

**THE EFFECT OF COLLABORATIVE BUYER-SUPPLIER RELATIONSHIPS ON
SUPPLY CHAIN PERFORMANCE IN ORGANIZATIONS; A CASE OF MUKONO
CENTRAL DIVISION, MUKONO MUNICIPALITY**

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S21B12/130

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**UGANDA CHRISTIAN
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DECLARATION

I, Busingye Mable, hereby declare that this research report is my original work and that it has never been submitted to any institution for any award. I have read the regulations of the university with regard to plagiarism and declare here that I abided by all of them.

Signature: 

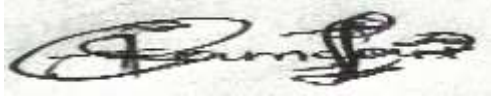
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APPROVAL

This is to acknowledge that this research report has been done under my supervision and is now ready for submission to the School of Business at Uganda Christian University.

A handwritten signature in black ink, appearing to read 'Pamela Ssenoga', written in a cursive style.

Date: 15/05/2025

MADAM PAMELA NAGAWA SSENNOGA

(Supervisor)

DEDICATION

With special regard, I wish to dedicate this piece of work to my parents MR & MRS KABANDIZE who have always been there to support me in my education. May the Almighty God richly bless you.

ACKNOWLEDGEMENT

I would like to thank the Almighty God for the gift of life and guiding me throughout my education; it has not being easy but it was possible. My heartfelt gratitude goes to my supervisor, MADAM PAMELA NAGAWA SSENNOGA for the tireless efforts and expertise he rendered to me during his supervision.

Additionally, I acknowledge the management and employees of Mukono Central Division for providing me with the necessary information to complete my research.

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ABSTRACT

The study examined the effect of collaborative buyer-supplier relationships on supply chain performance in organizations in Mukono Central Division, Mukono Municipality. It specifically focused on; examining the relationship between trust and supply chain performance, establishing the relationship between commitment and supply chain performance, and assessing the relationship between communication and supply chain performance in Mukono Central Division.

The study was carried out using a cross sectional survey research design where both quantitative and qualitative research approaches were also used. The data was collected using questionnaires during the data collection; both purposive and simple random sampling methods were used. A sample size of 80 respondents who are management and employees of Mukono Central Division was also used in the study.

The study findings revealed a strong positive relationship between trust, commitment, communication, and supply chain performance in Mukono Central Division. Trust was shown to significantly enhance supply chain efficiency, with 82.5% of respondents affirming supplier honesty, and a correlation of ($r = 0.875^{**}$, $p < 0.05$). Commitment also emerged as a key factor, with 97.5% of respondents acknowledging long-term dedication, supported by a significant correlation of ($r = 0.883^{**}$, $p < 0.05$). Effective communication was found to be crucial for success, with 92.5% of respondents emphasizing its importance, and a correlation of ($r = 0.879^{**}$, $p < 0.05$). These findings suggest that trust, commitment, and communication are critical in enhancing supply chain performance in the region.

Finally, the study recommended the need for strengthening trust between buyers and suppliers through transparent communication and ethical practices, enhancing commitment to long-term relationships by prioritizing joint initiatives and shared goals, improving communication channels through clear and timely updates, investing in training programs to build skills in trust-building and collaboration, and establishing formal mechanisms for monitoring and evaluating buyer-supplier relationships to ensure alignment with organizational goals and continuous performance improvement.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section contains the study's background, problem statement, purpose of conducting research, research questions, significance of the study, scope of the research and conceptual framework. It is critical to remember the theoretical, historical, contextual and conceptual contexts in order to comprehend the role of supply chain performance in Mukono Municipality.

1.1 Background of the study

1.1.1 Historical background

Supply chain performance has evolved over the years, adapting to industrial advancements and business dynamics (Shukla et al., 2023). In the early industrial era, particularly in Europe and the United States, the focus was on manufacturing efficiency and cost reduction (Patrucco et al., 2021). As industries expanded, strategic buyer-supplier collaborations became essential for improving operational performance and competitiveness (Liu et al., 2020). The 21st century saw a shift with Industry 4.0 technologies enhancing supply chain collaboration, data-driven decision-making, and real-time inventory management (Patrucco et al., 2021). In aerospace and agriculture, optimized buyer-supplier relationships have strengthened efficiency and supplier performance (Schmelzle & Mukandwal, 2023).

In Africa, supply chain performance gained prominence in the late 20th century, particularly in agriculture and manufacturing (Mushi et al., 2021). In East Africa, collaborations in the food and beverage industries have improved operational effectiveness (Chebichii et al., 2021). Uganda has also seen improvements in procurement, organizational efficiency, and supplier management, especially in the petroleum sector (Kimario et al., 2021; Okori, 2022). Additionally, buyer-supplier collaborations have enhanced supply chain performance in humanitarian organizations in Northern Uganda (Tumusiime, 2022).

Supply chain performance refers to the efficiency and effectiveness of supply chain activities in achieving organizational goals, often measured through cost reduction, service delivery, and

supplier responsiveness (Patrucco et al., 2021). Existing research highlights the role of buyer-supplier collaborations in enhancing procurement efficiency, operational performance, and competitiveness (Liu et al., 2020). However, gaps remain in understanding how these relationships influence long-term resilience, adaptability, and sustainability in dynamic environments (Shukla et al., 2023). Limited empirical data, rapid technological advancements, and the complexity of global supply chains contribute to these knowledge gaps, making it difficult to establish universally applicable frameworks for assessing supply chain performance (Mushi et al., 2021; Tumusiime, 2022).

1.1.2 Theoretical background

Lemert (2024) defines a theory as a systematically organized set of principles, concepts, and explanations that seek to describe, predict, and understand a phenomenon based on empirical evidence and logical reasoning. This study is anchored on the Social Exchange Theory (SET) and the Resource-Based View (RBV) theory and these are discussed below as follows;

The Social Exchange Theory (SET) was developed by George Homans in 1958 and later advanced by Peter Blau in 1964, explaining social behavior as an exchange process aimed at maximizing benefits and minimizing costs (McLeod et al., 2021). The theory assumes that relationships are maintained based on reciprocity, trust, and mutual benefit, persisting as long as the rewards outweigh the costs (Saglam et al., 2022). A key strength of SET is its ability to explain relationship dynamics in various contexts, including business partnerships, while its limitation lies in its difficulty in quantifying social interactions and accounting for altruistic behavior (Jahan & Kim, 2021). In this study, SET was relevant as it explains how collaborative buyer-supplier relationships thrive on mutual trust, resource-sharing, and reciprocity, leading to enhanced supply chain performance through improved efficiency and innovation (McLeod et al., 2021).

The Resource-Based View (RBV) theory was developed by Jay Barney in 1991, emphasizing that a firm's competitive advantage depends on managing valuable, rare, inimitable, and non-substitutable resources (Freeman et al., 2021). The theory assumes that firms with unique internal resources and capabilities can achieve superior performance by effectively leveraging them (Lubis, 2022). A key strength of RBV is its ability to explain long-term competitive

advantage, but its weakness lies in its limited consideration of external factors that influence performance (Valaei et al., 2022). In this study, RBV was relevant as it suggests that organizations can enhance supply chain performance by leveraging collaborative buyer-supplier relationships as strategic resources to optimize operations, reduce costs, and improve service efficiency (Freeman et al., 2021).

1.1.3 Conceptual background

The study examined the variables of collaborative buyer-supplier relationships as an independent variable and supply chain performance as the dependent variable.

Aslam et al. (2022) define supply chain performance as the efficiency and effectiveness of supply chain operations in meeting customer demands and achieving organizational objectives. It is known that effective supply chain performance enhances firm success through improved coordination, collaboration, cost efficiency, delivery reliability, quality management, and flexibility (Mwesiumo et al., 2021). However, what remains unclear is the extent to which different industries and contexts influence supply chain performance outcomes, particularly in dynamic and uncertain environments. Understanding these gaps is essential as it enables organizations to develop adaptive strategies that enhance competitiveness, optimize resources, and improve overall operational efficiency (Shukla et al., 2023).

On the other hand, Liu et al. (2020) define collaborative buyer-supplier relationships as the strategic alliances where both parties engage in joint planning, problem-solving, and long-term commitment to mutual goals. It is known that these relationships enhance supply chain performance through trust, commitment, and communication, fostering reliability, mutual investment, and effective information sharing (Patrucco et al., 2021). However, what remains uncertain is how varying industry dynamics, market conditions, and cultural factors influence the strength and effectiveness of these collaborations. Understanding these gaps is crucial as it enables firms to develop tailored strategies that maximize the benefits of buyer-supplier partnerships, ultimately improving supply chain efficiency and competitiveness (Andalib Ardakani et al., 2023).

1.1.4 Contextual background

Uganda has made significant strides in improving its supply chain performance across various sectors, including local government organizations (Tumusiime, 2022). Mukono Central Division in Mukono Municipality is one of the local government organizations in Uganda responsible for implementing government programs (Okori, 2022). In fulfilling its mission, the division must engage in collaborative supplier relationships characterized by trust, commitment and effective communication (Owot et al., 2023). Recent statistics indicate that effective supply chain performance is essential for the smooth functioning of local government operations, impacting service delivery and operational efficiency (O'Connor et al., 2020). The Division has been focusing on enhancing buyer-supplier relationships to boost organizational performance, which is critical in addressing the growing demands of the local population (Zhang et al., 2021). Collaborative efforts between local government units and suppliers have been pivotal in improving procurement processes, reducing costs, and ensuring timely delivery of services (Tarigan et al., 2020).

