivery. In addition, respondents agreed that mutual trust enhances long-term relationships with suppliers (mean = 4.04, SDV = 1.03). This indicates that trust is important in building sustainable partnerships, which in turn support continuity and stability in procurement processes. The statement that the organization is unsure if its suppliers are reliable, however, was not agreed by respondents (mean = 2.25, SDV = 1.15). This indicates that supplier reliability is typically not a big issue in the procurement system, and there is moderate confidence in the performance of suppliers. Likewise, there was mixed agreement that a lack of trust between the organization and suppliers has a negative impact on procurement performance (mean = 2.17, SDV = 1.24). This suggests that the negative perceptions towards trust do not seem to be a significant barrier to procurement effectiveness, meaning that the issues with trust are not perceived as significant.

4.5 Study of relationships between variables and regression using table 4.5 and 4.6

A Pearson correlation analysis was used to determine the following:

Table 4.5 Correlation Matrix

Variables	Organizational Performance (DV)	Supplier Collaboration (IV)	Supplier Communication (IV)	Supplier Trust (IV)
Organizational Performance (DV)	1.00	0.58	0.69	0.58
p-value	—	0.003	<0.001	0.003
Supplier	0.58	1.00	0.85	0.74

Collaboration (IV)				
p-value	0.003	–	<0.001	<0.001
Supplier Communication (IV)	0.69	0.85	1.00	0.83
p-value	<0.001	<0.001	–	<0.001
Supplier Trust (IV)	0.58	0.74	0.83	1.00
p-value	0.003	<0.001	<0.001	–

Source: Primary data 2026

Table 4.5 depicts the Pearson correlation analysis of the relationship between the dimensions of supplier relationship management and organizational performance. The results show that there is a positive and statistically significant correlation between supplier collaboration and organizational performance ($r = 0.58$, $p = 0.003$). This indicates that organizational performance outcomes are linked to the improvement in supplier collaboration. These results also demonstrate a strong positive correlation between organizational performance and supplier communication (0.69 , $p < 0.001$). This means that both effective communication with suppliers and good practice has a significant role to play in improving organizations' performance. Moreover, there is also a positive and significant relationship between supplier trust and organizational performance ($r = 0.58$, $p = 0.003$), which means that the higher the level of trust between the organization and suppliers, the better the performance. The relationships between the independent variables are also strong and significant. The dimensions of supplier collaboration are closely related to supplier communication, respectively, ($r = 0.85$, $p < 0.001$) and supplier trust ($r = 0.74$, $p < 0.001$). Likewise, there is a high level of relationship between supplier communication and supplier trust ($r = 0.83$, $p < 0.001$), demonstrating that good communication is closely related to building trust between the organization and suppliers. The correlation results show that all the dimensions of SRM are positive and significant with the organizational performance, indicating positive and significant relationship with organizational performance and high inter-relationships among the dimensions of SRM, showing the importance of all the dimensions in influencing the performance outcomes of the organization.

Table 4.6: Model Summary for the Effect of Supplier Relationship Management Practices on Organizational Operations in Mukono District Local Government

Model Statistics	Value
R (Correlation Coefficient)	0.74
R ² (Coefficient of Determination)	0.54
Adjusted R ²	0.45

Standard Error of the Estimate	0.56
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Source: Primary Data 2026

The model summary in Table 4.6 shows how the effect of supplier relationship management practices on the operation of the organizations in Mukono District Local Government can be summarized. The model summary in Table 4.6 shows how the effect of supplier relationship management practices on the operation of the organizations in Mukono District Local Government can be summarized. As revealed in the results, there is a positive relationship between the variables ($R = 0.74$) which means that there is a strong relationship between supplier relationship management practices and the organizational operations. The coefficient of determination ($R^2 = 0.54$) suggests that 54% of the differences in the organizational operations can be accounted for by the supplier relationship management practices. This means that over half of the changes in organizational operations are related to supplier collaboration, supplier communication and supplier trust. The adjusted R^2 of 0.45 means that, even after controlling for the number of independent variables in the model, 45% of the variance for organizational operations is accounted for by the independent variables. This indicates the moderate level of explanatory power of the model. A relatively low standard error of the estimate (0.56) indicates that the deviation between the observed values and the predicted values is relatively small, which means that the model has a relatively good fit..