In Mukono Central Division, the emphasis on supply chain performance has led to the adoption of various strategic measures to optimize operations. The implementation of advanced supply chain management practices has been shown to significantly impact the performance outcomes of local government organizations (Chebichii et al., 2021). For instance, integrating technology in procurement and supply chain processes has resulted in enhanced transparency and efficiency, which are vital for public trust and accountability (Villena et al., 2021). Moreover, the focus on developing robust buyer-supplier relationships has facilitated better risk management and innovation within the supply chain, contributing to overall organizational success (Pozzo et al., 2023). These improvements in supply chain performance are instrumental in ensuring that Mukono Central Division meets its service delivery objectives and supports the socio-economic development of the region (Kimario et al., 2021).

1.2 Problem statement

Globally, in regions like Europe, collaborative buyer-supplier relationships have significantly enhanced supply chain performance by improving efficiency, quality, responsiveness, and cost management (Schmelzle & Mukandwal, 2023). Similarly, African nations have increasingly

recognized the role of collaboration in optimizing supply chain processes, yet many institutions still struggle with inefficiencies. In Uganda, particularly within local government institutions, supply chain performance remains a challenge, with persistent inefficiencies affecting service delivery (Kimario et al., 2021). Mukono Central Division, for instance, has experienced a downward trend in supply chain performance, marked by a 15% increase in operational delays over the past two years (Owot et al., 2023).

Furthermore, quality issues have intensified, with 20% of procurement activities failing to meet required standards (Okori, 2022), while responsiveness has declined as supplier inquiries take longer to process (Tumusiime, 2022). Additionally, procurement costs have escalated by 18% due to inefficient practices (Uddin, 2024). These inefficiencies may be linked to weak buyer-supplier collaboration, which, if left unaddressed, could further degrade operational performance and increase costs, ultimately hindering local development (Augustine, 2021). Existing research has largely examined general buyer-supplier relationships in developed countries, leaving a gap in understanding how these collaborations affect supply chain performance in Uganda's local government sector (Villena et al., 2021; Zhang et al., 2021). This study sought to fill that gap by examining the impact of collaborative buyer-supplier relationships on supply chain performance in Mukono Central Division.

1.3 Purpose of the study

The purpose of this study was to examine the effect of collaborative buyer-supplier relationships on supply chain performance in organizations in Mukono Central Division, Mukono Municipality.

1.4 Objectives of the study

- i. To examine the relationship between trust and supply chain performance in Mukono Central Division.
- ii. To establish the relationship between commitment and supply chain performance in Mukono Central Division.
- iii. To assess the relationship between communication and supply chain performance in Mukono Central Division.

1.5 Research questions

- i. What is the relationship between trust and supply chain performance in Mukono Central Division?
- ii. What is the relationship between commitment and supply chain performance in Mukono Central Division?
- iii. What is the relationship between communication and supply chain performance in Mukono Central Division?

1.6 Scope of the study

1.6.1 Content Scope

The study specifically focused on examining the effect of collaborative buyer-supplier relationships on supply chain performance in organizations.

1.6.2 Geographical scope

This study was carried out in Mukono Central Division, Mukono Municipality, located in Central Uganda. This area was selected due to its diverse economic activities and the existing challenges in supply chain that can be addressed through improved buyer-supplier relationships.

1.6.3 Time scope

The study focused on scholarly material from the period 2020 to 2024. It was also conducted over a period of four months from January to April 2025. This time was enough to enable the researcher to collect data, analyze it and write a research report.

1.7 Significance of the study

To the local government officials, the study will be crucial in providing them with evidence-based insights into how collaborative buyer-supplier relationships can improve supply chain performance, leading to better resource management and service delivery.

To the policy makers, the study will be valuable to them by highlighting the importance of fostering collaborative relationships in procurement processes, which can inform the

development of policies aimed at enhancing efficiency, quality, responsiveness, and cost management in supply chains.

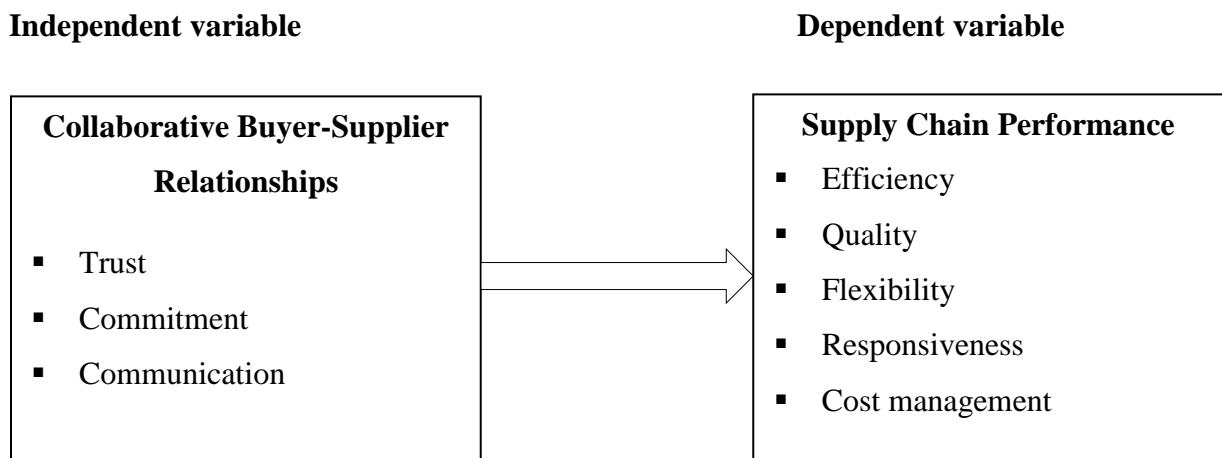
To the supply chain managers, the study will be beneficial in offering them practical strategies and best practices for implementing collaborative approaches that can lead to improved operational performance and cost savings.

To the suppliers, the study will be important in helping them understand the benefits of engaging in collaborative relationships with buyers, which can result in more stable and mutually beneficial partnerships.

To the future researchers/academicians, the study will be significant to them by filling existing gaps in literature regarding the impact of collaborative buyer-supplier relationships on supply chain performance in local government contexts in Uganda, providing a foundation for further research in this area.

1.8 Conceptual framework

Figure 1: Conceptual framework



Source: Adapted from Pozzo et al. (2023) and Augustine (2021) and modified by the researcher (2025)

Collaborative buyer-supplier relationship was based on the model of Pozzo et al. (2023) which measures the variable using (trust, commitment and communication). On the other hand, Supply chain performance was based on the model of Augustine (2021) which was measured by

(efficiency, quality, flexibility, responsiveness and cost management). The interplay of these variables suggests that strong, collaborative buyer-supplier relationships can significantly improve various aspects of supply chain performance, leading to overall organizational success.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literature from journals, periodicals, reports, referenced books, dissertations and thesis on related concepts used in this study. The study examines the effect of collaborative buyer-supplier relationships on supply chain performance in an organization. The chapter begins by reviewing the various theories used prickly the research.

2.1 Theoretical review

This study was anchored on two theories which included; the Social Exchange Theory (SET) and the Resource-Based View (RBV) theory and these were discussed below as follows;

2.1.1 The Social Exchange Theory (SET)

The Social Exchange Theory (SET), first developed by George Homans in 1958 and later advanced by Peter Blau in 1964, explains social behavior as an exchange process aimed at maximizing benefits while minimizing costs (McLeod et al., 2021). According to SET, individuals or groups involved in social interactions evaluate the rewards and costs associated with these interactions and maintain relationships only when the benefits outweigh the costs. This theory posits that relationships are sustained through reciprocity, trust, and mutual benefit (Saglam et al., 2022). The strength of SET lies in its ability to explain the dynamics of relationships in various contexts, including personal, organizational, and business partnerships. It provides a framework for understanding how long-term relationships are maintained through mutual exchanges that bring value to both parties (Jahan & Kim, 2021). However, the theory has limitations, particularly in its difficulty in quantifying social interactions and its inability to fully account for altruistic or non-reciprocal behaviors that may influence relationships (Jahan & Kim, 2021). Additionally, SET assumes that all participants act rationally, which may not always be the case in real-world business environments.

Previous scholars have utilized SET to explain the variables of collaborative buyer-supplier relationships and their impact on supply chain performance. For example, McLeod et al. (2021)

demonstrate how trust and reciprocity within buyer-supplier relationships are key to fostering collaboration and improving supply chain efficiency. Similarly, Saglam et al. (2022) show that when both parties engage in mutual exchanges, such as information sharing and joint problem-solving, supply chain performance can be enhanced, leading to greater innovation and responsiveness. However, while SET provides a useful framework for understanding collaborative relationships, it is limited in explaining the complexities of modern supply chain dynamics, especially in cases where relationships may not always be reciprocal or where one party may act out of self-interest or long-term goals rather than immediate benefit (Jahan & Kim, 2021). Thus, while SET contributes to understanding the importance of mutual trust and collaboration, it does not fully address the dynamics that can disrupt or complicate buyer-supplier relationships in practice.

2.1.2 The Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory, developed by Jay Barney in 1991, focuses on the premise that a firm's competitive advantage is largely derived from its ability to manage and leverage valuable, rare, inimitable, and non-substitutable resources (Freeman et al., 2021). The theory posits that organizations that possess unique internal resources and capabilities are positioned to achieve superior performance by effectively utilizing them in a way that competitors cannot easily replicate (Lubis, 2022). A significant strength of RBV is its ability to explain how firms sustain competitive advantages over the long term by focusing on internal assets, such as human capital, technology, and organizational culture, which are difficult for competitors to imitate (Valaei et al., 2022). However, a noted weakness of RBV is its limited attention to external factors—such as market conditions, competitors' actions, and regulatory environments—that can also influence a firm's performance, making it somewhat narrow in its application (Valaei et al., 2022). Despite this limitation, RBV remains a useful framework for understanding how firms can leverage their unique internal resources to outperform rivals and gain a competitive edge.