4.4 Summary of Findings

The study findings indicate that supplier relationship management practices significantly influence organizational performance. Specifically, supplier collaboration was found to enhance procurement efficiency, improve joint problem-solving, and reduce service delivery delays, although gaps still exist in supplier involvement in some procurement decisions.

Supplier communication was also found to positively influence procurement and operational performance, particularly through timely information sharing and clear communication of procurement requirements. However, occasional communication gaps were noted in some areas of procurement coordination.

In addition, supplier trust was found to play an important role in strengthening procurement effectiveness. Trust was associated with improved supplier reliability, stronger long-term relationships, and better procurement outcomes, although a few concerns regarding supplier reliability were still observed.

The inferential results confirmed a positive and significant relationship between supplier relationship management practices and organizational performance. The regression results further showed that supplier relationship management practices explain a considerable

proportion of variation in organizational operations, indicating their importance in improving efficiency and service delivery outcomes.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

It provides the summary of the findings of the study, conclusions based on the research purposes and recommendations based on the empirical results. It also offers suggestions for further study. The study aimed at the effect of supplier relationship management practices (SRMP) namely supplier collaboration, communication and trust on the operations of Mukono District Local Government (MDLG) in the context of Transaction Cost Economics (TCE) theory.

5.1 Summary of findings

5.1.1 Organizational Performance

The results show that the overall performance of Mukono District Local Government is moderate, both positive and negative aspects are identified. The respondents agreed, that services are delivered within expected time and quality (mean = 3.83, SD = 1.43); it means that the service delivery is relatively time on time and with quality as per set expectations; some variations in responses were observed, which might indicate some inconsistencies in service delivery. The results also indicate that the procurement process of the organization is perceived as transparent and accountability is ensured in the operation of the organization (mean = 3.88, SD = 1.03).

The mean score for stakeholders' satisfaction with services provided by the organization was 2.23 (SD = 1.34), showing low levels of satisfaction, thus suggesting there are serious issues with the responsiveness of services being delivered to stakeholders. Furthermore, respondents did not agree that delays and inefficiencies in procurement processes have no impact on outcomes of services (mean = 2.21, SD = 1.18). This means that inefficiencies in the procurement process also have long been recognized as a major cause of poor service delivery performance and the overall performance of the organizations. Lastly, the organization is not doing enough to fulfil the needs and expectations of stakeholders when providing services (mean = 3.63, SD = 1.47), pointing to some good aspects of the services being offered, but there are still gaps in the provision of services and meeting needs and expectations. The results indicate that Mukono District Local Government has operational systems that facilitate

delivery of services and accountability, but there still remain issues of dissatisfied stakeholders and ineffective procurement processes, which impact the performance of the organization.

5.1.2 Supplier Collaboration

The study results show that supplier cooperation contributes positively to the efficiencies of organization in Mukono District Local Government. The participants strongly agreed that supplier collaboration increased efficiency of procurement processes in the organization (mean = 4.08, SD = 1.18). It indicates that involving suppliers in procurement processes can greatly enhance operational efficiency. The findings also revealed that there was agreement by the respondents that there is joint problem solving with suppliers which leads to better operational performance (mean = 3.88, SD = 0.97) reflecting that partnership working in addressing the procurement problems improves the outcomes of service delivery. Moreover, it was found that when suppliers are engaged in planning, these delays in service delivery can be minimized (mean = 3.67, SD = 1.34); therefore, the involvement of suppliers in planning can positively affect the smooth and timely delivery of services.

However, respondents disagreed that the organization rarely engages suppliers when making crucial procurement decisions (mean = 2.21, SD = 1.21). This means that in general, the organization has the ability to involve suppliers in decision-making. Likewise, there was some disagreement that limited cooperation with suppliers adversely impacts the efficiency of organizational operations (mean = 2.25, SD = 1.15), indicating that levels of cooperation with suppliers are reasonably good and do not significantly affect organizational efficiency. The results indicate that supplier cooperation is already implemented and has a positive effect on the efficiency of procurement, coordination and performance of the organization at Mukono District Local Government.

5.1.3 Supplier Communication

Respondents agreed that effective communication with suppliers improves procurement performance (mean = 3.83, SD = 1.16), indicating that clear interaction between the organization and suppliers enhances procurement outcomes. The findings further reveal that respondents agreed that timely sharing of information with suppliers enhances operational efficiency (mean = 3.96, SD = 1.05), suggesting that prompt communication supports coordination and smooth execution of activities. In addition, respondents strongly agreed that clear communication of procurement requirements reduces errors in service delivery (mean =

4.00, SD = 1.02), implying that well-structured communication is essential in minimizing mistakes and improving service accuracy.

On the other hand, respondents disagreed that poor communication with suppliers leads to delays in procurement processes (mean = 2.25, SD = 1.19), suggesting that communication breakdowns are not strongly perceived as a major cause of delays. Similarly, respondents strongly disagreed that suppliers are not adequately informed about procurement changes within the organization (mean = 1.88, SD = 1.19), indicating that communication of procurement updates is generally effective.

5.1.4 Supplier Trust

The results of the study indicate that trust from the suppliers to the procurement has a great influence in improving the effectiveness of procurement processes in Mukono District Local Government. Respondents highly agreed that there is a high level of trust between the organization and suppliers and it is beneficial to procurement (mean = 4.21, SD = 1.04). This means there is a need for mutual confidence between the organization and suppliers in order to obtain efficient procurement results. The results also indicate that the respondents were in agreement that having reliable suppliers leads to improved operational results (M = 3.92; SD = 1.10), which suggests that the dependability of the suppliers is a positive influence on smooth execution of organizational activities. Additionally, the respondents noted that mutual trust will improve their long-term relationships with suppliers (mean = 4.04, SD = 1.03), showing that trust is a key component in creating sustainable procurement partnerships.

However, there was an inverse sentiment regarding the organization's reluctance to rely on the trustworthiness of its suppliers (mean = 2.25, SD = 1.15), suggesting that the concern about suppliers' trustworthiness is not great. Likewise, there was no agreement on whether the lack of trust between the organization and the suppliers reduces the effectiveness of procurement (mean = 2.17, SD = 1.24). The results show that the trust of the suppliers in the organization is at a relatively high level, and positively affects the efficiency of procurement, relationship stability and operational performance..

5.2 Conclusions

The study findings are that the SRM practices are positively affecting organizational performance. In particular, supplier collaboration, supplier communication and supplier trust

lead to better procurement and operational efficiency. Of these, supplier trust and communication seem to be most important in terms of their impact on performance outcomes. Building more effective relationships with Suppliers will increase efficiency, foster a better sense of collaboration and contribute to improved service delivery in the organization.

5.3 Recommendations

Table 13: Recommendations for Stakeholders

Stakeholder	Recommendation	Rationale and Expected Impact
Management	Strengthen supplier collaboration through joint planning and decision-making.	Improves procurement efficiency and reduces operational delays.
Procurement Unit	Enhance supplier communication through timely and clear information sharing.	Enhances reliability and improves long-term supplier relationships.
Management	Build and maintain supplier trust through transparent procurement practices.	Enhances reliability and improves long-term supplier relationships.
Staff	Conduct regular training on supplier relationship management practices	Improves understanding and implementation of effective SRM strategies.

5.5 Areas for future research

This study's findings can be generalized to other local government and public institutions, and they could be expanded in the future. Other factors in SRM that could be explored further include technology adoption in procurement systems, leadership influence and organizational culture. Longitudinal studies can also be helpful to explain the effect of SRM practices on performance over the years..