Previous scholars have utilized RBV to explain the relationship between resource management and supply chain performance. Freeman et al. (2021) highlight how firms can enhance their supply chain performance by treating buyer-supplier relationships as strategic resources that can be used to streamline operations, reduce costs, and improve responsiveness. Similarly, Lubis

(2022) explored how leveraging specific resources—such as information-sharing systems, supplier capabilities, and advanced technologies—can drive improvements in supply chain efficiency, quality, and delivery reliability. Valaei et al. (2022) further emphasized that firms with unique resources can integrate these into their supply chains to not only optimize processes but also create sustainable competitive advantages. In this study, RBV is particularly relevant, as it underscores the importance of utilizing collaborative buyer-supplier relationships as a strategic resource that can improve operational efficiency, cost management, and overall supply chain performance (Freeman et al., 2021).

2.2 Conceptual Review

Collaborative buyer-supplier relationships: Collaborative buyer-supplier relationships refer to strategic partnerships between buyers and suppliers aimed at achieving mutual benefits through long-term cooperation, shared information, and aligned goals, ultimately improving performance and innovation (Liu et al., 2020). The operationalization of these relationships involves the practical implementation of trust, commitment, and communication as key indicators, where trust refers to reliability, integrity, and confidentiality, commitment involves long-term orientation and mutual goals, and communication encompasses information sharing, frequency, and clarity (Patrucco et al., 2021).

The goal of collaborative buyer-supplier relationships is to enhance operational efficiency, reduce costs, and foster trust, thereby contributing to the overall success of the supply chain (Mushi et al., 2021). In the Ugandan context, however, these relationships have been less effectively implemented, with challenges such as poor communication and limited trust between buyers and suppliers, hindering the realization of their full potential (Schmelzle & Mukandwal, 2023). Despite these challenges, fostering strong collaborative buyer-supplier relationships is seen as a crucial factor for achieving strategic advantages and operational improvements within supply chains in Uganda.

Trust: Trust in buyer-supplier relationships is crucial for fostering cooperation and mitigating risks (Tarigan et al., 2020). High levels of trust can lead to better information sharing and more effective problem-solving (Owot et al., 2023). Trust reduces the need for extensive monitoring and contract enforcement, thereby lowering transaction costs (Shukla et al., 2023). Trustworthy

relationships enhance supplier performance and contribute to sustainable supply chain practices (Villena et al., 2021).

Commitment: Commitment refers to the willingness of parties in a buyer-supplier relationship to invest resources and effort to maintain the partnership (Aslam et al., 2022). High commitment levels are associated with increased stability and performance in supply chains (Jääskeläinen, 2021). Commitment fosters long-term collaborations, which are essential for achieving strategic goals and adapting to market changes (Chebichii et al., 2021). Strong commitment from both parties can mitigate the risks associated with market volatility (Butt et al., 2023).

Communication: Effective communication in buyer-supplier relationships involves the timely and accurate exchange of information (Kimario et al., 2021). Good communication practices can improve understanding, coordinate activities, and resolve conflicts (Awan & Khan, 2021). Enhanced communication leads to better decision-making and increased responsiveness to market demands (O'Connor et al., 2020). Communication is critical for aligning objectives and ensuring that both parties are on the same page (Mwesiumo et al., 2021).

Supply chain performance: Supply chain performance refers to the effectiveness and efficiency of supply chain operations in meeting customer demands, achieving organizational objectives, and maintaining a competitive edge (Tumusiime, 2022). The operationalization of supply chain performance involves measuring key indicators such as efficiency, quality, flexibility, responsiveness, and cost management (Ampe-N'DA et al., 2020). The goal of supply chain performance is to optimize these dimensions to improve overall operational success, enhance customer satisfaction, and maintain a competitive advantage (Pozzo et al., 2023). In the Ugandan context, supply chain performance has faced challenges, with institutions like Mukono Central Division experiencing inefficiencies, delays, and rising costs due to inadequate supply chain management (Nzama, 2022). By focusing on efficiency, quality, flexibility, responsiveness, and cost management, organizations can improve their supply chain performance, contributing to better operational outcomes and enhanced service delivery.

Efficiency: Efficiency in supply chains refers to the optimal use of resources to achieve desired outcomes with minimal waste (Augustine, 2021). Efficient supply chains can streamline operations, reduce lead times, and minimize inventory costs (Uddin, 2024). Efficiency

improvements often result from process optimization and technological advancements (Patrucco et al., 2021). Enhanced efficiency is crucial for maintaining competitiveness in the global market (Owot et al., 2023).

Quality: Quality in supply chains involves delivering products and services that meet or exceed customer expectations (Okori, 2022). High-quality supply chains ensure product reliability, durability, and compliance with standards (Liu et al., 2020). Quality management practices, such as regular inspections and supplier audits, are essential for maintaining high standards (Schmelzle & Mukandwal, 2023). Quality improvements contribute to customer satisfaction and brand reputation (Mushi et al., 2021).

Flexibility: Flexibility in supply chains is the ability to adapt to changes in demand, supply, and market conditions (Tarigan et al., 2020). Flexible supply chains can quickly respond to disruptions and seize new opportunities (Patrucco et al., 2021). Flexibility is achieved through strategies such as diversification of suppliers, agile logistics, and modular product designs (O'Connor et al., 2020). Flexibility is critical for resilience and sustainability in dynamic environments (Mwesiumo et al., 2021).

Responsiveness: Responsiveness in supply chains is the speed and accuracy with which a supply chain can react to customer needs and market changes (Ampe-N'DA et al., 2020). Responsive supply chains can meet customer demands promptly, thereby enhancing customer satisfaction and loyalty (Chebichii et al., 2021). Responsiveness requires efficient communication, real-time data analytics, and agile logistics capabilities (Butt et al., 2023). High responsiveness is essential for competitiveness in fast-paced industries (Aslam et al., 2022).

Cost management: Cost management in supply chains involves controlling and reducing expenses to improve profitability (Kimario et al., 2021). Effective cost management strategies include optimizing procurement, reducing waste, and leveraging economies of scale (Awan & Khan, 2021). Cost management is critical for maintaining competitive pricing and ensuring long-term sustainability (Liu et al., 2020). By managing costs effectively, organizations can invest in innovation and growth (Villena et al., 2021).

2.3 Empirical Review

2.3.1 Relationship between trust and supply chain performance

Liu et al. (2020) explored the relationship between trust and supply chain performance in Chinese companies and found that high levels of trust between buyers and suppliers led to better operational performance. Trust facilitated improved information sharing and collaboration, which in turn enhanced overall supply chain performance. Similarly, Zhang et al. (2021) studied Sino-Franco buyer-supplier relationships and concluded that trust played a vital role in increasing supply chain efficiency and responsiveness. By reducing transaction costs and improving response speed to market changes, trust was found to positively impact both operational efficiency and adaptability, contributing to improved performance outcomes. The relationship between trust and supply chain performance is reciprocal, as trust enhances supply chain performance, which in turn strengthens the relationship between the buyer and supplier.

Shukla et al. (2023) focused on agricultural supply chains and found that trust positively influenced supplier performance, which in turn led to an overall improvement in the supply chain. Trust reduced uncertainties and fostered long-term partnerships, thus enhancing performance in the supply chain. This was supported by Villena et al. (2021), who found that trust mitigated the negative aspects of collaborative buyer-supplier relationships, such as opportunism and conflict, thereby improving supply chain efficiency.

Tarigan et al. (2020) also discovered that trust within the supplier relationship promoted innovation and cooperation, which in turn led to enhanced supplier performance and overall supply chain success. In Ugandan contexts, such as smallholder agribusinesses, Owot et al. (2023) found that trust similarly reduced uncertainties and fostered long-term relationships, thus improving supply chain performance. These findings highlight that trust not only improves operational aspects but also contributes to a sustainable and resilient supply chain system, where both buyer and supplier benefit from the enhanced collaboration.

Mushi et al. (2021) and Patrucco et al. (2021) emphasized that trust is a fundamental component in building strong buyer-supplier relationships, which enhances supply chain quality and efficiency. They also observed that trust allowed organizations to leverage new technologies, like Industry 4.0, to improve their operations. Schmelzle & Mukandwal (2023) further confirmed that

trust fosters better communication and collaboration, leading to improved supplier performance, which in turn benefits the entire supply chain. Aslam et al. (2022) echoed this by highlighting the mediating role of trust between leadership and supply chain performance, underlining that trust is essential for long-term success and sustainability in supply chains. Jääskeläinen (2021) and Chebichii et al. (2021) also concluded that trust was crucial in reducing conflicts and ensuring smooth communication, directly enhancing supply chain efficiency. The relationship between trust and supply chain performance is mutually reinforcing, as trust improves performance, and better performance reinforces the trust between partners, leading to more successful collaborations.

Augustine (2021) and Uddin (2024) in the context of e-procurement and relational factors, respectively, emphasized that trust plays a key role in boosting supply chain performance by improving supplier reliability, responsiveness, and integration. Pozzo et al. (2023) and Nzama (2022) also concluded that trust is essential for effective buyer-supplier collaboration, improving both supply chain efficiency and responsiveness. Thus, trust influences supply chain performance by fostering smoother operations, reducing costs, and enhancing overall performance, creating a virtuous cycle of improved relationships and outcomes.

2.3.2 Relationship between commitment and supply chain performance

Awan & Khan (2021) investigated the relationship between buyer-supplier strategic collaboration and operational performance in Chinese companies and found that commitment from both parties significantly improved operational performance. Their study highlighted that commitment fostered long-term relationships and enhanced trust, which led to improved performance outcomes. Similarly, Jääskeläinen (2021) explored how commitment in buyer-supplier relationships contributes to performance outcomes, concluding that commitment was essential for achieving better results by improving communication and reducing conflicts. The relationship between commitment and supply chain performance is reciprocal; commitment not only enhances communication and trust but also strengthens the relationship between partners, leading to sustained performance improvements.

Patrucco et al. (2021) examined the role of Industry 4.0 technologies in enhancing buyer-supplier relationships and found that commitment was vital for leveraging these technologies to improve

supply chain performance. By fostering better integration and cooperation, commitment enabled partners to use technology effectively. This was supported by Butt et al. (2023), who studied the impact of knowledge hiding in buyer-supplier relationships and found that high levels of commitment mitigated negative effects, thereby enhancing relationship performance. Commitment played a mediating role by creating an environment of cooperation, trust, and reduced conflict, which ultimately influenced supply chain performance in a positive direction. Mushi et al. (2021) supported this by demonstrating that commitment improved both the quality and efficiency of supply chains, emphasizing that the strength of commitment in a relationship was directly tied to better operational outcomes.

Schmelzle & Mukandwal (2023) analyzed how commitment influenced supplier performance in the aerospace industry and found that it significantly improved supplier performance through better communication and collaboration. Commitment contributed to a stable and cooperative environment, which facilitated improved performance outcomes across the supply chain. Shukla et al. (2023) reinforced this by highlighting that commitment was a key factor in the relationship between knowledge transfer and supplier performance, demonstrating its critical role in enhancing overall supply chain performance. Commitment fosters an atmosphere of stability, cooperation, and mutual support, making it a key driver of positive performance outcomes.

Mwesiumo et al. (2021) emphasized the importance of commitment in collaborative supply risk mitigation, showing that commitment enabled better planning, resource allocation, and risk management, all of which improved supply chain performance. Similarly, Ardakani et al. (2023) highlighted that commitment was essential for achieving better environmental and operational outcomes in green supply chain performance, reinforcing the idea that commitment is a crucial factor for sustainable supply chain performance. Aslam et al. (2022) and Tarigan et al. (2020) further emphasized that commitment in buyer-supplier relationships reduced opportunistic behaviors and fostered innovation, thereby enhancing supplier performance.

In their study of the Sino-Franco relationship, Zhang et al. (2021) found that commitment reduced transaction costs and improved market response times, thereby enhancing overall supply chain performance. This was echoed by Chebichii et al. (2021), who found that commitment in food and beverage manufacturing companies in Kenya improved organizational performance by enhancing collaboration and reducing transaction costs. The relationship between commitment

and supply chain performance is dynamic, with commitment improving supply chain processes and performance outcomes, which, in turn, strengthens the commitment of both parties, creating a cycle of mutual improvement and sustainability.

2.3.3 Relationship between communication and supply chain performance

Shukla et al. (2023) examined the relationship between knowledge transfer and buyer-supplier relationships within agricultural supply chains and found that robust communication mechanisms are essential for effective knowledge transfer. Effective knowledge transfer, in turn, significantly improves supplier performance by ensuring that key information is shared accurately and promptly. This relationship shows how communication and supply chain performance are interdependent: effective communication enables the seamless flow of knowledge, which positively influences performance outcomes. Butt et al. (2023) further investigated how knowledge hiding undermines buyer-supplier relationships and concluded that open and transparent communication is crucial for mitigating negative behaviors like knowledge hiding. This highlights the reciprocal relationship between communication and supply chain performance—while communication enhances performance, improved performance further fosters open and transparent communication, creating a cycle of mutual reinforcement.

Zhang et al. (2021) explored the Sino-Franco buyer-supplier relationship and stressed that communication plays a pivotal role in overcoming cultural differences that might create barriers to efficient supply chain operations. The study suggested that effective communication strategies could bridge these gaps, leading to enhanced collaboration and improved supply chain performance. Similarly, O'Connor et al. (2020) examined interorganizational cooperation in high-tech supply chains and emphasized that clear and consistent communication channels are critical for maintaining cooperative relationships and achieving superior performance outcomes. The relationship between communication and supply chain performance is thus bidirectional—strong communication practices facilitate collaboration, which enhances performance, and better performance outcomes, in turn, reinforce the value of effective communication.

Chebichii et al. (2021) focused on buyer-supplier collaboration in Kenyan food and beverage manufacturing companies and found that regular communication fosters trust and cooperation, which are key for successful collaborations and high performance. This indicates that

communication is not only a facilitator but also a driving force in the improvement of supply chain performance. Augustine (2021) further explored the role of e-procurement in enhancing buyer-supplier collaboration and concluded that digital communication platforms help streamline procurement processes, reduce errors, and ultimately enhance supply chain efficiency. In this case, the relationship between communication and supply chain performance is enhanced through technology, which provides more accurate, timely, and efficient information exchange, leading to improved performance.

Uddin (2024) examined the role of relational factors in buyer-supplier relationship commitment and firm performance through supply chain integration. The study highlighted that effective communication, as a relational factor, is essential for building trust and commitment, which directly contributes to better supply chain performance. This relationship reflects how communication, by enhancing trust and commitment, strengthens the overall performance of the supply chain. Tumusiime (2022) found that strong communication practices in sourcing and supplier relationship management are crucial for improving supply chain outcomes in humanitarian organizations in Northern Uganda. The relationship between communication and supply chain performance in this context is particularly strong, as clear communication directly influences the effectiveness of resource allocation and operational efficiency.

Pozzo et al. (2023) analyzed the effects of buyer-supplier collaboration on supply chain performance in Brazil's electronics sector and concluded that frequent and open communication is vital for aligning expectations and coordinating activities. This alignment, facilitated by communication, results in improved supply chain performance. Similarly, Kimario et al. (2021) investigated the influence of buyer-supplier relationships on procurement performance and emphasized that effective communication reduces misunderstandings and promotes a cooperative environment, ultimately improving procurement outcomes. The relationship here shows that communication not only aids in collaboration but also has a direct impact on operational performance.

Owot et al. (2023) examined the role of trust in smallholder agribusinesses in Uganda and found that trust, facilitated by open and honest communication, is essential for effective supply chain collaboration and improved performance. In this case, the reciprocal relationship between communication and supply chain performance is evident—trust, built through communication,

enhances cooperation, leading to better performance outcomes. Nzama (2022) also explored how buyer-supplier relationships influence the performance of small, medium, and micro-enterprise retailers in Durban, finding that clear communication strategies enhance relationship quality and improve overall organizational performance.

Villena et al. (2021) addressed the dark side of collaborative buyer-supplier relationships and found that communication plays a crucial role in managing conflicts and fostering positive interactions. By facilitating conflict resolution, communication ensures that relationships remain healthy, which positively impacts supply chain performance. Similarly, Ampe-N'DA et al. (2020) emphasized that communication is integral to achieving sustainable and efficient supply chain operations. The relationship between communication and performance here is clear: effective communication not only improves the collaboration but also ensures sustainability in supply chain operations.

Andalib Ardakani et al. (2023) found that effective communication is essential for coordinating green initiatives in customer-supplier collaboration, contributing to improved environmental and operational performance. This shows how communication influences not only operational performance but also sustainability outcomes in supply chains. Tarigan et al. (2020) explored the effects of communication on supplier trust and innovation and found that communication is crucial for fostering trust and innovation, which in turn enhances supplier performance. This reciprocal relationship between communication and performance suggests that effective communication is a critical driver of performance, promoting trust and innovation within the supply chain.

In summary, communication plays a central role in shaping supply chain performance by improving relationships, enhancing collaboration, mitigating misunderstandings, and fostering trust and innovation. The relationship between communication and supply chain performance is dynamic and reciprocal, where better communication leads to enhanced performance outcomes, which, in turn, reinforce the importance of maintaining effective communication within the supply chain.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the research methods. It addresses the area of study, demographic and sampling methodologies, measurement levels, data collection procedures, tools, processing and analysis of the data, ethical considerations, and methodological limitations.

3.1 Research Design

The research design for this study was a cross-sectional survey. The design was selected since it requires less time to complete (Barley, 2017). It was also utilized since it enabled the researcher to record data pertaining to information obtained at a certain moment in time (Kazdin, 2021).

The research used both qualitative and quantitative approaches. Quantitative research employed statistical methods to analyze relationships between variables, providing objective and reliable findings (Wang & Cheng, 2020). Qualitative research focused on gathering insights into respondents' personalities, behaviors, and the impact of collaborative buyer-supplier relationships on supply chain performance in Mukono Central Division (Trochim, 2006).

3.2 Area of study

This study was carried out in Mukono Central Division, Mukono Municipality, located in Central Uganda. This area was selected due to its diverse economic activities and the existing challenges in supply chain that can be addressed through improved buyer-supplier relationships.

3.3 Study Population

The study population included; employees from Mukono Central Division working in different departments which include; management & support department, finance department, production & marketing department, community based department, plus the works and technical department totaling to 100 employees according to statistics from Mukono Central Division HRM (2024) records. The study also included the Procurement Officer, Finance Manager, Supply Chain and the head of the Contracts Committee team that took part as key informants totaling to 4.

3.4 Sample Size Determination

The sample size was determined by the sample calculation formula by Yamane, (1970) as follows;

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

“n” is sample size, “N” is population, “e” is error (0.05) or level of confidence 95%

“N” (population) = 100 staff of Mukono Central Division

$$n = \frac{100}{1 + 100(0.05)^2}$$

$$n = \frac{100}{1 + 100(0.0025)}$$

$$n = \frac{100}{1 + (0.25)}$$

$$n = \frac{100}{1.25}$$

n = 80

Therefore the sample size comprised of 80 respondents obtained from the 100 population size of employees working in the different departments in Mukono Central Division. Furthermore, the top management; the Procurement Officer, Finance Manager, Supply Chain and the head of the Contracts Committee team were involved in the study as key informants as these were selected purposively. These were further distributed in the table below;

Table 1: Target Population, Size and Selection

Category of Respondents	Population Size	Sample size	Sampling Techniques
Employees of MCD in the departments	100	80	Simple random sampling
Supply Chain Manager	1	1	Purposive sampling
Procurement Officer	1	1	Purposive sampling

Finance Manager	1	1	Purposive sampling
Head of Contract Committee Team	1	1	Purposive sampling
Total	104	84	

Source: *Mukono Central Division (2025)*

3.5 Sampling Techniques

Both simple random sampling techniques and purposive sampling were used by the researcher. The key informants for the study, including the Procurement Officer, Finance Manager, Supply Chain Manager, and head of the Contracts Committee, were selected using purposive sampling. These individuals were chosen due to their qualifications and active involvement in implementing collaborative buyer-supplier relationships, providing in-depth insights into supply chain performance in Mukono Central Division.