Appendix 1

Appendix I: Study Questionnaire

Dear Respondent,

My name is, **NAKAYONDO RITAH** pursuing a Bachelor's degree in BACHELOR OF PROCUREMENT AND LOGISTICS **M23B12/104** from Uganda Christian University Mukono. undertaking research to generate information on the topic "Supplier Relationship Management and Organizational Performance at the Mukono district local government.", as a requirement for the above award. You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated as such. Kindly spare some of your valuable time to answer to these questions by giving your views where necessary or ticking one of the alternatives given. Indeed, your name may not be required.

Section 1: Background Information

01	My Sex	Male Female	1 2
02	My age in years	Between 18-29 Between 30 -39 Between 40 -49 50 and above	1 2 3 4
03	My working experience	Below 1 years 1-4 years 5-9 years 10 and above years	1 2 3 4

Section II: What effect does supplier collaboration have on organizational efficiency at Mukono District Local Government? (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on what effect does supplier collaboration have on organizational efficiency at Mukono District Local Government on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

Scale	5	4	3	2	1
Supplier collaboration enhances the efficiency of procurement processes within the organization					
Joint problem-solving with suppliers improves operational performance.	5	4	3	2	1
Involving suppliers in planning helps to reduce delays in service delivery.	5	4	3	2	1
The organization rarely involves suppliers when making important procurement decisions	5	4	3	2	1
Limited collaboration with suppliers reduces the efficiency of organizational operations.	5	4	3	2	1

Section III: How does supplier communication influence procurement and operational performance at Mukono District Local Government? (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on how does supplier communication influence procurement and operational performance at Mukono District Local Government on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

Scale	5	4	3	2	1
Effective communication with suppliers improves procurement performance.					
Timely sharing of information with suppliers enhances operational efficiency.	5	4	3	2	1
Clear communication of procurement requirements reduces errors in service delivery.	5	4	3	2	1
Poor communication with suppliers leads to delays in procurement processes	5	4	3	2	1
Suppliers are not adequately informed about procurement changes within the organization.	5	4	3	2	1

Section IV: What is the role of supplier trust in enhancing procurement effectiveness at Mukono District Local Government? (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on what is the role of supplier trust in enhancing procurement effectiveness at Mukono District Local Government on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

Trust between the organization and suppliers improves procurement effectiveness	5	4	3	2	1
Reliable suppliers contribute to better operational outcomes.					
Mutual trust enhances long-term relationships with suppliers.	5	4	3	2	1
The organization often doubts the reliability of its suppliers	5	4	3	2	1
Lack of trust between the organization and suppliers weakens procurement performance.	5	4	3	2	1

Section V: Organizational performance? (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on Organizational performance on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree

Scale	5	4	3	2	1
The organization delivers services and works within the expected timeframes and quality standards.	5	4	3	2	1
Procurement processes in the organization are transparent and ensure accountability.	5	4	3	2	1
Stakeholders are satisfied with the services provided by the organization.	5	4	3	2	1
Delays and inefficiencies in procurement processes often affect service delivery outcomes.	5	4	3	2	1
The organization does not adequately meet stakeholder expectations in service provision.	5	4	3	2	1

Thanks for participating in this study

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appendices II

letter of informed consent

Nakayondo Ritah
Uganda Christian University
P.o. Box 4
Mukono- Uganda
Email: ucv.ac.ug

Jan 18, 2026

Dear respondent,

Seeking your consent to participate in the Study

Greetings!

I am writing to seek your consent to be part of this study. I am a student pursuing a Bachelor's degree in procurement and logistics management from the above Institution. As part of the requirement for this award, I am undertaking a study on the topic, "Supplier Relationship Management and Organizational Performance in Local Governments: A Case Study of Mukono district local government".

The purpose of this letter is to seek your consent to be part of this study, since you work with the Mukono district local government. You will participate by providing opinions through answering the questions in the questionnaire below attached. Feel at ease to give your true opinion as this is just an academic study and your responses will be treated for that purpose. Your views will be treated with great confidentiality. You are free to ask for any information about this study by contacting me.

Please fill the tear off portion below by giving your detail and willingness to be part of this study. Return it to the person who delivered the letter/researcher. Thank you for your cooperation in this matter in advance.

.....Tear off portion.....