Additionally, simple random sampling was used to select employees from various departments in Mukono Central Division. These employees were randomly chosen from records provided by the Human Resource Manager, ensuring fairness and minimizing bias in the selection process for a representative sample (Noor et al., 2022).

3.6 Data collection methods and instruments

3.6.1 Questionnaire

A survey, according to Amin (2005), is a self-report study designed to learn more about relevant factors. According to Mugenda & Mugenda (2005), the questionnaires would consist of closed-ended questions with a list of potential answers. Respondents were asked to choose the answers that best express their views on the situation and problem under inquiry. To get data on the topic, a structured questionnaire with sections for each study variable were created. The respondents got it administered to them. There was five response options on a five-point Likert scale, including: (5) strongly agree, (4) agree, (3) not sure, (2) disagree, and (1) strongly disagree. The Likert style was used because it provides respondents with a range of options for responses and because it makes it simple to tabulate the data collected for comparative analysis. With their permission, questionnaires were given to the chosen staff members who are employed by Mukono Central Division in the various departments.

3.7 Data Quality Control

3.7.1 Validity

To determine whether the questions can capture the desired data, validation was carried out. The supervisor of the researcher went over the questions to make sure the anticipated response was captured. To determine the validity of the study instrument, a Content Validity Index (CVI) was computed. To establish the validity of the study instruments, the researcher applied the formula shown below (Cohen, Manion, and Keith 2007).

$$\text{Content validity Index (CVI)} = \frac{\text{Relevant items by all judges as suitable}}{\text{Total number of items judged.}}$$

The CVI was 0.81 which was greater than the recommended 0.70 (Kent, 2001), implying that the questionnaire was valid for data collection.

3.7.2 Reliability

The degree to which a research tool yields consistent data or outcomes after several trials is known as reliability (Mugenda & Mugenda, 2003). The reliability of the questionnaire was assessed with the Cronbach's coefficient alpha. The Statistical Package for the Social Sciences (SPSS) was utilized to compute the reliability results in a pilot study including 5 participants. The Cronbach's coefficient alpha was calculated using the following formula:

$$\alpha = \frac{k}{K-1} \left(\frac{1 - \sum SDi^2}{\sum SDt^2} \right)$$

Where α = coefficient alpha

$$\sum SDi^2 = \text{sum variance of items}$$

$$\sum SDt^2 = \text{sum variance of scale}$$

The coefficient was 0.83 which was above the recommended .70 (Amin, 2005), implying that the questionnaire was suitable for data collection.

3.8 Procedure of Data Collection

Upon acceptance of the research proposal and data collection tools, the researcher acquired an introduction letter from the School of Business at Uganda Christian University to facilitate participant access. The researcher next delivered the letter, together with a consent letter that was given to the respondents, to the Mukono Central Division management, requesting permission to conduct the study with their employees. Without using research assistance, the researcher physically and personally conducted the data collection exercise. To prevent consultation and hence skewed results, no questionnaire were left unanswered.

3.9 Data Analysis

Quantitative data analysis: Numbers were applied to responses in order to code the data. Data was entered into an SPSS editor, and the study made use of the Statistical Package for Social Scientists (SPSS). It was double-entered and modified. There was a guarantee that the first and second entries were identical. For each of the different responses, this produced a frequency code sheet. This was utilized in descriptive analysis in order to compute measures of central tendency such as mean, standard deviation, and percentages. The relationship between the predictor independent variables and the dependent variable were established by testing the hypothesis using inferential statistics and Pearson's correlation coefficient.

3.10 Ethical Considerations

Ethical considerations in this study included informed consent, voluntary participation, confidentiality, and anonymity. Participants were fully informed about the study's purpose, with the option to decline participation without consequence. Sensitive organizational information was safeguarded, and data was used only in aggregate form for research purposes. Anonymity was ensured, and respondents were thanked for their participation. The study's findings were shared with the participants, respecting the ethical principles of honesty, impartiality, and social accountability.

3.11 Limitations and delimitations of the study

Some respondents were reluctant to divulge information if they had concerns about the intended use of the data. This was resolved by means of the university's excellent and notable reputation as a learning institution and by acquiring an introductory letter from the institution.

Funds that were required to support the research, such as paying for printing costs, encouraging responders, and even daily transportation to the organization for data collection placed restrictions on the researcher. Nonetheless, the researcher generated family financial support through self-initiatives and tactics.

Some individuals took longer than expected to return the surveys, which impacted the researcher's intended analysis time. This was resolved by sending out more questionnaires than the intended number, which enabled her to fill in the blanks for any respondents who did not return the surveys.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents and discusses the results of analysis that has been done to look at the specific objectives of the study and in relation to the reviewed literature. The study was carried out using questionnaires with selected top management and employees from the different departments in Mukono Central Division. The findings are presented with the help of tables for purposes of clarity and interpretation.

4.1 Response rate

Table 2: Response rate for questionnaires

Response Rate	Frequency	Percentage
Response	80	100%
Non Response	00	00%
Total	80	100%

Source: *Primary data*

According to table 2 above a total of 80 (100%) respondents who are selected top management and employees from the different departments in Mukono Central Division were expected to be involved in the study and all the respondents gave their response giving a response rate of 100%. The reason for the high response rate was due to the fact that the researcher had enough time to collect the data herself and given that the number of respondents required was relatively small.

4.2 Findings on demographic characteristics of respondents

This section presents the general background information about the respondents in relation to their gender, age, highest level of education, department and period spent working with Mukono Central Division as shown in the table below;

Table 3: Background Information about the respondents

Item	Description	Frequency	Percentage (%)
Gender	Male	47	58.7
	Female	33	41.3
	Total	80	100.0
Age bracket	21-30 years	38	47.5
	31-40 years	30	37.5
	41-50 years	12	15.0
	Total	80	100.0
Level of education	Diploma	5	6.2
	Bachelor's degree	34	42.5
	Master's degree	16	20.0
	Others	25	31.3
	Total	80	100.0
Departments	Administration	12	15.0
	Procurement and Logistics	20	25.0
	Accounts and Finance	15	18.8
	Others	33	41.2
	Total	80	100.0
Period spent working	1-5 years	27	33.7
	6-10 years	30	37.5
	Above 10 years	23	28.8
	Total	80	100.0

Source: *Primary data*

Table 3 above shows that majority of the respondents were male, accounting for 58.7% of the total respondents, while the remaining 41.3% were female. This indicates that there is a higher representation of males compared to females among the employees who participated in the study in Mukono Central Division (MCD).

The largest proportion of respondents represented by 47.5% fell within the 21-30 years age bracket, indicating that nearly half of the respondents were young adults. This was followed by those in the 31-40 years age bracket, comprising 37.5% of the respondents. The smallest group was those aged 41-50 years, making up 15.0% of the respondents. This distribution suggests that Mukono Central Division's workforce is predominantly young, with a significant number of employees in their early careers.

Regarding the level of education, the highest percentage of respondents represented by 42.5% hold a Bachelor's degree, reflecting a well-educated workforce. This was followed by respondents with other qualifications such as post graduate diplomas, CIPS, CPA and ACCA at 31.3%. Respondents with a Master's degree accounted for 20.0%, while those with a Diploma made up the smallest group at 6.2%. This shows that the majority of the employees have attained higher education, with a significant portion pursuing advanced degrees.

In terms of departmental distribution, most of the respondents represented by 41.2% are from the other departments like; Education, Health, Natural Resources, Community Based, Works & Technical, plus the Production & Marketing departments. This was followed by those from the Procurement and Logistics department represented by 25.0%, followed by those from the Accounts and Finance department represented by 18.8%, whereas those from the Administration and Management department were the minority, represented by 15.0%. This distribution suggests that the respondents were well-represented across various key departments in Mukono Central Division.

Lastly, majority of the respondents represented by 37.5% noted that they have worked with Mukono Central Division for 6-10 years, closely followed by employees who have worked with Mukono Central Division for 1-5 years, accounting for 33.7%, whereas the smallest group was those who have worked with Mukono Central Division for over 10 years, comprising 28.8% of the respondents. This indicates that the majority of employees have enough experience working with Mukono Central Division implying that they were able to provide the research with valid and reliable information due to the vast knowledge they have acquired on the subject matter.

4.3 The relationship between trust and supply chain performance in MCD

Table 4 summarizes respondents' responses the relationship between trust and supply chain performance in Mukono Central Division (MCD) by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 4: The relationship between trust and supply chain performance in MCD

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
I believe that the organization's suppliers are honest in their dealings with us.	42 52.5%	24 30.0%	00	10 12.5%	4 5.0%
There is a high level of trust between our department and the suppliers we work with.	23 28.8%	35 43.7%	6 7.5%	11 13.7%	5 6.3%
Trust between the buyer and supplier plays a significant role in improving supply chain performance.	19 23.7%	38 47.5%	7 8.8%	15 18.7%	1 1.3%
Suppliers fulfill their commitments to the organization on time and with integrity.	21 26.3%	34 42.5%	5 6.3%	20 25.0%	00
There is confidence that suppliers will maintain transparency in their operations.	23 28.8%	35 43.7%	10 12.5%	12 15.0%	00
We rely on mutual trust in our relationships with suppliers to ensure effective supply chain management.	24 30.0%	40 50.0%	00	16 20.0%	00
Trust between the organization and suppliers helps to reduce conflicts and improve collaboration.	18 22.5%	50 62.5%	4 5.0%	8 10.0%	00

Source: *Primary data*

According to the study in table 4 above, majority of respondents represented by 82.5% of the respondents agreed that they believe the organization's suppliers are honest in their dealings with them, whereas 17.5% of the respondents disagreed with the statement. This indicates that supplier honesty is widely recognized and appreciated within the organization, implying that

trustworthiness among suppliers contributes positively to building long-term and stable supply chain relationships.

The findings also revealed that 72.5% of the respondents agreed that there is a high level of trust between their department and the suppliers they work with, whereas 20.0% disagreed, and 7.5% were not sure about the statement. This suggests that internal and external working relationships are perceived as trustworthy; implying that such trust can lead to improved communication, reduced friction, and better performance in supply chain operations.

Furthermore, the findings showed that 71.2% of the respondents agreed that trust between the buyer and supplier plays a significant role in improving supply chain performance, while 20.0% disagreed and 8.8% were not sure about the statement. This highlights the vital role of trust in influencing the outcomes of supply chain interactions, implying that increased trust levels can directly enhance operational effectiveness and mutual gains for both parties.

More so, the findings established that 68.8% of the respondents agreed that suppliers fulfill their commitments to the organization on time and with integrity, while 25.0% disagreed and 6.3% were not sure about the statement. This demonstrates that a majority of suppliers are seen as reliable and ethical in delivering their obligations, implying that this reliability helps maintain a steady and dependable supply chain.

In addition, the findings indicated that 72.5% of the respondents agreed that there is confidence that suppliers will maintain transparency in their operations, while 15.0% disagreed and 12.5% were not sure about the statement. This reveals that transparency is highly expected and largely experienced in supplier relationships, implying that it is a key component of trust that supports accountability and minimizes misunderstandings in the supply chain.

The study findings also illustrated that 80.0% of the respondents agreed that they rely on mutual trust in their relationships with suppliers to ensure effective supply chain management, whereas 20.0% disagreed with the statement. This underlines mutual trust as a strategic approach to managing supplier relationships, implying that fostering reciprocal confidence can enhance efficiency, reduce monitoring costs, and lead to sustained partnerships.

Lastly, the findings revealed that 85.0% of the respondents agreed that trust between the organization and suppliers helps to reduce conflicts and improve collaboration, while 10.0% disagreed and 5.0% were not sure of the statement. This emphasizes trust as a conflict-reducing and collaboration-enhancing factor, implying that organizations with high trust levels in their supply chain are more likely to achieve harmonious relationships and coordinated efforts toward shared goals.

Overall, the findings strongly suggest that trust is a key driver of effective supply chain performance in Mukono Central Division, as reflected by the high levels of agreement across all the trust-related indicators, reinforcing the importance of integrity, transparency, and mutual confidence in supplier relationships. The findings of the study concerning the relationship between trust and supply chain performance in Mukono Central Division were further determined using Pearson’s correlation that was conducted as shown below;

Table 5: Pearson’s correlation on trust and supply chain performance in MCD

Correlations

		Trust	Supply chain performance
Trust	Pearson Correlation	1	.875**
	Sig. (2-tailed)		.000
	N	80	80
Supply chain performance	Pearson Correlation	.875**	1
	Sig. (2-tailed)	.000	
	N	80	80

** . Correlation is significant at the 0.05 level (2-tailed).

Source: *Primary data*

The findings indicated in table above shows that there is a significant positive relationship between the relationship between trust and supply chain performance in Mukono Central Division (MCD). This relationship is affirmed by r-values of 0.875** with significant p-values of 0.000 at the level of 0.05 (2-tailed) ($r = .875^{**}, p < .05$). This implies that higher levels of trust are strongly associated with improved supply chain performance in Mukono Central Division, suggesting that trust is a critical factor in achieving efficient and effective supply chain operations.

4.4 The relationship between commitment and supply chain performance in MCD

Table 6 summarizes respondents' responses on the relationship between commitment and supply chain performance in Mukono Central Division by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 6: The relationship between commitment and supply chain performance in MCD

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Both the organization and its suppliers are dedicated to maintaining long-term relationships.	20 25.0%	58 72.5%	00	2 2.5%	00
Commitment from both parties leads to improved supply chain performance.	14 17.5%	63 78.8%	00	3 3.8%	00
The organization is willing to invest in strengthening relationships with its suppliers.	22 27.5%	54 67.5%	2 2.5%	2 2.5%	00
Both the buyer and supplier are committed to resolving any issues that arise in the supply chain.	19 23.8%	57 71.3%	00	4 5.0%	00
Our commitment to suppliers improves the quality and efficiency of the supply chain.	21 26.3%	34 42.5%	00	20 25.0%	5 6.3%
Supplier commitment to the organization helps to foster collaboration and trust.	19 23.8%	57 71.3%	00	4 5.0%	00
The organization demonstrates a high level of commitment to achieving supply chain goals together with suppliers.	23 28.8%	51 63.7%	4 5.0%	2 2.5%	00

Source: *Primary data*

The study findings in Table 6 revealed that a significant majority of the respondents represented by 97.5% agreed that both the organization and its suppliers are dedicated to maintaining long-term relationships, whereas 2.5% disagreed with the statement. This indicates that commitment from both parties plays a key role in establishing enduring partnerships, implying that sustained collaboration fosters better supply chain performance.

Additionally, the findings established that 96.3% of respondents agreed that commitment from both parties leads to improved supply chain performance, whereas 3.8% disagreed with the statement. This suggests that when both the organization and its suppliers are committed, it positively impacts the overall performance of the supply chain, leading to more efficient operations and outcomes.

The findings also showed that 95.0% of respondents agreed that the organization is willing to invest in strengthening relationships with its suppliers, whereas 2.5% were not sure and 2.5% of the respondents disagreed with the statement. This highlights the organization's proactive approach to enhancing supplier relationships, which in turn strengthens the supply chain, ensuring smoother collaboration and improved performance.

Similarly, the findings established that 95.0% of respondents agreed that both the buyer and supplier are committed to resolving any issues that arise in the supply chain, whereas 5.0% of the respondents disagreed with the statement. This demonstrates that mutual commitment helps in addressing challenges promptly, which enhances the efficiency and functionality of the supply chain.

Moreover, the findings indicated that 68.8% of respondents agreed that the organization's commitment to suppliers improves the quality and efficiency of the supply chain, whereas 31.3% disagreed with the statement. This suggests that while a strong commitment to suppliers is generally perceived to enhance quality and efficiency, there might be varying opinions on its overall impact, highlighting the need for continued focus on strengthening these relationships.

In addition, the findings illustrated that 95.0% of respondents agreed that supplier commitment to the organization helps to foster collaboration and trust, whereas 5.0% of the respondents disagreed with the statement. This underlines the importance of supplier commitment in promoting trust and cooperation, which are essential for improving supply chain performance.

Lastly, the findings revealed that 92.5% of the respondents agreed that the organization demonstrates a high level of commitment to achieving supply chain goals together with suppliers, 5.0% of the respondents were not sure, whereas 2.5% of the respondents disagreed with the statement. This suggests that a shared focus on achieving supply chain goals between

the organization and suppliers is critical to successful outcomes, indicating that high levels of commitment directly support effective supply chain management.

Overall, the findings suggest that commitment from both the organization and its suppliers is a crucial factor in driving successful supply chain performance in Mukono Central Division, with high levels of agreement across the statements. This indicates that strengthening commitment throughout the supply chain is essential for optimizing performance and ensuring long-term operational success. The findings of the study concerning the relationship between commitment and supply chain performance in Mukono Central Division were further determined using Pearson’s correlation that was conducted as shown below;

Table 7: Pearson’s correlation on commitment and supply chain performance in MCD

Correlations

		Commitment	Supply chain performance
Commitment	Pearson Correlation	1	.883**
	Sig. (2-tailed)		.000
	N	80	80
Supply chain performance	Pearson Correlation	.883**	1
	Sig. (2-tailed)	.000	
	N	80	80

** . Correlation is significant at the 0.05 level (2-tailed).

Source: *Primary data*

The findings indicated in table above shows that there is a significant positive relationship between commitment and supply chain performance in Mukono Central Division. This relationship is affirmed by r-values of 0.883** with significant p-values of 0.000 at the level of 0.05 (2-tailed) ($r = .883^{**}, p < .05$). This implies that a strong commitment between the organization and its suppliers significantly enhances supply chain performance in Mukono Central Division, suggesting that fostering mutual dedication can lead to more effective and efficient supply chain operations.

4.5 The relationship between communication and supply chain performance in MCD

Table 8 summarizes respondents' responses on the relationship between communication and supply chain performance in Mukono Central Division by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 8: Relationship between communication and supply chain performance in MCD

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Effective communication between our department and suppliers is essential for supply chain success.	23 28.8%	51 63.7%	4 5.0%	1 1.3%	1 1.3%
Timely communication between the organization and its suppliers helps to prevent delays in the supply chain.	19 23.8%	53 66.3%	00	7 8.8%	1 1.3%
Clear communication between our department and suppliers improves overall supply chain performance.	21 26.3%	54 67.5%	00	4 5.0%	1 1.3%
Regular updates and feedback are exchanged between the organization and suppliers to improve operations.	23 28.8%	51 63.7%	00	4 5.0%	2 2.5%
Miscommunication between the organization and suppliers negatively affects the supply chain.	20 25.0%	58 72.5%	00	2 2.5%	00
Open communication with suppliers fosters stronger working relationships and better supply chain results.	23 28.8%	35 43.7%	10 12.5%	12 15.0%	00
The organization provides clear and consistent instructions to suppliers regarding their roles in the supply chain.	24 30.0%	40 50.0%	00	16 20.0%	00

Source: *Primary data*

According to the findings in Table 8, the majority of respondents, represented by 92.5% agreed that effective communication between their department and suppliers is essential for supply chain success, while 2.6% disagreed and 5.0% were not sure about the statement. This implies that improving communication within the supply chain could enhance collaboration and efficiency, leading to better overall performance.

The findings also showed that 90.0% of the respondents agreed that timely communication between the organization and suppliers helps prevent delays, while 10.0% of the respondents disagreed with the statement. This implies that enhancing the speed and clarity of communication could minimize delays and improve supply chain performance.

Furthermore, the findings established that 93.8% of the respondents agreed that clear communication improves supply chain performance, while 6.3% of the respondents disagreed with the statement. This implies that clear and direct communication should be prioritized to enhance operational efficiency and reduce misunderstandings in the supply chain.

The findings also illustrated that 92.5% of the respondents agreed that regular updates and feedback are exchanged to improve operations, whereas 7.5% of the respondents disagreed with the statement. This implies that establishing a continuous feedback loop between the organization and suppliers could enhance collaboration and operational improvements.

More so, the findings indicated that 97.5% of the respondents agreed that miscommunication negatively affects the supply chain, whereas only 2.5% of the respondents disagreed with the statement. This implies that addressing communication gaps and minimizing miscommunication can significantly improve supply chain efficiency and performance.

In addition, the findings revealed that 72.5% of the respondents agreed that open communication fosters better relationships and supply chain results, whereas 15.0% disagreed and 12.5% of the respondents were unsure about the statement. This implies that promoting open communication could help build stronger partnerships, but its success might depend on other factors such as trust and commitment.

Lastly, the findings established that 80.0% of the respondents agreed that the organization provides clear and consistent instructions, whereas 20.0% of the respondents disagreed with the statement. This implies that providing consistent and clear instructions can help align suppliers with the organization's goals, enhancing coordination and reducing errors in the supply chain.

Overall, the findings underscore the importance of communication in improving supply chain performance. The majority of respondents believe that effective, clear, and timely communication is essential for preventing delays, fostering better relationships, and improving

operational efficiency within the supply chain. Organizations should focus on enhancing communication strategies with suppliers to ensure smoother and more effective supply chain operations. The findings of the study concerning the relationship between communication and supply chain performance in Mukono Central Division were further determined using Pearson’s correlation that was conducted as shown below;

Table 9: Pearson’s correlation on communication and supply chain performance in MCD

Correlations

		Communication	Supply chain performance
Communication	Pearson Correlation	1	.879**
	Sig. (2-tailed)		.000
	N	80	80
Supply chain performance	Pearson Correlation	.879**	1
	Sig. (2-tailed)	.000	
	N	80	80

** . Correlation is significant at the 0.05 level (2-tailed).

Source: *Primary data*

The findings indicated in table above shows that there is a significant positive relationship between communication and supply chain performance in Mukono Central Division. This relationship is affirmed by r-values of 0.879** with significant p-values of 0.000 at the level of 0.05 (2-tailed) ($r = .879^{**}, p < .05$). This implies that improving communication practices within the supply chain can lead to enhanced performance and operational efficiency.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter includes the discussion of findings in relation to the literature. It also summarizes all findings reported in chapter four according to questions of the study, draws conclusions, suggests recommendations and also proposes some areas for further study.

5.1 Discussion of findings

5.1.1 The relationship between trust and supply chain performance in MCD

The study findings revealed a strong and significant positive relationship between trust and supply chain performance in Mukono Central Division. The majority of respondents expressed high levels of trust in their suppliers, with 82.5% agreeing that the suppliers are honest in their dealings. This finding aligns with the work of Owot et al. (2023), who investigated the role of trust dimensions in supply chain performance in Uganda and concluded that trust between suppliers and buyers significantly enhances the performance of supply chains. Aslam et al. (2022) also highlighted the importance of trust, noting that in a buyer-supplier relationship, trust is integral to fostering commitment and reducing transactional conflicts, which ultimately improves operational efficiency.

The findings also revealed that 72.5% of respondents acknowledged a high level of trust between departments and suppliers, reinforcing the idea that inter-organizational trust is crucial for supply chain effectiveness. This finding relates with the research by Awan and Khan (2021), who emphasized that the role of trust in facilitating smooth collaboration between buyers and suppliers leads to improved supply chain performance. Mwesiumo et al. (2021) further supported this notion by discussing how a collaborative atmosphere, driven by trust, is a key factor in mitigating risks and enhancing supply chain resilience. Their study demonstrated that trust fosters better coordination, which is vital for handling uncertainties within supply chains.

Lastly, the study highlighted that 85.0% of respondents agreed that trust helps reduce conflicts and improve collaboration, and 71.2% believed that trust significantly influences supply chain

performance. These findings correlate with the research of Andali Ardakani et al. (2023), who argued that trust acts as a mediator in supply chain collaboration, contributing to improved performance outcomes. Similarly, the positive correlation of $r = 0.875^{**}$ between trust and supply chain performance found in the study mirrors the conclusions of Kimario et al. (2021), who established that trust is a fundamental driver of effective supply chain collaboration and performance. This confirms that trust not only reduces conflicts but also plays a pivotal role in driving overall supply chain success.

5.1.2 The relationship between commitment and supply chain performance in MCD

The study findings revealed a strong positive relationship between commitment and supply chain performance in Mukono Central Division, with a significant majority of respondents affirming the importance of long-term relationships and mutual commitment. This finding aligns with the literature by Awan and Khan (2021), who emphasized that sustainable leadership in buyer-supplier relationships, plays a crucial role in enhancing supply chain performance. Their study highlighted the impact of relational commitment on fostering better supplier cooperation, which, in turn, improves operational efficiency. The high degree of agreement on the proactive approach to supplier relationships in the study correlates with the view of Andalic et al. (2023), who noted that collaboration between suppliers and buyers drives superior green supply chain performance by enhancing operational effectiveness through shared commitments and sustainable practices.

The findings also suggested that mutual commitment between the organization and its suppliers results in improved trust and collaboration, which are pivotal for enhanced supply chain performance. This is consistent with the work of Mwesiumo et al. (2021), who found that strong collaboration between buyers and suppliers is a key driver of supply chain resilience and performance. Similarly, the study by Schmelzle and Mukandwal (2023) highlights how different configurations in supply chain relationships, underpinned by trust and commitment, positively affect supplier performance. In particular, their research on the aerospace industry showed that a commitment to open communication and strong relational ties boosts overall supply chain outcomes, reinforcing the findings of the current study on the essential role of trust and collaboration in supply chain performance.

Furthermore, the positive correlation between commitment and supply chain performance, as shown by Pearson's correlation analysis ($r = 0.883^{**}$), supports the notion that commitment directly influences supply chain outcomes. This conclusion resonates with the findings of Uddin (2024), who found that relational factors, including buyer-supplier relationship commitment, significantly enhance firm performance through effective supply chain integration. Uddin's study suggests that a well-established commitment between partners leads to smoother coordination, reduced risks, and better resource management, which ultimately results in better supply chain performance. The study's conclusion regarding the importance of supplier commitment also echoes findings from O'Connor et al. (2020), who observed that interorganizational cooperation, driven by mutual commitment, significantly improves supplier performance and, consequently, the overall supply chain effectiveness.

5.1.3 The relationship between communication and supply chain performance in MCD

The study findings revealed the crucial role of communication in enhancing supply chain performance in Mukono Central Division, where a significant majority of respondents, 92.5%, emphasized the importance of effective communication between departments and suppliers for successful supply chain operations. The findings relate to the literature by Saglam et al. (2022), who highlighted that the quality of communication and relational commitment are key drivers in building supply chain resilience. Effective communication helps establish trust and collaboration, which, as noted in the study, is essential for aligning stakeholders towards common goals, ultimately enhancing overall performance. These results are consistent with O'Connor et al. (2020), who found that inter-organizational cooperation, which is rooted in good communication, significantly influences supplier performance in high-technology supply chains.

Additionally, the study highlighted that 97.5% of respondents agreed that miscommunication negatively impacts the supply chain, reinforcing the need for clear and timely information exchanges. This finding aligns with the research by Patrucco et al. (2021), who examined how communication within buyer-supplier relationships plays a critical role in facilitating the implementation of Industry 4.0 technologies that enhance supply chain collaborations. They argue that efficient communication can mitigate operational disruptions caused by misunderstandings or delays. Similarly, Butt et al. (2023) discussed how knowledge hiding,

which is often a result of poor communication, undermines relationship performance in supply chains, further demonstrating the importance of maintaining open communication channels.

The study also found that 72.5% of respondents believed that open communication fosters better relationships, and 80% affirmed that clear instructions align suppliers with organizational goals. These findings correlate with the work of Jahan and Kim (2021), who emphasized the social exchange theory, suggesting that mutual trust and clear communication are foundational to positive relationship outcomes in organizational settings. Furthermore, Liu et al. (2020) showed that strategic collaboration, underpinned by transparent and frequent communication, significantly contributes to better operational performance in supply chains. The Pearson's correlation analysis, which found a strong positive relationship between communication and supply chain performance ($r = 0.879^{**}$, $p < 0.05$), corroborates the theory that improving communication practices is a key lever for enhancing supply chain efficiency, as confirmed in multiple studies in the field.

5.2 Summary of findings

The findings revealed a strong and significant positive relationship between trust and supply chain performance in Mukono Central Division. A majority of respondents expressed high levels of trust in their suppliers, with 82.5% agreeing that the suppliers are honest in their dealings, 72.5% acknowledging a high level of trust between departments and suppliers, and 80.0% relying on mutual trust for effective supply chain management. Additionally, 85.0% agreed that trust helps reduce conflicts and improve collaboration, and 71.2% believed that trust plays a significant role in improving supply chain performance. Pearson's correlation analysis further supports these findings, showing a significant positive correlation ($r = 0.875^{**}$, $p < 0.05$) between trust and supply chain performance. This indicates that trust is a critical factor in enhancing the efficiency and effectiveness of supply chain operations in the region.

Furthermore, the findings revealed a strong positive relationship between commitment and supply chain performance in Mukono Central Division. A significant majority of respondents agreed that both the organization and its suppliers are dedicated to maintaining long-term relationships, with 97.5% acknowledging this commitment. Additionally, 96.3% of respondents agreed that mutual commitment leads to improved supply chain performance, and 95.0%

highlighted the organization's proactive approach to investing in supplier relationships. Furthermore, 95.0% affirmed that supplier commitment fosters collaboration and trust, which are essential for enhancing supply chain performance. Pearson's correlation analysis further supports these findings, showing a significant positive correlation ($r = 0.883^{**}$, $p < 0.05$) between commitment and supply chain performance. This suggests that higher levels of commitment between the organization and its suppliers significantly contribute to improving the effectiveness and efficiency of supply chain operations.

Lastly, the findings revealed the crucial role of communication in enhancing supply chain performance in Mukono Central Division. A significant majority of respondents, 92.5%, agreed that effective communication between departments and suppliers is essential for supply chain success, with similar high percentages acknowledging the importance of timely communication, clear communication, and regular updates. Furthermore, 97.5% agreed that miscommunication negatively impacts the supply chain. While 72.5% believed open communication fosters better relationships, 80% affirmed that clear instructions from the organization align suppliers with goals. Pearson's correlation analysis further reinforced these findings, revealing a significant positive relationship between communication and supply chain performance ($r = 0.879^{**}$, $p < 0.05$), indicating that improving communication practices can significantly enhance operational efficiency and supply chain performance.

5.3 Conclusions

In conclusion, the findings of this study highlight the critical factors that significantly influence supply chain performance in Mukono Central Division, with trust, commitment, and communication emerging as key contributors. The strong positive correlations between trust ($r = 0.875^{**}$, $p < 0.05$), commitment ($r = 0.883^{**}$, $p < 0.05$), and communication ($r = 0.879^{**}$, $p < 0.05$) with supply chain performance underscore the importance of fostering these elements to enhance the efficiency and effectiveness of supply chain operations. The high levels of trust and commitment between departments and suppliers, along with effective communication practices, were found to reduce conflicts, improve collaboration, and align organizational goals, ultimately driving better supply chain outcomes. These results suggest that cultivating strong, long-term relationships and prioritizing open, clear communication are essential strategies for improving supply chain performance in the region.

5.4 Recommendations

Based on the findings of the study, the following recommendations have been found necessary concerning the effect of collaborative buyer-supplier relationships on supply chain performance in organizations in Mukono Central Division, Mukono Municipality.

The study recommends the need to strengthen trust between buyers and suppliers: The strong positive relationship between trust and supply chain performance suggests that fostering greater trust between buyers and suppliers is essential for improving operational efficiency. Organizations in Mukono Central Division should invest in building trust through transparent communication, consistent delivery, and ethical practices. This can help to reduce conflicts, increase collaboration, and ensure smoother supply chain operations, which will, in turn, improve performance outcomes.

The study also recommends the need to enhance commitment to long-term relationships: The significant positive relationship between commitment and supply chain performance highlights the importance of mutual dedication in buyer-supplier relationships. Organizations should prioritize cultivating long-term partnerships with suppliers by demonstrating commitment through investments in joint initiatives, shared goals, and proactive engagement. This can lead to improved collaboration, better alignment of objectives, and a more resilient and efficient supply chain.

Furthermore, the study recommends the need to improve communication channels: Effective communication was found to be crucial in improving supply chain performance, with high percentages of respondents affirming its importance. Organizations should focus on establishing and maintaining clear, timely, and open communication with their suppliers. This could involve implementing regular updates, meetings, and digital tools to facilitate information sharing. Reducing miscommunication and ensuring that instructions are clear can enhance coordination, leading to improved supply chain performance.

In addition, the study recommends the need to invest in training for both buyers and suppliers: In order to build and sustain strong collaborative relationships, it is essential for both buyers and suppliers to have the necessary skills and knowledge to communicate effectively and manage the relationship. The study suggests that organizations invest in training programs that focus on

trust-building, commitment to partnerships, and effective communication strategies. Such initiatives can equip both parties with the tools needed to work collaboratively and improve overall supply chain efficiency.

Lastly, the study recommends the need to establish formal mechanisms for monitoring and evaluating buyer-supplier relationships: To ensure that the collaboration between buyers and suppliers continues to be effective, organizations should implement formal systems for monitoring and evaluating the performance of these relationships. Regular assessments of trust, commitment, and communication practices can help identify areas for improvement and ensure that the buyer-supplier relationship remains aligned with organizational goals. This will contribute to continuous improvements in supply chain performance, fostering long-term success.

5.5 Areas for further research

Since this study aimed at examining the effect of collaborative buyer-supplier relationships on supply chain performance in organizations in Mukono Central Division, Mukono Municipality, the study recommends that; similar study should be done on other areas concerning this topic and these areas of further research needed include the following:

Further research should focus on exploring the impact of digital tools and technology on enhancing collaborative buyer-supplier relationships in supply chains, particularly in the context of Mukono Central Division. Investigating how factors such as supplier innovation, risk-sharing mechanisms, and cultural differences influence collaboration and supply chain performance could provide deeper insights.

Lastly, examining the role of environmental sustainability in collaborative supply chain relationships would be valuable, as well as exploring the effects of collaboration on smaller firms versus large organizations in the region. Such studies could offer practical strategies for improving supply chain outcomes in diverse organizational contexts.

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APPENDICES

Appendix 1: Questionnaire

For selected employees in Mukono Central Division

Introduction and Purpose of Study

Dear Respondent,

I am Busingye Mable, a student pursuing a Bachelor’s Degree of Procurement and Logistics Management at Uganda Christian University. I am working on a study titled *“the effect of collaborative buyer-supplier relationships on supply chain performance in organizations; a case of Mukono Central Division, Mukono Municipality.”* Your contribution is essential to the type of data needed for this study, which is why you were chosen to take part. Your submitted information will be kept completely secret and used only for academic purposes.

Consent/Agreement

I voluntarily agree to participate in this research program; Tick appropriately

YesNo.....

Name of Participant (Optional):

Signature: Date:

Name of Researcher:

Signature: Date:

Kindly spare some few minutes to respond to the following questions.

SECTION A: BACKGROUND DATA

Please TICK the numbers representing the most appropriate responses for you in respect of the following items:

1. What’s your gender?

a) Male

b) Female

2. What’s your age?

a) 21-30 years

b) 31-40 years

c) 41-50 years

d) Above 50 years

3. What's your highest level of education?

a) Certificate b) Diploma

c) Degree d) Masters

e) Others specify:.....

4. Which department do you belong to in Mukono Central Division?

a) Administration/ HRM b) Procurement & Logistics

c) Accounts & Finance d) Others specify.....

5. Period spent working with Mukono Central Division

a) Less than 1 year b) 1-5 years

c) 6-10 years d) Above 10 years

Guide for Completing the Questionnaire:

Note: In the following sections, rate your degree of agreement on each statement under each objective using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree). Please answer questions by making a tick (√) on your preferred answer of choice.

Section B: Collaborative Buyer-Supplier Relationships

s. no	Statements	Responses				
		5	4	3	2	1
1	I believe that the organization's suppliers are honest in their dealings with us.					
2	There is a high level of trust between our department and the suppliers we work with.					
3	Trust between the buyer and supplier plays a significant role in improving supply chain performance.					
4	Suppliers fulfill their commitments to the organization on time and					

	with integrity.					
5	There is confidence that suppliers will maintain transparency in their operations.					
6	We rely on mutual trust in our relationships with suppliers to ensure effective supply chain management.					
7	Trust between the organization and suppliers helps to reduce conflicts and improve collaboration.					
s. no	Commitment	5	4	3	2	1
1	Both the organization and its suppliers are dedicated to maintaining long-term relationships.					
2	Commitment from both parties leads to improved supply chain performance.					
3	The organization is willing to invest in strengthening relationships with its suppliers.					
4	Both the buyer and supplier are committed to resolving any issues that arise in the supply chain.					
5	Our commitment to suppliers improves the quality and efficiency of the supply chain.					
6	Supplier commitment to the organization helps to foster collaboration and trust.					
7	The organization demonstrates a high level of commitment to achieving supply chain goals together with suppliers.					
s. no	Communication	5	4	3	2	1
1	Effective communication between our department and suppliers is essential for supply chain success.					
2	Timely communication between the organization and its suppliers helps to prevent delays in the supply chain.					
3	Clear communication between our department and suppliers improves overall supply chain performance.					
4	Regular updates and feedback are exchanged between the					

	organization and suppliers to improve operations.					
5	Miscommunication between the organization and suppliers negatively affects the supply chain.					
6	Open communication with suppliers fosters stronger working relationships and better supply chain results.					
7	The organization provides clear and consistent instructions to suppliers regarding their roles in the supply chain.					

Section C: Supply Chain Performance in Mukono Central Division

	Statements	Responses				
s. no	Supply chain performance in MCD	5	4	3	2	1
1	The organization has achieved improvements in efficiency due to strong buyer-supplier relationships.					
2	The timely delivery of goods and services has improved due to effective collaborative relationships with suppliers.					
3	The quality of products/services has improved due to collaboration with suppliers in the supply chain.					
4	The organization has reduced supply chain costs through collaboration with suppliers.					
5	Overall, supply chain operations in the organization are more streamlined due to effective collaboration with suppliers.					
6	Effective buyer-supplier relationships have led to a reduction in supply chain disruptions in the organization.					
7	The organization has gained a competitive advantage in the market due to high-performing supply chain collaborations.					

Thank you very much for your cooperation